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Job Characteristics and Worker's Alienation

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ABSTRACT

Always, in managerial periods, and specially after neoclassic period, one of the main goals of managers was to provide conditions through which providing psychological health for workers was possible. So, achieving worker's psychological health needs to pay attention to worker's working features which are: skill variety, job identity, job importance, work independence, reflection due to action, working features and its various dimensions can predict many of worker's psychological variables such as alienation and so on.
The purpose of this paper is to study the relation ship between working features and alienation of workers of Yazd city governmental organizations and offices. This paper, by using studies and correlation method in statistical universe which included 9578 people of workers of Yazd city governmental organizations and offices and choosing 369 people of organizations' workers, by using random categonic appropriate to categorical mass. To collect information, Two questionnaires were used which their justification and stability have been evaluated.
Mathematical analysis is done thorough Pierson and Espirman tests and k2 T, anova tests, and multiple variable Ryerson and linear lag was done by spss software. Results Show that there is relationship between working featured and alienator of workers of Yazd city government organizations and offices. Close examination shows that there is relationship between skin variety, job importance, work independence, reflection due to action and alienation. There is no meaning- full relation ship between working identity and worker's alienation. So, with respect to research results, it is recommended that to decrease alienation through paying attention to working feature, managers should increase the roles of workers in organization's decisions and prude conditions through which workers fed that the organization is theirs.
KEY WORDS: job- job characteristics- Alienation.

INTRODUCTION

Some of Theorists, who were involved in evaluating the effects of social factors, come to this conclusion that division of labour and division of job in today's commercial and official organizations prevents the worker of use his intelligence.

Showing innate intelligence is the highest human need among his other needs. When some one's working features adapt with his intelligence, he can show his innate intelligence and in this stage, human can find himself, but when these working features are against some one's interest and intelligence, this causes the worker to become uninterested toward his work (Sadeghpur and moghadas. 1988: 35). Alienation causes the person to be come distant from his work and other people. (Sotudeh, 2006: 241).

Some times, people become distant from what they have produced and from his productive work. Products of human work, instead of fulfilling his needs, rule his fate and life. In such situation, the much more he works, the lesser he earns and lesser he can find himself. (Marknzed, persian trans: 2002: 14)

Job is the similar and relative tasks which the person does and receives money and income for what he has done. (Abtahi, 2007, 33) Each job includes a series of features and characteristics which can introduce the job and these features have a strong impact in job's content. For example: some jobs are simple and repetitive, and some others are complicated and complex, so, features of every job as the main factors which form the content of the job, help us to know the job. So that, if jobs do not have appropriate features, they are introduced as uncomfortable jobs and such jobs annoy worker's appropriate spirits, because they cause alienation and separate the person from other people. Alienation is a complex factor which one of its symptoms is incapability experience and major factors such as worker's lack of ownership, control's hierarchical structure and job's content have important roles in it.

Alienation is the distance between the person and his essence and the person who is away from his essence, is nothing, and today it seems that organizations and their jobs makes this matter worse. Jobs limit the workers with old fashioned terms and routine, simple and repetitive features without any variety and this

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fact represses the worker's feelings and usually workers only spend time to count vacant days. Here, it seems necessary to add to the job's contents and to prevent the workers from alienation because the most important property of the organization is the labour and lack of labour means lack of organization.

Division of labour allows the worker to perform only a small portion of the whole work which they are supposed to do. There fore the works lose their importance and seem meaningless. The workers do not perceive their importance in the work group and cannot perceive the value of their labour and when this feeling increases, the worker faces alienation. (Salami, 2001, 49).

Division of labour causes alienation in workers toward work, because the works divide to minor ones and to works with no identity. And these works need not various skills. And therefore the workers cannot identify the relationship between their work and other activities of the organization. (Feizi: 2007: 168).

Work's content (working featured), work's justifiability method, work's product, works profit influence the worker in different levels. Boring age, work's to show one's innovation, all of these factors provide susceptible condition for worker's alienation. Formal, strict, unspiritual and impersonal in working units are additional factors influencing alienation. The person, everyday repeats the same activity like a machine and after some fine chokes with the invariable and unchanging flatness. Chaplin's (New era film) finely shows such condition. (Sotudeh, 2006.73).

