


ANALYZING THE FEELING OF JOB ALIENATION AMONG EMPLOYEES FROM THE PERSPECTIVE OF PERSONAL AND JOB CHARACTERISTICS – A FIELD STUDY AT CEDAR IRON AND STEEL COMPANY IN ANNABA

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ARTICLE INFO	ABSTRACT
<p>Article history: Received: Jun, 19th 2024 Accepted: Aug, 20th 2024</p>	<p>Objective: This study aims to diagnose the reality of alienation from work and reveal the extent to which there are differences whose causes are due to personal and job variables among individuals working at Cedar Iron and Steel Company in the state of Annaba - Algeria.</p>
<p>Keywords: Work Alienation; Powerlessness; Meaninglessness; Normlessness; Social Isolation; Cedar Company.</p> <div data-bbox="172 1039 480 1285" style="text-align: center;">  </div>	<p>Theoretical Framework: In this topic, the main concepts and theories that underpin the research are presented by research of Seeman (1959). He presented five dimensions to measure job alienation, and only four dimensions were relied upon, in line with the nature of the current study.</p> <p>Method: The method of this research is descriptive and analytical, by describing the phenomenon under study, testing hypotheses, and drawing results. Data were collected through questionnaire and data processing using SPSS V23.</p> <p>Results and Discussion: The study showed that there is a moderate level of work alienation among workers. There are no differences in the sample's answers regarding the level of job alienation due to personal and job variables, with only one variable, which is gender, in favor of males.</p> <p>Research Implications: This study monitored the presence of this negative phenomenon, especially among males. This requires developing awareness among managers and leaders and looking for mechanisms to mitigate them, such as encouraging teamwork and enhancing mutual trust between employees and leaders..</p> <p>Originality/Value: The added value of this research is evident in seeking to mitigate the negative effects of this phenomenon in order to better manage and lead HR.</p> <p>Doi: https://doi.org/10.26668/businessreview/2024.v9i9.4966</p>

ANALISANDO O SENTIMENTO DE ALIENAÇÃO DO TRABALHO ENTRE OS FUNCIONÁRIOS SOB A PERSPECTIVA DAS CARACTERÍSTICAS PESSOAIS E DO TRABALHO - UM ESTUDO DE CAMPO NA CEDAR IRON AND STEEL COMPANY EM ANNABA

RESUMO

Objetivo: Este estudo visa diagnosticar a realidade da alienação do trabalho e revelar até que ponto existem diferenças cujas causas se devem a variáveis pessoais e laborais entre os indivíduos que trabalham na Cedar Iron and Steel Company no estado de Annaba - Argélia.

Referencial Teórico: Neste tópico, os principais conceitos e teorias que fundamentam a pesquisa são apresentados pela pesquisa de Seeman (1959). Ele apresentou cinco dimensões para medir a alienação do trabalho, e apenas quatro dimensões foram utilizadas, em linha com a natureza do presente estudo.

Método: O método desta pesquisa é descritivo e analítico, por meio da descrição do fenômeno em estudo, testando hipóteses e extraindo resultados. Os dados foram coletados por meio de questionário e processamento de dados no SPSS V23.

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Resultados e Discussão: O estudo mostrou que existe um nível moderado de alienação do trabalho entre os trabalhadores. Não existem diferenças nas respostas da amostra relativamente ao nível de alienação laboral devido a variáveis pessoais e laborais, existindo apenas uma variável, que é o género, a favor do sexo masculino.

Implicações de Pesquisa: Este estudo monitorou a presença desse fenómeno negativo, principalmente entre os homens. Isto requer desenvolver a consciencialização entre gestores e líderes e procurar mecanismos para os mitigar, tais como incentivar o trabalho em equipa e aumentar a confiança mútua entre colaboradores e líderes.

Originalidade/Valor: O valor acrescentado desta investigação é evidente na procura de mitigar os efeitos negativos deste fenómeno para melhor gerir e liderar o RH.

Palavras-chave: Alienação do Trabalho, Impotência, Falta de Sentido, Falta de Norma, Isolamento Social, Companhia Cedro.

