

# The Impact of Job Security Elements on the Work Alienation at Private Universities in Jordan (A Field Study from Employees perspective)

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## Abstract

This study aimed to identify the impact of job security elements on the work alienation at private universities in Jordan. A questionnaire has been developed to identify the collection of data from a sample study consisted of 209 employees in the private universities. Results showed that there is a significant impact of job security elements as a whole on the feeling of work alienation. In addition this study showed that there is no impact of demographic variables on the feeling of work alienation. At the end researchers recommended that private university is recommended to update policies and procedures continuously to enhance job security and decrease the feeling of work alienation.

**Key Words:** job security, work alienation, private university, isolation, self estrangement, meaninglessness, powerlessness.

## Acknowledgements

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## 1. Introduction

Human resources play an important role, as an assets, in attaining organization objectives. For this importance, managers at all level must work hard to provide human resources with all demands of job security from the perspective of stability, best working conditions, integrity and justice. These demands assure spreading an atmosphere of cooperation and the spirit of altruism, responsibility and belonging to the organizations.

The practices of human resource management in public sector in Jordan reveal that public universities enjoy higher degrees of job security compared to private universities. Moreover, it has been reported that wages and salaries charged by employees are low along with career mysterious. This has led to the spread of the phenomenon of work alienation with a sense of pessimism and isolation and dissatisfaction. These work climate and conditions will be reflected substantially on the general performance of the universities.

This study aims to measure and analyze the impact of job security elements on the work alienation as perceived by the employees working in administrative positions at private universities in northern region of the kingdom.

## 2. Research objectives

The main objective of the study is to examine the impact of job security elements on the work alienation as perceived by the employees in Jordan at private universities. The study will seek:

- a. To examine the level of availability of job security elements as perceived by the employees of Jordanian private universities.
- b. To see to what extent work alienation is prevailed among employees at private universities.
- c. To investigate the impact of job security on work alienation.

## 3. Problem statement

Job security is a core concern in the lives of employees. To this extent, the idea of security is so important to raise the degree of tranquility with the employee on his future career and to end all forms of anxiety related to that future. This fear and lack of job security inevitably lead to the resort of employees to escape from

those feeling and negative effects on their health psychological and physical. Such effects will negatively influence employees' abilities to produce and / or to deliver service in an acceptable manner.