Also, the existences of inappropriate structure in organizations fervent any possibility for staff to express their opinions and limit their freedom and prevent appropriate reflection to workers. Therefore, the main question, for which, this paper is searching for an appropriate response is that whether there is any relationship between working feature and worker's alienation or not? Following above question some minor questions as follow arise.

Whether there is any relationship between skill variety, working identity, working importance, independence, reflection to action and alienation of workers? Which answering such questions needs a scientific and research work.

Research goal:

This paper tries to identify the relationship between working features and alienation of staff in Yazd city government organizations and offices.

Research field:

This paper studies the relationship between working features and factors including: 1.variety of skill 2. Identity of work 3.work importance 4.indeperdence 5. Reflection due to action (as independent, variable) and alienation with factors such as:

1. Inability and incapability feeling. 2. Nothingness and nonsensicalness feeling 3. Abnormality feeding 4. Feeling of withdrawal society from 5. Self separation (as dependent variable). In Yazd city govern mental offices and organizations staff.

Operational definition of words:

Job characteristics:

In this paper, job characteristics include 5 factors including: skills variety, work identity, work importance, work independence, and reflection due to action, which are evaluated by using Wagner's questionnaire which consists of 15 questions.

In Likret's criterion the scores which testees receive from the questionnaire, show their working features. These scores are changing between 15 to 75.

Alienation:

In this paper alienation is divided into five factors including: inability and in ability feeling, nothingness and nonsensicalness feeling, abnormality feeling, the feeling of with drawl from society, self separation by using a questionnaire. Which includes 18 questions and this question evaluates them. The scores that the testees receive form the questionnaire according to Likret's criterion, show their alienation. These scores are changing between 18 to 90

Research fundamental frame:

The model, in field of working features, belongs to Hakman and Oldham who believed that sensitive psychological feelings are provoked by 5 working features or major dimensions of work, these features include: 1.skill variety 2. Work identity 3. Work importance 4.Independence in work 5. Recollection due to action.

But in the field of worker's alienation, the model which is used in this paper belongs to Meloin Simon, an American sociologist, who divides alienation to five factors including: 1. Inability feeling (power lessness feeling) 2. Nothingness and nonsensicalness feeling 3. Abnormality feeling 4. The feeling of withdrawal from society (separation) 5. Self separation. From Hakman and Oldham's point of view: the main factors of work content (work features) which are related to pressure and satisfaction include: variety, work identity, reflection due to action and pressure (Ghazanfari 8 Yazdani, 2003:102). On the other hand, one of the main organizational factors which are influential in worker's alienation is work context or working features (Ghazanfari 8 Yazdani, 2003: 152).

Work context (working feature), work justifiability, work method, work production, and work profit influence the worker at different rates. Boring age, work flatness, self work, spiritless work and production, and inability to show one's innovation and independent, are all factors which provide a susceptible condition for worker's alienation. (Sotudeh, 2006: 78).

Kange believes (1979-1982), jobs which prevent satisfaction of needs such as skill variety, work identity, independence, work importance and reflection due to action, cause staff's alienation. (Ghazanfari 8 Yazdani, 2003:155).

There fore, the researcher regarding the fundamental aspects of the research and research studies, decided to found his work on Hakman, oldham, Meloin Simon and Kango's theories and complete his research.

So, with respect to mentioned matters, the conceptual model of the research is as follow:
(conceptual model of the research)

Predictor variable		Cn'ton'on or goal variable
job characteristics		Alienation
a-skill variety		a- inability and powerlessness feeling
b-working identity		b-nothingness and nonsensicalness feeling
c- work importance		c-abnormality feeling
d-independence		d-withdrawal from society
e-reflection due to action		e-self separation

Research analytical model

Research theories

(major theory)
- There is relationship between working features and staff's alienation.