ANÁLISIS DEL SENTIMIENTO DE ALIENACIÓN LABORAL ENTRE LOS EMPLEADOS DESDE LA PERSPECTIVA DE LAS CARACTERÍSTICAS PERSONALES Y LABORALES: UN ESTUDIO DE CAMPO EN CEDAR IRON AND STEEL COMPANY EN ANNABA

RESUMEN

Objetivo: Este estudio tiene como objetivo diagnosticar la realidad de la alienación del trabajo y revelar en qué medida existen diferencias cuyas causas se deben a variables personales y laborales entre los individuos que trabajan en Cedar Iron and Steel Company en el estado de Annaba - Argelia.

Marco Teórico: En este tema, los principales conceptos y teorías que sustentan la investigación son presentados por la investigación de Seeman (1959). Presentó cinco dimensiones para medir la alienación laboral y sólo se basó en cuatro dimensiones, de acuerdo con la naturaleza del presente estudio.

Método: El método de esta investigación es descriptivo y analítico, describiendo el fenómeno en estudio, probando hipótesis y extrayendo resultados. Los datos se recopilaron mediante cuestionario y procesamiento de datos utilizando SPSS V23.

Resultados y Discusión: El estudio demostró que existe un nivel moderado de alienación laboral entre los trabajadores. No existen diferencias en las respuestas de la muestra en cuanto al nivel de alienación laboral por variables personales y laborales, con una sola variable, que es el género, a favor de los hombres.

Implicaciones de la Investigación: Este estudio monitoreó la presencia de este fenómeno negativo, especialmente entre los hombres. Esto requiere desarrollar conciencia entre directivos y líderes y buscar mecanismos para mitigarlos, como fomentar el trabajo en equipo y mejorar la confianza mutua entre empleados y líderes.

Originalidad/Valor: El valor agregado de esta investigación es evidente al buscar mitigar los efectos negativos de este fenómeno para gestionar y liderar mejor los RH

Palabras clave: Alienación Laboral, Impotencia, Sin Sentido, Anomalía, Aislamiento Social, Compañía de Cedro.

1 INTRODUCTION

An economic enterprise is a vital tool in society by providing goods and services. But these institutions face many challenges due to developments in society at all levels. Among them are technological development and change in the social environment, which requires the organization to adapt to these changes and search for added value that achieves its goals.

It is known that the human resource is one of the most important resources possessed by the institution, and the success of the latter depends on the extent of the efficiency of this resource and the extent of its awareness of the changes facing the institution and how to deal with them. Thus, the reactions and behaviors issued by the individual worker towards the organization vary, whether positive or negative. If it is positive, the individual will be

satisfied with the job and the institution in which he works, and the feeling of belonging and loyalty will be enhanced. However, if it is negative, this will cause a state of job dissatisfaction and the growth of negative feelings and undesirable behaviors that negatively affect his work performance.

Job alienation is considered a negative psychological and social phenomenon that affects the individual worker, limits his progress at work and negatively affects the performance of the organization. The individual feels that he does not have a specific goal at work, or a feeling of helplessness, social isolation, and other negative manifestations that express alienation and negatively affect the individual's performance and thus the organization's performance and success.

1.1 THE PROBLEMATIC

The working individual lives in an environment full of changes in various fields, which creates a state of job alienation, and the latter represents a dangerous phenomenon that threatens the survival and success of the organization. Therefore, the need arose to measure the level of alienation among the employees of Cedar Company in Annaba, and the extent of the differences in this level that are attributed to personal and job variables.

Therefore, the main question raised is: What is the level of feeling of job alienation among individuals working at Cedar Company? Are there statistically significant differences in the feeling of job alienation due to personal and job variables?

This problem branches out from the following sub-questions:

- what is the level of feelings of job alienation (through its dimensions: helplessness, meaninglessness, lack of standardization and social isolation) among Cedar Company workers?
- are there statistically significant differences in the feeling of job alienation due to personal and job variables (gender, age, educational level, job level and seniority)?