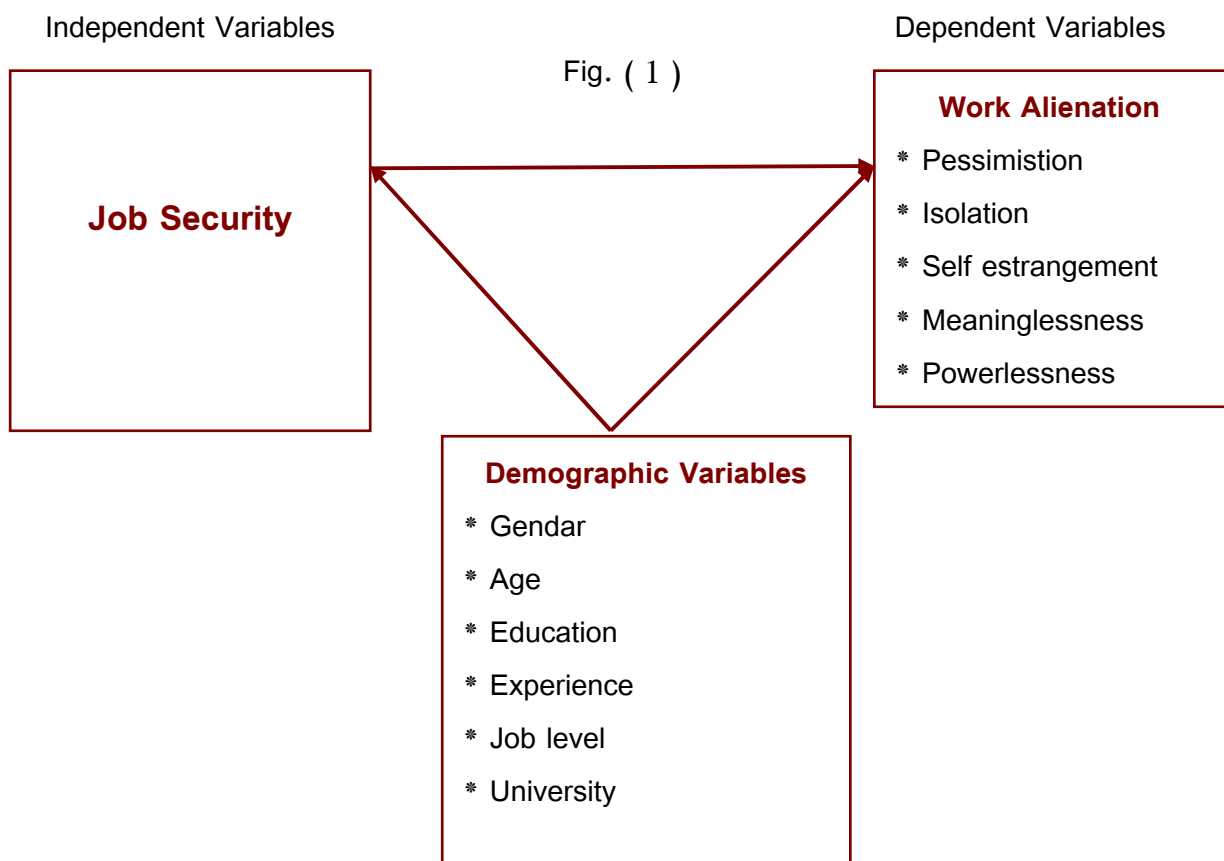
The employees in the private sector in general and private universities in particular feel frustration and pessimism for a variety of reasons. These reasons include those related to lower salaries and incentives, non-compatibility of employees with each others, feeling of staff that there is no future for them in their jobs, lack of opportunity of job improvement in their career as well as fear of losing the job in many cases.

Researchers through their experience of several years at private universities, see significant tension and frustration among administrative staff. This situation is reflected in forms of behavior like permanent fear of the non-renewal of contracts, limited affiliation to their universities and the behavior of hypocrisy in an attempt to please their supervisors or those who control the permanence of their work.

The problem of this study is to identify the impact of job security elements on the feeling of work alienation. More specifically, the study tries to answer the following question: is there any significant impact of job security elements on the feeling of work alienation among employees working at private universities in Jordan?

#### 4. Research model and hypotheses

In the light of the following explanations, we expect the following relationship and impact of job security elements on the work alienation in the private university in the northern region the kingdom. The hypotheses is presented and proposed in the model below (see fig.1):



**Hypothesis 1:** There is a significant impact ( $\alpha \leq 0.05$ ) of job security elements on work alienation as perceived by employees of private universities in Jordan.

**Hypothesis 2:** There is no statistical significant differences of employees attitudes on the level of availability of job security elements attributes to the demographic variables (Gender, age, education, years of experience, job level and university).

**Hypothesis 3:** There is no statistical significant differences of employees attitudes for the level of feeling of the work alienation due to demographic variables (Gender, age, education, years of experience, job level and university).

## **5. Methodology**

### **5.1 Procedure and participants**

The inspiration of this study is the complaints of administrative employees about the lack of job security, and especially payment injustice, unaccepted relationship with their supervisors, limited opportunities of growth, promotion, and participation.

Questionnaires were developed on the basic of scales obtained from literature, and distributed to (250) administrative employees (academic staff are not included) working at four universities in the northern part of Jordan. Of the (250) distributed questionnaires only, (217) questionnaires returned, and (8) questionnaires were excluded from the analysis because of the missing or incorrect marling. Finally, only (209) valid questionnaires have been analyzed for this study.