(minor theories)
1. There is relationship between skill variety and employee's alienation.
2. There is relationship between working identity and staff's alienation
3. There is relationship between independence and staff's alienation
4. There is relationship between working importance and employee's alienation.
5. There is relationship between response due to action and employee's alienation.

SEARCHING METHOD

In this paper, correlation method is used, which is a relation between 2 or more pairs of variables or a relation between 2 or more series or data.
We can evaluate the rate of this relation by coefficient of correlation.
(Best, Persian Trans; 1985)

Statistical universe:
In this paper, the statistical universe includes the staff of organizations and governmental offices of Yazd city which are 9578 people. Who are employed in 41 general organization and offices, in different jobs, with different educational degrees.

Sampling method:
Sampling method which is used is a random categorical way, which is appropriate for sample's mass.
Sample's mass:
In order to specify the mass of needed sample Kukran formula has been used:
Statistical universe mass: N=9578
The utmost estimation error which is noticed: d=0.05 error or the possibility of first type error commitment: d=0.05
In normal standard distribution z (1-a/2)=1.96
Units of society with a specific feature: P=0.5

$$n=\frac{\dfrac{p(1-p)z^2_{1-\alpha/2}}{d}}{1+\dfrac{1}{N}\left(\dfrac{P(1-P-z^2_{1-\alpha/2}}{d^2}-1\right)}=\frac{\dfrac{(0/5)\times(0/5)\times(1/96)^2}{(0/05)^2}}{1+\dfrac{1}{9578}\left(\dfrac{(0/5)\times(0/5)\times(1/96)^2}{(0/05)^2}-1\right)}=369$$

Devices for data collection:

In this paper for collecting necessary data in the field of working features, standard questionnaire belonging to John verger, which includes 15 questions and is designed a cording to lariat's spectrum is used.

To test the employee's alienation, the questionnaire which the researcher has provided is used. This questionnaire includes 18 questions which evaluates employee's alienation according to it's and is designed according to liker's spectrum factors.

Justifiability and stability:

Justifiability: In this paper both questionnaires have been confirmed as justifiable questionnaires by 5 university masters. And justifiability of questionnaire related to working features has been confirmed to be about 90%, and the justifiability of questionnaire related to alienation has been confirmed to be about 89%

The method used to specify justifiability is conceptual value and numerable sigma method.

Stability: in this paper for evaluating value, double testing method is used and correlation rate is calculated by using pierson and spirman coefficient of correlation. The rate of questionnaire related to working and the value of questionnaire related to alienation is estimated about 89%.

"Method of analyzing data"

To define data, deductive statistical methods such as Pierson and spirman's correlation test is used. And data is analyzed by using spss software.

ANALYZING DATA AND CONCLUSION

Surveying research theories:

1. Main theory:

There is relationship between working features and alienation of employees in Yazd city governmental organizations and offices. With respect to analysis of data through khi-2 test, it was clarified that khi-2 statistics is equal to 22., 505 and became –p (meaning fully) is less than 0.001 and is less than meaningful level 0.05, consequently there is a meaningful relationship between working features and employee's alienation (they are dependent).

Variable	Alienation				Pierson khi2	Freedom level	Meaning fullness	Yates meaning fullness
	Level	Low	Medium	Total				
Working feature	Medium	25	121	146	22.20	1	Less than 0.001	0.000
	High	90	133	223				
	Total	115	254	369				

Khi 2 statistics, between the levels of 2 variables, working features and employee's alienation.

-Pierson and Spirman's correlation tests for surveying relation between 2 variable, working features and employee's alienation in yazd city governmental organizations and offices:

Variable	Alienation							
Test	Pierson			Sprrman				
Working features	Coefficient of correlation	Meaning fullness	Number	Coefficient of correlation	Meaning fullness	Number	Relation	Relation type
							Yes	Reverse
	-0.402	0.000	369	-0.396	0.0000	369		

Other theories:

There is relationship between skill variety and employee's alienation in Yazd city governmental organization and offices.

Variable	Skill variety							
Test	Pierson			Spirman				
Alienation	Coefficient of correlation	Meaning fullness	Number	Coefficient of correlation	Meaning fullness	Number	Relation	Relation type
							Yes	Reverse
	-0.245	0.000	369	-0.258	0.000	369		

Spirman and Pievson statistics of correlation test related to relation between skill variety and employee's alienation in Yazd city governmental organizations and offices.

