

## **The Manifestation of Organizational Alienation of Employees and its Impact on Work Conditions**

**Dr. Mohammad Shehada**

**Dr. Nema Khafaje**

Amman Arab University

Amman, Jordan

### **Abstract**

*The objective of the study is to find out the impact of organizational alienation of employees on work conditions. When a person cannot adapt and has harmony with self he would live in self alienation and that is the most difficult kind of alienation, and when a person cannot find harmony with others because of his lack of adaptation with the environment he lives in isolation and introversion. Moreover, when an organization does not interact with its employees individually or as a group and does not interact with other organizations or society then it will live in alienation situation. Technology advancement, industrial and organizational acceleration and cultural and societal development have all lead to increased expectations of employees and their needs and once these expectations are not met then they would feel alienated. Work divisions, specialization and the ignorance of all the processes of work have lead employees to feel isolated and alienated at work and that by itself led to no belonging, no solidarity and that also led to negative attitudes, aggression, rejection to the existed system, no loyalty to the organization and no desire for work and all these would lead to resignation. The Study shows that there is a negative correlation between alienation and work conditions of employees and it was recommended that certain steps such as building a system of awards and incentives and creating values and self development had to be taken into consideration by the organization to remedy the alienation phenomenon.*

**Keywords:** alienation, powerlessness, formlessness, is elation, job attitude solidarity, and belonging

### **Introduction**

The Alienation phenomenon gained much attention by many scholars and writers in many fields of knowledge because of its major impact on individuals as well as organization.

Alienation in general indicates to the relation between worker and his material and mental productivity

But self – alienation refers to the relation and attitude of the person himself towards others and sometimes towards society in general.

When a person cannot adapt and harmonize with self, then he would live in self alienation and this represent the most difficult kind of alienation and this automatically leads to alienation with others and this by itself leads to isolation and introversion.

### **Objectives of the Study**

The objectives of this paper are to find out the impact of organizational alienation of employees (males and females) on work condition through:

- 1) Finding out the level of organizational alienation by measuring the elements of alienation (powerlessness, formlessness, and social isolation).
- 2) Discovering the relationship between organizational alienation and the employee attitude towards work.
- 3) Detecting the relationship between organizational alienation and solidarity.
- 4) Checking the relationship between organizational alienation and loyalty of employees.

### **Statement of the Problem and its Elements**

The alienation phenomenon started taken place in recent years and this can be seen in many public as well as private organizations.

Technology advancements, industrial and organizational changes, the increase in job turnover, and many other negative factors lead to dissatisfaction, unloyalty and this by itself decreases the human and social ties that lead to the efficiency and effectiveness of organization and therefore this paper aims to answer the following questions:

- 1- Is there an impact of organizational alienation on work conditions?
- 2- Is there an impact of organizational alienation on job attitude?
- 3- Is there an impact of organizational alienation on solidarity?
- 4- Is there an impact of organizational alienation on belonging?
- 5- Are there differences at a significant level ( $\alpha=0.05$ ) of the organizational alienation and its impact on work conditions refer to the gender of employees?

#### Hypothesis

- (1) There is no impact of organizational alienation on work condition at a ( $\alpha=0.05$ ) significant level
- (2) There is no impact of organizational alienation on job attitude at a ( $\alpha=0.05$ ) significant level.
- (3) There is no impact of organizational alienation on solidarity at a ( $\alpha=0.05$ ) significant level
- (4) There is no impact of organizational alienation on belonging at a ( $\alpha=0.05$ ) significant level
- (5) There are no differences at a significant level of ( $\alpha=0.05$ ) of the gender of employees on feeling the organizational alienation and its impact on work conditions.

#### Model



#### Literature Review

An increase in concern for the alienation phenomenon was raised by many thinkers and researchers because of its relation to sociology, psychology, politics, administration and religion.

In law, alienation means "transfer or sell" property or ownership of something".

In sociology, alienation means dissolving the relation between an individual and group" Mollusk and Schar, 1965). Seaman (1977) believes that alienation is "weakens, isolation, and self introversion".

#### Kinds of Alienation

Scholars have classified the alienation phenomenon into different kinds these include:

- 1) Individuate and organization alienation.
- 2) Positive and negative alienation.