1.2 STUDY HYPOTHESES

- the first main hypothesis: There is a moderate level of feeling of job alienation (through its dimensions: helplessness, meaninglessness, lack of standardization and social isolation) among Cedar Company workers;

- the second main hypothesis: There are no statistically significant differences in the feeling of job alienation due to personal and job variables (gender, age, job level, seniority, and educational level).

1.3 STUDY OBJECTIVES

- controlling the theoretical foundations of job alienation by defining it and defining its dimensions;
- diagnosing the reality of job alienation in the studied sample;
- determine the extent to which there are differences attributed to personal and functional variables;
- coming up with a set of suggestions that serve the topic and benefit the company under study.

1.4 IMPORTANCE OF THE TOPIC

The importance of the topic is due to considerations, the most important of which are the following:

- the vitality of the topic it addresses, due to its connection to the human element, and the importance of job alienation in influencing the behavior of individuals in institutions;
- job alienation is one of the administrative and leadership issues that has preoccupied and continues to preoccupy researchers and scholars in various specializations, including the specialization of business administration and human resources;
- the need to measure individuals' feelings and attitudes toward job alienation, and to determine its causes and most important manifestations among the sample studied;
- it is important to research the various factors affecting job alienation and responsible for making a difference in its levels;
- providing some solutions and suggestions to confront this negative phenomenon in the studied institution, which enhances individuals' motivation and reflects positively on the institution's performance.

2 THEORETICAL FRAMEWORK

2.1 THE CONCEPT OF JOB ALIENATION

"Alienation" this term derives from Karl Marx's study of the effects of the capitalist labor process on workers. Its origins can be traced to changes outside the individual that resulted from the industrialization process, with the creation of large factories characterized by organizational hierarchies, job specialization and job control based on official authority, and a shift in life focus. (Ghaleb, 2024, p. 206)

Alienation is linked to the despair and loneliness that the individual suffers as a result of his social and cultural distance from his immediate environment. In general, the concept of alienation can be defined as an individual's decreased harmony with his social, cultural, and natural environment, especially his decreased control over his immediate environment, which causes feelings of loneliness and despair. Alienation also refers to the alienation of individuals from themselves and from a particular environment or process. (Ghaleb, 2024, p. 207)

Alienation can be defined as a feeling of alienation from others, from society and its values, and from oneself, especially those parts of the self that are connected to others and to society in general.

There are different divisions into the dimensions of job alienation, including apathy, inability to deeply relate to anything, lack of engagement with work, withdrawal, separation from relationships, and isolation.

That the interest in organizational alienation, which can be defined as the alienation of the individual in an organizational environment, has increased significantly with the research of Seeman (1959). Work alienation has been described as "a feeling of disappointment from career and professional development, as well as disappointment over the inability to fulfil professional norms. (Mehta, 2022, p. 289).

Seeman (1959) conceptualized organizational alienation in five dimensions; "self-alienation, meaninglessness, normlessness, isolation, and powerlessness." (Ağalday, 2022, p. 3).

In this study, we will limit ourselves to four items, and a brief description of these adopted dimensions is presented below: (Ghaleb, 2024, p. 209)

- **powerlessness:** alienation in the form of powerlessness arises from the individual's feeling of inferiority as a result of separation from the product he produces and its ineffectiveness. Lack of control over organizational policies and working conditions.

Powerlessness is a state of bad mood in which individuals are unable to carry out organizational activities or make decisions on their own;

- **meaninglessness:** in the organizational sense, it arises when there is a conflict between organizational goals and personal roles. Employees only know their job and have no idea about their colleagues' work or other matters. Departmental Duties Therefore, employees are not aware of the contribution they make to their organization;
- **normlessness:** it can be defined as an imbalance in individuals or society as a result of the lack of purpose or the collapse of values and dimensions;
- **social isolation:** it is the result of the members of the organization isolating themselves from their environment and having a sense of not belonging to any group or community, and it manifests itself in two ways: First, the individual feels rejected or unwanted by a group. Secondly, the individual rejects or does not want a group or community to which he belongs. Employees cannot make friends, have difficulty communicating with people and leave their social circles.