There is relationship between work identify and employee's alienation in yazd city governmental organization and offices.

Variable	Work identify							
Test	Pierson			Spirman				
Alienation	Coefficient of correlation	Meaning fullness	Number	Coefficient of correlation	Meaning fullness	Number	Relation	Relation type
							No	reverse and poor
	-0.108	0.039	369	-0.063	0.23	369		

Spirman and Pierson statistics of correlation test related to relation between work identify and employee's alienation in Yazd city governmental organizations and offices.

There is relationship between work importance and employee's alienation in Yazd city governmental organizations and offices.

Variable	Work importance							
Test	Pierson			Spirman				
Alienation	Coefficient of correlation	Meaning fullness	Number	Coefficient of correlation	Meaning fullness	Number	Relation	Relation type
							Yes	Reverse
	-0.0128	0.002	369	-0.095	0.06	369		

Spirman and Pierson statistics of correlation test related to relation between work importance and employee's alienation in Yazd city governmental organizations and offices.

There is relationship between autonomy and employee's alienation in Yazd city governmental organizations and offices.

Variable	Autonomy							
Test	Pierson			Spirman				
Alienation	Coefficient of correlation	Meaning fullness	Number	Coefficient of correlation	Meaning fullness	Number	Relation	Relation type
							Yes	Reverse
	-0.405	0.000	369	-0.400	0.000	369		

Spirman and Pierson statistics of correlation test related to relation between autonomy and employee's alienation in Yazd city governmental organizations and offices.

There is relationship between feed back caused by operating and employee's alienation in Yazd city governmental organizations and offices.

Variable	Skill variety							
Test	Pierson			Spirman				
Alienation	Coefficient of correlation	Meaning fullness	Number	Coefficient of correlation	Meaning fullness	Number	Relation	Relation type
							Yes	Reverse
	-0.360	0.000	369	-0.337	0.000	369		

Spirman and Pierson statistics of correlation test related to relation between feed back caused by operating and employee's alienation in Yazd city governmental organization and offices.

DISCUSSION AND SURVEY

Nowadays, in universe and in its complex organizations employee's encounter several problems and difficulties and pay for it with alienation, became strict and spiritless hierarchy inappropriate managerial methods, and employee's not involving in organizational decisions, not only decrease their identity but also make it worse and provides susceptible conditions for employee's to become strange with their work and organization.

Any how, work design includes features consisting variety in task, independence in job, correlation with other people, responsibility and working skill which are very influential in employee's stimulation and increase sense of identity in employees. Actually, work designing model causes the workers to give importance to themselves and to their jobs and feel that they are important. (Moshbeki, 2001, 152)

Because it includes fulfilling certain components of jobs and this phenomenon is very effective in changing employee's psychology variety in skills, work identity, task importance, independence in work and reflection due to people's action are factors which neglecting them make alienation worse.

It is also necessary to mention that alienation is a mental condition and always threats human beings. (Branden, 2004, 257)

Of course alienations a bipolar concept, because it can at the same time signify understanding and misunderstanding about a topic.

So that it includes a positive concept for an actor and a negative concept for a politician. (Ebrahimi, 1986, 100).

Any bow alienation means disorder and depression in spiritual powers and separation between that person and others. (Sotudeh, 2006, 241). Alienation is followed by feeling of inability, nothingness nonsensicalness, meaning lessens, abnormality, withdrawal from society, self separation, and self detest. (Korman, 2004, 304)

This paper consists of a main theory and fine minor theories. In which the relationship between working features and employee's alienation is evaluated.

Acquired conclusions in main theory show the existence of a manful and reverse relationship between working features and employee's alienation. As solute says:

"Flatness in work, being spiritless, lack of suitable extent lack of vanity in work, inappropriate work method, inappropriate working features are influential factors, in appropriate working features are

influential factors in stimulation and alienation. Also Factors related to designing job are equally to working features which the quality of paying attention to them are very influential in decrease or increase in work alienation. (Ghazanfari 8 0.03 Yazdani; 2003, 152). According to what is mentioned, alike different references and sources which confirm the relationship between working features and alienation this paper shows same relation ship.