A lot of thinkers and philosophers suffer from different kinds of alienation that was imposed on them by others or by society in general and that gave them a push forward to create, innovate, and made miracles. On the other hand weak IQ or physical deficiencies in human beings are negative alienation. Both positive and negative alienation could lead to isolation.

- 3) Environmental alienation.

Environmental alienation takes place when a person leaves his family and relatives and lives in a strange environment with a strange values, traditions and customs.

- 4) Organizational alienation

Organizational alienation takes place when employees of an organization have different aims and expectations of their organization and the organization itself has different concerns such as centralization of authority, collecting more money regardless of the set standards, and has a negative look at social responsibility.

#### Manifestation of Organizational alienation

Lufthansa (1973) emphasized that organizational alienation has many manifestation to include:

- 1- Powerlessness. Employee Loses his freedom and centralized authority that has no mercy.

- 2- Meaninglessness. Employee feels his all work and activity is not appreciated and feels a conspiracy and injustice done to him.
- 3- Normlessness. Employee feels that all values and traditions he believes in are distorted and ignored.
- 4- Isolation: employee feels he is not worth his salt by either the organization he works nor by the society he lives in.
- 5- Self – estrangement: Employee loses his identify and self and he is convinced that he is good for nothing.

Finally we can say that alienation in administrative organization is a result of many factors to include:

- 1- The right person is not put in the right place.
- 2- Conflict of loyalty of employees.
- 3- Dual personality of employees.
- 4- The transfer from industrial age to technological age.
- 5- Imported technology.
- 6- Leadership styles.
- 7- Injustices in Employee evaluation.

**Research Tool**

A Questionnaire was developed to cover the independent and dependent variables and number of statements of the questionnaire are 70. Likert Scale:(1)strongly agree (2) agree (3) neutral(4)disagree and (5) strongly disagree was used for the purpose of analyzing the questionnaire statements .

A random sample of 48 employees was selected from two companies (Jordanian Phosphate Company and the Jordanian potassium company).

24 employees from each company were chosen randomly from different sections and units.After elimination of bad questionnaires the total number of good questionnaires was 24. 42 = 88% is the real sample distributed as follows: 21 males and 21 females. The age of this sample runs form 25 – 60 years and the level of their education mainly bachelors.

Their experience in the same field with the same company is more than one year.

**Results**

**Table 1: Organization Alienation According to Gender**

	Isolation		Weaknessess		Normlessness		Total	
Gender	average	%	average	%	average	%	average	%
Male	452	46.9	392	50	368	51.5	1185	49.3
Female	481	53.1	392	50	347	48.5	1120	50.7
Total	906	100	784	100	715	100	2405	100

**Table 2: Relationship between Organizational Alienation and Conditions of Work**

Gender	Allocation		Work conditions					
	Average%		Attitude			team work belonging		
			Average%	Average%	Average %			
Male	1121	49	682	53.5	680	54.5	952	50.6
Female	1163	51	592	46.5	568	45.5	925	49.4
Total	2284	100	1274	100	1248	100	1880	100

**Table 3: Relationship between Alienation and Work Condition**

Work conditions / Alienation	Work conditions	Solidarity	Belonging
Weaknessess	-59.0	-56.2	-53.0
Normlessness	-52.0	-57.0	-62.0
SocialIsolation	-50.0	-63.0	-55.0

**Table 4: Alienation and Work Conditions in General**

Work Conditions	Alienation	
	R	Standard Deviation
Work Conditions	- 62.0	6.0
Solidarity	- 56.0	5.91
Belonging	- 51.0	7.11

### ***Analysis of Results***

To check out the alienation phenomenon and its impact on employees a questionnaire was distributed on 48 employees then it was collected and analyzed statistically to check the hypothesis used by this study. Frequencies, standard deviations, simple and multiple regressions and ANOVA were used. The results of the analysis show:

(1) The level of organizational Alienation: Table (1) shows that female employees were more socially isolated than males. Males and females were equal when it comes to weaknesses. As far as normlessness is concerned male, were more sensitive than females.

In general alienation phenomenon has more impact on females (50.7) than males (49.3). The results in figure (2) show:

\*That female social isolation is felt much more than men. (51% females, 49% males).