2.2 CAUSES OF JOB ALIENATION

Many studies have explored the factors leading to feel alienated. It was hypothesized factors as predictors of work alienation by Lamond, et al., (2010), including structural components of formalization and centralization, work characteristics of autonomy, diversity, innovation and threats, meaningfulness of work, as well as the potential to expressing oneself. Following Lamond, et al, (2010), the study demonstrated that inability of work to allow for expressing oneself, lack of meaningful work, and weak relationships in the workplace were the strongest predictors of alienation (Abu Jassar & Alsaed, 2021, p. 3).

Organization's inability to satisfy employee's expectations and needs is a primary cause of work alienation. Perceived over-qualification may result in feeling alienated through individual's perceptions that he/she has higher qualifications in comparison with the job requirements. Over qualified individuals would feel alienated because of the differences between work situation and their expectations and, consequently, lead to feel a sense of deprivation (Abu Jassar & Alsaed, 2021, p. 3).

2.3 CONSEQUENCES OF JOB ALIENATION

Prior studies demonstrated that work alienation is an intrinsically negative phenomenon that has deleterious consequences for both employees and organizations. (Lagios, 2023, p. 22870)

Alienation at work has many negative organizational and personal consequences. An employee who is isolated from work has an abnormal psychological state that is reflected in his performance at work. In addition, he isolates his colleagues and adopts a negative attitude towards his work (Ghaleb, 2024, p. 216).

3 METHODOLOGY

The sampling method was relied upon to conduct this study in accordance with the methodology described in this section.

3.1 STUDY POPULATION AND SAMPLE

The population of this study is all employees of Cedar Iron and Steel Company in Annaba. Due to the difficulty of conducting a comprehensive survey of community members, we relied on studying a sample of it. To determine the appropriate sample size, we relied on what was reported by researchers Roger Bougie and Uma Sekaran, where the following rules can be relied upon (sakaran & bougie, 2003, p. 295) :

- a sample size of more than 30 and less than 500 individuals is appropriate for most research;
- in the case of multivariate research (for example, using multiple regression analysis), the number of sample items should be multiple times the number of study variables, and it is preferable that it be 10 times or more;
- in simple experimental research, the research can be successfully conducted with a sample size ranging from 10 to 20 individuals.

In this study, 80 questionnaires were distributed to the company's workers, and 77 valid questionnaires were retrieved for analysis.

3.2 STATISTICAL TREATMENT METHODS USED

In order to conduct statistical analysis and test hypotheses, a set of tests were relied upon, including: Crombach's alpha test; Arithmetic means, standard deviations and coefficient of variation, normal distribution tests, Levene's test for equality of variance of two populations, one-sample T-test, two independent samples T-test, one-way ANOVA and Kruskal-Wallis analysis.

3.3 MEASURES AND STUDY TOOL

The questionnaire was relied upon as a basic tool for collecting data for the applied study. It included two axes: the first for personal and job data (gender, age, job level, educational level and seniority), and the second axis for the study variable represented by functional alienation through its dimensions: helplessness, meaninglessness, lack of standardization and social isolation.

The phrases were distributed as follows:

- From phrase 1 to phrase 3: powerlessness dimension;
- From phrase 4 to phrase 6: meaninglessness dimension;
- From phrase 7 to phrase 9: normlessness dimension;
- From phrase 10 to phrase 12: social isolation dimension.

The five-point Likert scale was relied upon to measure the extent of the sample members' response to the questionnaire items, as shown in the table below:

Table 1

Likert's five-point scale

Likert scale Description	Strongly disagree	Disagree	neutral	Agree	Strongly agree
Likert scale Interval	1.00 – 1.80	1.81- 2.60	2.61-3.40	3.41-4.20	4.21-5.00
Level	Low level		Medium Level	High Level	

Source: by the authors

The stability of the study tool was confirmed using the Cronbach Alpha reliability coefficient, and the results were as follows:

Table 2*Cronbach Alpha coefficient*

the variables	Number of items	Cronbach Alpha	Validity
Sub-variables	Powerlessness	3	0.693
	Meaninglessness	3	0.841
	Normlessness	3	0.607
	Isolation	3	0.707
Work alienation	12	0.894	0.945

Source: SPSS V23 outputs.