### **5.2 Measures**

All questionnaire items were assessed using a four-point likert-type scale ranging from 4 = strongly agree to 1 = strongly disagree.

Job security elements (as independent variables) were assessed with a 4-item scale which measures the perceived job security elements related to the fear of losing jobs, pay injustice, participation, relationships with supervisors, development and promotion opportunities.

The dependent variable (i.e work alienation) was measured by total 20 items from selected distinct studies. Work-alienation scale included dimensions of pessimism, powerlessness, social isolation and dissatisfaction, with 5 items for each dimension.

## **6. Prior Empirical work**

### **6.1 Causes of work alienation**

Prior work has examined the major causes of work alienation at different contexts. Alotaiby (2013) in his study tried to assess the level of work alienation perceived by the employees of passport department in Jeddah of Saudia Arabia. Results of the study revealed a moderate level of work alienation. The major causes for this alienation as reported by the sample were: limited promotion opportunity, inappropriate working hours, injustice motivation and bureaucratic procedures in a descending order.

Valadbigi and Ghobadi (2011) in their study about the elements and the affecting work alienation in the " Urmia white cement factory" resulted in the fact that work alienation had a meaningful relationship with: geographical origin, marital status, type of work, satisfaction with wages and incomes, quality of human relationships with other workers and managers, uncertainty, confliction, and stress of the role.

In the same context, Thobaity (2008) in his study tried to identify the level of work alienation and the consequences of this phenomenon from the point of view of a sample consisted of (437) public employees. Results of the study revealed a moderate level of work alienation (a percentage of 68). The major causes of work alienation as reported by the participants were: lack of objective performance reports, routines at work, retention of information by employees, and the incentives that are not subject to sound and stable standards. These findings are consistent with the study conducted by Zubaidy (2012), in this endeavour to assess the relationship between organizational justice (distributive, procedural and transactional) and work alienation as perceived by a sample of 144 participants at a cement company in Alkona. Findings revealed that routine at work, meaninglessness of jobs, injustice pay and powerlessness were reported as major causes of work alienation.

Alattar (2010) in his study to figure out the impact of organizational conflict management on work alienation for a sample consisted of (553) public employees working at Jordanian ministries revealed the followings:

(a) there are significant statistical impacts for the organizational conflict strategies on work alienation. (b) moderate level of work alienation.

Moreover, Alsarayreh (2005) in his study entitled: "Aspects of job frustration and its impact on work alienation", selected a sample of (988) professionals (i.e physicians) working in health organizations in Jordan. Findings revealed high job frustration and work alienation among physicians. It also indicated a strong correlation between job frustration and work alienation, however there were significant differences in the level of both job frustration and work alienation due to the work place and specialization variables.

### **6.2 The impact of work alienation on performance**

Among research dealt with the impact of work alienation on performance, the study conducted by (Tummers & Dalk, 2011). The aims of this study was to examine the effect of work alienation on both the

outputs of the work within the institution (i.e Institutional loyalty, work effort) and on family outside the institution. Two dimensions of work alienation were adopted (powerlessness and meaninglessness). The study was applied to midwives in Netherlands with a sample consisted of (790). The study revealed that work alienation does not only negatively effect on work within organization, but also on the lives of the families outside.

A study conducted by (Abo sulton, 2008) on a sample of employees working in the ministry of high education in Gaza strip revealed a significant correlation between work alienation and job performance. This study agreed with Bin Zahi research (2007) in its attempt to find out the level of work alienation among employees in the Algerian hydrocarbon sector and its correlation with the achievement motivation. The study showed that achievement motivation was high and there were statistically significant correlations between work alienation and achievement motivation.

A study made by Janine and Gert (2010) was conducted for the purpose of determining whether work alienation is a predictor of turnover as perceived by the sample of (2429) persons in telecommunication companies in North Africa. The findings showed a positive relationship between work alienation and turnover.