\* That Male satisfaction on work conditions is felt more than females on job attitude (53% males, 46.5% females).

\* That solidarity is felt much more on males than females (54.5% males, 45.5% females).

\* That belonging is felt more for males than females (50.6% males, 49.4% females).

(2) Correlation between alienation phenomenon and working conditions.

Through the analysis of the correlation between alienation with its variables (weakness, normlessness and social isolation) and the working conditions variables (job attitudes, solidarity, and belonging) the data show a negative correlation between them.

\* Weakness correlates negatively with job attitude (-59.0), with solidarity (-56.0), and with belonging (-53.0).

\* Normlessness correlates negatively with job attitude (-52.0) with belonging (-62.0) and positively with team work (-57.0).

\* Social isolation correlates negatively with solidarity (-63.0) and belonging (-55.0) and positively with job attitude (50.0).

(3)The degree of correlation between the alienation phenomenon and work condition in general is shown in figure (4).

### ***Recommendations***

To find a remedy for the alienation phenomenon and reduce its impact on employees as well as the organization, the following suggestions can be offered:

- 1- Adaptation of the individual employee is a must.
- 2- Improving the social environment of work.
- 3- Concentrating on the organizational behavior in the organization by creating values, freedom, innovation, development, and self –improvement.
- 4- Increasing the variety of skills of employees so that they can move from one skill to another and from one place inside the organization to another would reduce monotony and boredom.
- 5- Creating real team work conditions.
- 6- Achieving justice in distributing work.
- 7- Building a system of awards and incentives.
- 8- Encouraging Self learning and self development of employees in the organization.

**References**

- Azevedo Claudia, (2012 ), Colin A. McKinnon, Niall Scott & Kristen Sollee (eds.), Can I Play with Madness? Metal, dissonance, madness and alienation, *Volume 2/ (9:2)*, p. 213-215
- G. Anderson, O. Linton, and T. W. Leo. (2012), A Polarization-Cohesion Perspective on Cross-Country Convergence. *Journal of Economic Growth*, 17:49–69
- J.-M. Esteban and D. Ray (2008), Polarization, Fractionalization and Conflict. *Journal of Peace Research*, 45:163–182
- J.-M. Esteban and D. Ray ( 2011), Linking Conflict to Inequality and Polarization. *The American Economic Review*, 101:1345–1374
- J.-M. Esteban, C. Grad´in, and D. Ray, (2007) An Extension of a Measure of Polarization, with an Application to the Income Distribution of Five OECD Countries. *Journal of Economic Inequality*, 5:1–19
- L. Hao and D. Q. Naiman.(2010), *Assessing Inequality*. SAGE Publications, Inc., Thousand Oaks, CA,.
- Maria. Jesus, S. Mandoza, P. Lara, (2008), The impact of Work Alienation on Organizational Citizenship Behavior in the Canary Island, Vol. 15, Issue 1, pp 20-30
- MdLazimZin, (2013), Investigating the Influence of Job Rotation on Career Development Among Production Workers in Japanese Companies, *IJBS*, Vol.14,No1, pp 135-148
- Pillsbury, Glenn T.( 2006), *Damage Incorporated: Metallica and the Production of Identity*.New York: Routledge
- S. Alderson, J. Beckfield, and F. Nielsen, (2005) Exactly How Has Income Inequality Changed? Patterns of Distributional Change in Core Societies. *International Journal of Comparative Sociology*, 46:405–423
- S. P. Jenkins and P. Van Kerm (2005), Accounting for Income Distribution Trends: A Density Function Decomposition Approach. *Journal of Economic Inequality*, 3:43–61,
- S. R. Chakravarty and A. Majumder. *Inequality, Polarization and Welfare: Theory and Applications*. Australian Economic Papers, 40:1–13, 2001.
- S. R. Chakravarty, A. Majumder, and S. Roy (2007) A Treatment of Absolute Indices of Polarization. *Japanese Economic Review*, 58:273–293
- T. T. Awoyemi, I. B. Oluwatayo, and A. Oluwakemi (2010) *Inequality, Polarization and Poverty in Nigeria*. Working Paper
- Yan, Hong (2010), Canonical Correlation Analysis on Life Stress and Learning Burnout of College Students in Taiwan, *IEJHE*, Vol.13, pp 145-155