From the table it is clearly evident that the study tool has a high degree, as the value of the Cronbach Alpha coefficient and validity for all dimensions and for the questionnaire as a whole was greater than the minimum permissible in such studies.

4 RESULTS AND DISCUSSIONS

4.1 THE RESULTS OF THE DEMOGRAPHIC CHARACTERISTICS OF THE SAMPLE

The descriptive analysis of the personal and professional data of the study sample showed the following results:

Table 3*Demographic characteristics of the sample*

Variables	Options	Number	Percentage
Sex	Male	60	77.9
	Feminine	17	22.1
	Total	77	100
Age	Less than 30years	6	7.8
	[30 ;40[26	33.8
	[40 ;50[18	23.4
	50years and more	27	35.1
	total	77	100
Educational Level	Secondary and less	9	11.7
	Professional training	13	16.9
	University	47	61.0
	Postgraduate studies	8	10.4
	Total	77	100
Type of Job	Executive level	12	15.6
	Middle management	48	62.3
	High management	17	22.1
	Total	77	100
Experience	Less than 5years	9	11.7
	[5,10[13	16.9
	[10,15[47	61.0
	15 years and more	8	10.4
	Total	77	100

Source: SPSS V23 outputs.

From the table we can conclude the following:

- the percentage of males in the study sample is large compared to the percentage of women (79.9% for men and 22.1% for women). This is normal given the nature of the activity of Cedar Iron and Steel Company, whose work depends on the workshop system and the physical effort required in them, and this is proportional to the male gender;
- as for the age groups of the study sample members, they are close in number, unlike the group under 30 years of age, which contains the smallest number at 6 individuals. These results are completely identical to the results of professional experience. Meaning that the youngest are the least experienced in the field of work and vice versa;
- as for the job level, the majority of the sample members hold middle and executive management positions, at a rate of 77.9%, and this is in line with the requirements for filling positions in such companies. It is also consistent with the required educational levels, especially professional and applied university specializations.

4.2 THE RESULTS OF THE DESCRIPTIVE ANALYSIS OF THE WORK ALIENATION FOR THE SAMPLE

The following table shows the results of the descriptive analysis (the mean and the standard deviation)

Table 4

Descriptive analysis of the work alienation

Dimensions	Number of items	Arithmetic mean	standard deviation	coefficient of variation %	Degree of importance	Ranking
Powerlessness	3	2.94	0.967	32.89	Medium	3
Meaninglessness	3	3.20	0.861	26.90	Medium	2
Normlessness	3	3.23	0.904	27.98	Medium	1
social isolation	3	2.54	0.879	34.60	Low	4
Work alienation	12	2.98	0.771	25.87	Medium	/

Source: SPSS V23 outputs.

The above table shows that the level of job expatriation is not set at 2.98 and falls within the area from 2.61 to 3.40, where all dimensions reached the average value except after social isolation. This dimension was visibly of medium value, but the difference factor was the largest among the rest of the dimensions, indicating a dispersion in the researchers' views on this dimension.

4.3 HYPOTHESES TESTING RESULTS

First hypothesis: "There is a moderate level of feeling of job alienation among Cedar Company workers".

H_0 : There is no moderate level of feeling of job alienation among Cedar Company workers
 H_1 : There is moderate level of feeling of job alienation among Cedar Company workers

Before testing the hypothesis, a normal distribution test must first be conducted to choose the appropriate test to test the hypothesis.

Table 5

Tests of normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Work alienation	.075	77	.200*	.983	77	.375

a. Lilliefors Significance Correction

Source: SPSS V23 outputs.

From the table above, we note that the significance level of the questionnaire as a whole is greater than the level approved in the study (0.05), and therefore it can be said that the data follows a normal distribution. Accordingly, parametric tests can be applied.