### **6.3 Level of work alienation attributed to various demographic variables.**

A study conducted by Kanan (2008) for the purposes of determining the level of work alienation among public employees in Saudia Arabia and finding out the correlation between work alienation and personal and organizational variables. 288 trainees in public administration institutes in Ryadh participated in this study. Findings showed a moderate level of work alienation as perceived by the sample. Age, and education variables had no impact on work alienation, but the organizational variable (i.e job level, autonomy, participation, routine) showed a significant correlation with work alienation, whereas organizational variables contributed in explaining 34% of differentiation in the level of work alienation.

Kaidani (2006) conducted a study to find out the level of work alienation among (303) employees working at Sanaa municipality in Yemen and its relationship with personal and organizational variables. Findings showed that the level of work alienation had been distributed to three segments: high, moderate and low. Employees who showed low level of work alienation came up to almost 25 percent, while the percentage of people who showed moderate and high level of work alienation reached to almost 75 percent. It also showed a significant positive correlation between work alienation and both of age and employees demands variables.

In this context other scholars like: Thobaiti; (2008), Alotaibi (2013), Alattari (2010) and Bin Zahi (2007) also conducted similar studies to determine the level of work alienation and the roles of variables like sex, marital statute, job place and education in determining this level.

## **7. Literature Review**

Alienation is one of the most important term in social sciences, especially in sociology and psychology and it has different definitions: (valadbigi & ghobadi, 2011).

\* Losing the control over self, society, or socio-economic process (Marx).

\* A situation mainly based on disgust, and isolation (cooper).

\* A concept of Marx to describe the feeling of disgust, this definition is now more common and it is applied to explain seclusion, powerlessness and self-disgusting among the individuals (Bilton).

\* The epidemic feeling of powerlessness, meaninglessness, seclusion, and self-disgusting.

### **7.1 Introduction:**

Alienation is often overlooked in many contemporary textbooks in management and organizational science. The alienation have shifted to job satisfaction, organizational commitment and related topics. In a word, the issue has become unfashionable. (Nelson & O'Donohue, 2006).

Existentialists regard alienation as a central construct in their psychology, pointing to a separation of the individual from the real or deeper self due to factors of conformity and pressures found, in organizations the alienation can be seen as a crisis of personal identity in which there is tension between the inner or "true " self and the demands of modern organizational life. (Tummers & Dalk, 2011).

### **7.2 Alienation:**

The term alienation originates from the work of Karl Marx. Alienation is a condition in which man becomes isolated and cut off from his work. (Tummers & Dark, 2011).

Marx said that workers experience at least three forms of alienation (Nelson & O'Donohue,2006 ):

\* Alienation from the product of their labour (dispossessed of what they produce, which is owned by the capitalist).

\* Alienation from oneself (only find extrinsic meaning in work and are separated from their true selves).

\* Alienation from others ( the unique qualities of humankind are diminished and so workers are estranged from. Both their own humanity and others) (Nelson & O'Donohue, 2006).

Marx regarded alienation as an objective reality under capitalism, rather than simply a subjective state of mind. (Nelson & O'Donohue,2006).

Blauner (1964) argues that alienation is a subjective experience, the feeling that may be experienced can vary from an individual to another individual. Alienation as a state of mind is thus by definition not inevitable under capitalism. Blauner goes on to describe four dimensions of alienation. (Nelson & O'Donohue, 2006):

1. Powerlessness: ( Cagiar, 2013 ) due to being controlled by others in impersonal system. The remedy is to increase autonomy and empowerment.
2. Meaninglessness: lacking a sense of how their own work contributes to the whole.
3. Isolation: (Cagiar, 2013) describes the lack of any bond of friendship, or participation in an organizational environment at the lowest level.
4. Self-estrangement: no sense of identity or personal fulfillment. The remedy is to allow self-expression.

### **7.3 Management and alienation:**

Since its appearance as a concept in management theory, exemplified of argyris & merton, alienation has been variously linked to and conflicted with: satisfaction at work, burnout and depersonalization, work stress, powerlessness and a lack of control. (Nelson & O'Donohue, 2006).