Minor theories also confirm the existence of a meaningful and reverse relationship, except in the case of working identity and alienation which have no meaningful relationship and just have a weak relation. However there was no, research with which the results of this papar can be compared, but theorist's documents and reasoning in this field is enough. **As it follow:**

First theory:

Statistic calculations show that there is a verse relationship between skill vanity and employee's alienation regarding this fact, Ghazanfari and Yazdani believe: "skills variety and how to deal with them are really influential in decrease or increase in work alienation". (Ghazamfan 8 Yazdani, 2003, 152). Decrease in skill variety can increase nothingress feeling in workers and consequently decrease in their satisfaction and stimulation. (Saroos 8 others, 2002, 289).

Second theory: according to acquired statistical calculations, it is clarified that there is no meaningful relationship between identity and employee's alienation and it is just a weak relationship of course regarding this fact, Ghazanfari and Yazdani believe that: "working identity and how to pay attention to them are really influential in decrease or increase in working alienation. (Ghazanfari 8 Yazdani; 2003, 152). While other researches show such relationship, some workers are not satisfied while working or at the end, became they are not informed about the way in which their work is related to activities of organization. (Stuner and others, trans Arabi 8 Parsaeian; 2003, 620).

It means that they think their work is impersonal while at the some time, they don't feel alienation.

Third theory:

Acquired statistical outcomes show that: there is a meaningful and reverse relationship between working importance and employee's alienation. Regarding this field, Ghazanfari and Yazdani believe:

"Work importance and how to deal with it really affects decrease or increase in working alienation" (Ghazanfari and Yazdani, 2003. 152). Also, Islami believes: "Division of labour caused the jobs to lose their importance and consequently caused employee's alienation (Islami, 2001, 49).

Fourth theory:

According to acquired statistical outcomes: there is a meaningful and reverse relationship between work independence and employee's allocation. Ghazamfari and Yazdani, regarding this fact believe: work independence and how to deal with it, are really influential in decrease and increase in work alienation (Ghazanfari, Yazdani, 2003, 152).

According to Kango's theory (1979-1982), Jobs which fail to satisfy needs such as work independence and autonomy, cause feeling of incapability in workers which is one of variables of alienation.

Fifth theory:

According to acquired statistical results, it is indicated that there is a meaningful and reverse relationship between relation due to action and staff's alienation.

In this field, Ghazanfari and Yazdani believe: "Reflection due to action and how to manage it are really influential in decrease or increase in working alienation. (Ghazanfari and Yazdani, 2003: 152). Weak reflection can be threatening and it is possible that it cause displeasure and alienation. (Rezaeian, 2006: 94). And according to Kango (1979-1982) Jobs which fail to fulfill the need of reflection, cause abnormality and nothingness feeling in workers which are variables of alienation.

Suggestions

Undoubtedly, useful and practical suggestions are the outscore of a practical research. Therefore, with respect to acquired results of present scientific study about working features and also alienation, this paper offered following suggestions:

1. Considering work design and working features as influential factors in working alienation.
2. Giving variety to skill, tasks and componential activities of a job or careful and skillful division of labour.
3. Providing conditions in which outcome of the work is tangible and specific and such condition gives identity to worker.
4. Increasing worker's responsibility in work envelope to give identity to workers.
5. Increasing the level of independence, autonomy and freedom in worker's activities.
6. Informing workers about their work.
7. Assessing worker's work and considering the outcome of their work.
8. Supplying work.
9. Working replacement of workers.
10. Increasing confidence in workers, so that they feel they are important and influential in their work envelop.

11. Increasing group work spirit and providing appropriate, friendly and suitable relationship system in work envelop.
12. Increasing confidence and self reliance in employees.
13. Providing appropriate organizational structure.
14. Increasing working dependence in workers.
15. Aiding at directing employee, organization and management's goals to same point.

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