Table 6

One-Sample Test

	Valeur de test = 3						
	T	Df	Sig.	Mean	Mean Difference	95% Confidence Interval of the Difference	
						Lower	Upper
WORK ALIENATION	-,259	76	,797	2.98	-,023	-,20	,15

Source: SPSS V23 outputs

From the table above, the value of the indication level of the calculated T value is 0.797, which is greater than the morale level of 0.05. This means rejection of zero imposition and acceptance of the alternative imposition, which provides for an average level of expatriate employment in Cedar's workers, which is 2.98.

Second hypothesis: "There is statistically significant difference in the level of work alienation among the study sample due to their personal and professional characteristics.".

4.3.1 Gender

H_0 : There is no statistically significant difference in the level of work alienation of due to his gender.
 H_1 : There is statistically significant difference in the level of work alienation due to his gender.

We must first identify the distribution of data related to the gender variable, meaning whether it follows a normal distribution or not. The results were as follows:

Table 7

Tests of normality (gender)

	Gender	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	Df	Sig.	Statistic	Df	Sig.
Work alienation	Male	,077	60	,200*	,974	60	,229
	Female	,181	17	,143	,913	17	,111

a. Lilliefors Significance Correction

Source: SPSS V23 outputs

We note that the size of the male group is 60, which is greater than 50, so we use the results of the Kolmogorov-Smirnov test, where the significance level for this test was 0.200, which is greater than 0.05, and this means that the data of the male group follow the normal distribution. On the other hand, we depend on the results of the Shapiro-Wilk test for the female group, because its size is 17, which is less than 50. The significance level for this test was 0.111, which is greater than 0.05. Therefore, the data of the female group follows a normal distribution.

Based on the results of the normal distribution test, which showed that the data follow the normal distribution, the hypothesis will be tested using Independent Samples Test as follows:

Table 8

Independent Samples t Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Work	Equal variances assumed	1.345	0.250	2.105	75	0.039	0.436	0.207	0.023	0.849

Equal variances not assumed			2.340	30.536	0.026	0.436	0.186	0.056	0.817
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Source: SPSS V23 outputs

From the table above, the validity of this test is evident through the significance of F, which is 0.250, which is greater than the approved significance level of 0.05. We note in this case that the value of the t test is 2.105, with a significance level of 0.039, which is less than the approved level of 0.05. Thus, we reject the null hypothesis and accept the alternative hypothesis that there is a difference in the means between males and females in job alienation. This is in favor of males, as the following table shows:

Table 9

Arithmetic averages of work alienation by gender

	Genre	N	Mean	Std. Deviation	Std. Error Mean
Work alienation	Male	60	3,07	,781	,101
	Female	17	2,64	,647	,157

Source: SPSS V23 outputs

From this table, we note that the male average computational value of 3.07 is greater than the female average computational expatriate, which indicates that the feeling of expatriation in men from the study sample is greater than in women.

4.3.2 Age

{ H_0 : There is not statistically significant difference in the level of work alienation due to his age.
 H_1 : There is statistically significant difference in the level of work alienation due due to his age.

The following table shows the results of the normal distribution test of the data according to the age variable:

Table 10

Tests of normality (age)

	Age	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	Df	Sig.	Statistic	df	Sig.
Work alienation	Less than 30years	,210	6	,200*	,862	6	,195
	[30 ;40[,183	26	,085	,931	26	,083

	[40 ;50[,239	18	,008	,895	18	,058
	50years and more	,231	27	,001	,931	27	,073

a. Lilliefors Significance Correction

Source: SPSS V23 outputs

Since all age groups are less than 50 individuals, the results of the Shapiro-Wilk test are based on determining the nature of the distribution. The table above shows that Sig values are greater than the approved indicator level. Therefore, age distribution is naturally distributed. We use a mono-variation analysis and results shown in the table below:

Table 11

ANOVA (Age)

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	5,216	3	1,739	3,174	,089
Within Groups	39,987	73	,548		
Total	45,203	76			

Source: SPSS V23 outputs

From the above table we note that the value of F is equal to 3.174 and the level of indication is equal to 0.089. Since this value is greater than 0.05, this means rejecting the alternative hypothesis and accepting the zero hypothesis which states that there are no statistically significant differences at a morale level of 0.05 in the searchers' sense of functional alienation attributable to the variable age.