### **7.4 Human resource management and alienation**

A new models of HRM focused on whether HRM should be seen as a system designed to develop employee (the soft version) or, to ensure full utilization of employee (the hard version). The major question is whether HRM can really satisfy the needs of both the organization and the individual employees. Under the HRM model outcomes are equally beneficial for the organization and all individual employees. We can provide a solution to problems of organizational alienation and estrangement. (Nelson & O'Donohue, 2006).

### **7.5 Work structures and alienation**

Organizations themselves can be a source of alienation by separating the employee from the inner self which can in turn lead to deterioration in the individual-organization relationship. Moreover, The most pervasive structure is the bureaucratic, which is characterized by job specialization, authority hierarchy, merit appointment, record keeping, rules and impersonality. separating the bureaucratic person from the office usually results in the individual experiencing a feeling of self identity loss . Therefore it is important to address the malfunctions of these structure in an effort to engage the employees with the organizational goals and to overcome their alienating effect. (Nelson & O'Donohue, 2006).

### **7.6 Role and work alienation:**

Sometimes the work environment in the organization can result in a state of mental stress. The role of the employees in the organization may be unclear and creates stress, this stress causing the feeling of powerlessness, uselessness, anomy, and self-disgust among work forces. (Valadbigi & Ghobadi, 2011).

The elements causing stress can be classified into two types: group & individual, the individual elements are the result of the individual characteristics, The group elements are in-organizational and out-organizational. (Valadbigi & Ghobadi, 2011).

### **7.7 The rise of work alienation:**

The recent centuries witnessed many development in the knowledge & technology, production system and mass production. This kind of production sometime requires the workplace to be distant from workers home. This system of production play an importance role in the process of alienation, separation from production, self-alienation, and alienation from others and the society. (Valadbigi & Ghobadi, 2011).

### **7.8 Consequences of work alienation:**

Alienation brings about different sequences including eliminating workers from the work process, considering the worker as object, paying little, ignoring the intellectual abilities and creativity of the employee and denying human social aspects in work environment. (Valadbigi & Ghobadi, 2011).

The most common factors which alienate people from labor and organization and in most cases result into “ work alienation “ among employees are: employees would not be assigned in accordance with their potential and competences, employees do not pay enough wages and benefits, do not respect the social dignity and character of employees, the widespread of bureaucracy and distance between management and employees, the intense use of superiority symbols such as luxurious rooms, precious automobiles, enormous salaries in such a way that they will imagine that the results of their efforts are plundered by the board of directors, direct and domineering supervision, long work time, lack of employees participation in the process of decision taking, lack of proper selecting of supervisors, when employees have no share in organization’s benefits and successes, they do routine work, constant and tension in work environment, the absence of job security and when officials do not accomplish their commitment towards employees. (Farahbod & others, 2012).

### **7.9 Job security:**

Today unemployment is important phenomenon. Almost every country suffers from job security seems to be decreasing in every part of the world and the most reasons for decreasing job security can be cited as technology, internationalization of capital, demographic change and governmental policies. (Senol, 2011).

Employment security as a term is often used interchangeably with work security and job security, job security is the security of a continued employment in the same occupation with the same employer. Conceptually, work security and employment security are broader concepts, including, among other things: self employment, employment security, the confidence of being able to keep, find or create gainful employment, now and in the future, based on the development of your own human capital and in well-functioning institutions. (Dekker, 2010).

Pearce (1998) defines job security as a mind state in which the employee sees his job stability with the firm in the near future. and it is the result of the firm's own practices and policies with the employee which make them more secure or insecure towards the job. (Javed and Siddiqui, 2012).

### **7.10 Relationship between job security and motivation**

Many factor motivating employees, in fact, job security is one of the most influential means of motivating employees particularly in times of economic downturn, employee’s belief that they will not lose their jobs or they will be employed in the same organization as long as they want is a significant reason for motivation. Therefore job security is one of the most significant variables of the employee's satisfaction which expresses the general attitude of the employee towards his/ her job (Senol, 2011).