4.3.3 Educational level

{ H_0 : There are no statistically significant differences in the level of work alienation due to his educational level.

{ H_1 : There are statistically significant differences in the level of work alienation due to his educational level.

We first determine the distribution of data according to the job title variable. The results were as follows:

Table 12

Tests of normality (educational level)

	educational level	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Work aliena	Secondary and less	,291	9	,077	,797	9	,069
	Professional training	,212	13	,115	,885	13	,083

University	,102	47	,200*	,964	47	,155
Postgraduate studies	,318	8	,067	,807	8	,054

a. Lilliefors Significance Correction
Source: SPSS V23 outputs

Since all education-level groups are less than 50 individuals, the results of the Shapiro-Wilk test are based on determining the nature of the distribution. The table above shows that Sig values are greater than the approved indicator level, 0/05. Therefore, age distribution is a natural distribution. We use a mono-variation analysis and results shown in the table below:

Table 13

ANOVA (Education level)

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	,614	3	,205	,335	,800
Within Groups	44,590	73	,611		
Total	45,203	76			

Source: SPSS V23 outputs

From the table above we notice that the F value is 0.335 and the significance level is 0.800. Given that this value is greater than the 0.05 significance level, this means accepting the null hypothesis and rejecting the alternative hypothesis. Therefore, there are no statistically significant differences at a significance level of 0.05 in the respondents' feeling of job alienation, which we attribute to the educational level variable.

4.3.4 Type of job

{ H_0 : There are no statistically significant differences in the level of work alienation due to his type of job.
{ H_1 : There are statistically significant differences in the level of work alienation due to his type of job .

The following table shows the results of the normal distribution test for the data according to the Type of job:

Table 14

Tests of normality (Type of job)

	Type of Job	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	Df	Sig.	Statistic	Df	Sig.
≥ 5	Executive level	,187	12	,200*	,908	12	,202

Middle management	,098	48	,200*	,960	48	,105
High management	,260	17	,003	,857	17	,014

a. Lilliefors Significance Correction

Source: SPSS V23 outputs

From this table it is clear that all functional level categories are less than 50 individuals, so the results of the Shapiro-Wilk test will be relied upon. It is noted that for the first and second categories, the significance value is 0.202 and 0.105, which is greater than the approved significance level of 0.05. Here, a normal distribution can be adopted, as for the last category. For senior management, the significance level is 0.014, which is less than 0.05, so this category does not follow a normal distribution. This entails relying on the nonparametric Kruskal-Wallis Test to test the hypothesis. The results were as follows:

Table 15

Kruskal-Wallis test (Type of job)

	Work alienation
Chi-Square	1,226
Df	2
Asymp. Sig.	,542

a. Kruskal Wallis test

b. grouping Variable: type of job

Source: SPSS V23 outputs

From the table we notice that the value of the significance level is 0.471, which is greater than 0.05. Therefore, according to the decision rule, we accept the null hypothesis which states that there are no statistically significant differences at the 0.05 level of significance in the level of job alienation attributable to the job level variable.

4.3.5 Experience

H_0 : There are not statistically significant differences in the level of work alienation due to his experience.
 H_1 : There are statistically significant differences in the level of work alienation due to his experience.

The following table shows the results of the normal distribution test of the data according to the variable of experience:

Table 16*Tests of normality (experience)*

	Experience	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Work – alienation	Less than 5years	,330	9	,006	,816	9	,031
	[5,10[,187	13	,200*	,908	13	,172
	[10,15[,312	8	,021	,805	8	,033
	15 years and more	,129	47	,048	,938	47	,015

a. Lilliefors Significance Correction
Source: SPSS V23 outputs

It is noted from the previous table that most of the significance values for the categories of seniority at work are less than 0.05, except for the second category, which has a value greater than 0.05. Thus, the seniority variable does not follow a normal distribution. To test the existence of differences, non-parametric tests must be used, and here we apply the Kruskal-Wallis Test to test the hypothesis. The results were as follows:

Table 17*Kruskal-Wallis test (Experience)*

	Work alienation
Chi-Square	3,930
Df	3
Asymp. Sig.	,269

a. Kruskal Wallis test
b. grouping Variable: experience

Source: SPSS V23 outputs

From the table we notice that the value of the significance level is 0.269, which is greater than 0.05. Therefore, according to the decision rule, we accept the null hypothesis which states that there are no statistically significant differences at the 0.05 level of significance in the level of functional alienation attributable to the seniority variable.

4.4 DISCUSSION

- the level of job alienation among the respondents at Cedar Iron and Steel Company was average and estimated at 2.98, and thus the first hypothesis was fulfilled. This can be explained by the feeling of the working individuals' inability to make some decisions related to their direct tasks. They also notice the lack of organizational standards that are applied uniformly and to everyone, They also do not feel valued for the work

accomplished due to the lack of appreciation for their achievements, in addition to their admission of a lack of interest in teamwork among them, which increases the feeling of social isolation within the company, as these statements were evaluated at the average level with a slight dispersion in the level of answers among them;

- there are differences in the averages between males and females in job alienation, and this is in favor of males. This means rejecting the null hypothesis, which states that there are no statistically significant differences in the feeling of job alienation due to the gender variable. The strong feeling of job alienation among males compared to females is explained by the fact that most of them work in workshops. This requires concerted efforts and teamwork to give meaning to the work and motivate giving. It also facilitates comparisons between them in the extent of their application and fulfillment of the professional standards for work;
- there are no statistically significant differences among the respondents regarding the feeling of alienation due to the remaining personal and professional variables, which are age, educational level, job level, and acquired experience. This can be explained by the fact that these variables did not affect individuals' feelings about the study variable, job alienation.

5 CONCLUSION

The phenomenon of job alienation is a negative phenomenon that affects organizations, so it is necessary to research its levels and causes in order to identify and eliminate it, or at least mitigate its severity. This study sought to know and analyze the level of this phenomenon among a sample of Cedar Iron and Steel Company workers. The extent to which there are differences was also studied. There is a statistical significance for the feeling of alienation due to the personal and functional variables under study.

5.1 STUDY RESULTS

Through this applied study and projection of theoretical concepts, the following results were reached:

- job alienation: The worker's feeling of disappointment with career and professional development, in addition to disappointment due to the inability to meet professional standards;
- the reasons for alienation are many and varied, the most important of which are the organization's inability to meet the individual's expectations regarding his work, insufficient workload, which creates the feeling of having job qualifications that exceed professional requirements;
- interest in this phenomenon stems from fear of the negative consequences that follow, such as decreased performance and returns, decreased belonging to the organization and loyalty to it on the part of working individuals, and other results;
- the current study showed that there is an average level of alienation at work among individuals working at Cedar Company, with an arithmetic average value of 2.98;
- a study of the differences in the respondents' answers regarding the level of job alienation attributed to personal and job variables indicated that they do not exist other than one variable, which is gender, in favor of males.

5.2 SUGGESTIONS

In light of these results, a set of suggestions can be presented to the company under study, in order to seek to reduce or eliminate job alienation, the most important of which are the following:

- first, developing awareness among leaders and officials of this harmful phenomenon for both the organization and employees;
- the necessity of tracking these cases of alienation at work and constantly evaluating them to find appropriate solutions;
- it is necessary to precisely define the powers and tasks assigned to working individuals, away from burdening the individual beyond his capacity and capabilities (excessive workload) or below his qualifications (underworkload) in order to avoid a feeling of helplessness and meaninglessness at work;
- encouraging individual workers to work together and team spirit to avoid social isolation within work; which creates a work environment that encourages achievement;
- creating a participatory atmosphere in the company by opening the way for group cultural and recreational activities;

- the necessity of creating mutual trust between workers and management to instill individual confidence in the values and dimensions of the organization and the decisions taken.

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