### **7.11 Job security and productivity:**

Job security plays an important role in both social and working life because it help individuals not to worry about their future, and it contributes to maintaining labor peace, increasing organizations productivity and protecting social balance and values for this employee should not be dismissed from his organization without reasonable grounds, because job security has political and social dimensions (Senol, 2011).

### **7.12 Job insecurity:**

Job insecurity is situated between employment and unemployment because it refers to employed people who feel threatened by unemployment. Another definition of job insecurity is a sense of powerlessness to maintain the desired continuity in a threatened job situation. (Dachapalli & Paramasurr, 2012).

The dimensions of job insecurity include: the importance of job features, the existence of job features, perceived threats to job features, importance of the total job, perceived threat to total job, and the feelings of powerfulness / powerlessness. (Dachapalli & Paramasurr, 2012).

### **7.13 Quantitative and qualitative job insecurity:**

Job insecurity is actually more than the perceived threat of job loss, it includes thoughts about losing valued job features such as pay, status, opportunity for promotion. Additionally there are two different forms of job insecurity (Dachapalli & Parumasur, 2012).

- Quantitative job insecurity: worrying about losing the job itself.
- Qualitative job insecurity: worrying about important job features.

Moreover, qualitative job insecurity is defined as the significant deterioration in the working conditions, reduction in wages and feature, reduction in opportunities, qualitative job insecurity reveals behavioral changes related to job. (Cetin and Turan, 2013).

#### 7.14 Burnout:

Burnout, Just like job insecurity, is considered as the emerging characteristics of personal assessments and perceptions. Burnout which is often used to refer to the status of mental fatigue, Christina maslach defines burnout as " The fact involving the concepts of emotional fatigue, loss of self and reduction of individual success". (Cetin and Turan, 2013).

Herbery freudenberger stated the burnout as " to fail, wear and tear, loss of energy and power, demands cannot be met or decrease as a result of the individual status of internal resources". (Cetin and Turan, 2013).

#### 8. Study sample:

The study sample comprises 209 staff members at private universities. These were chosen randomly from a study community. Table (1) below classifies the sample according to personal variables as explained below.

Table (1)  
 Classifying study sample according to personal variables:

Variable	Level	Recurrence	Percentage%
Sex	Male	119	56.9
	Female	90	43.1
	Total	209	100
Age	Less than 25 years	22	10.5
	25-35 years	89	42.6
	36-46 years	47	22.5
	46 and above	51	24.4
	Total	209	100
Qualification	Below BA	41	19.6
	BA	111	53.1
	Higher Studies	57	27.3
	Total	209	100
Years of Experience	Less than 5 years	97	46.4
	5-10 years	48	23
	11-15 years	18	8.6
	More than 15 years	46	22
	Total	209	100
Job title	Director	45	21.5
	Director Assistant	14	6.7
	Head of Department	29	13.9
	Staff member	121	57.9
	Total	209	100
University	Jadara University	57	27.3
	Jarash University	48	23
	Ajloun University	52	24.9
	Irbed National university	52	24.9
	Total	209	100

From the previous table, we conclude the following:

1. The male percentage in the sample was 56.9%; whereas for female , it was 43.1%
2. The highest percentage of the age variable was 42.6% for (25-35) age group; and the lowest percentage of 10.5% for those less than 25 years old age group.
3. The highest percentage according to the qualification variable was 53.1 for the BA holders and the lowest 19.6% for those with less than the BA level.
4. With reference to experience, it was 46.4% for those with (less than 5 years) and 8.6 for those with (11-15 years) of experience.

5. For the job title, the highest percentage was 57.9% for staff members and the lowest, was 6.7% for Director Assistants.
6. For the university variant, the highest percentage was 27 for Jadara University, and the lowest 23% for Jarash University.

### 9. Statistical analysis and hypotheses testing:

This part shows the study results which aim at recognizing the impact of job security on the staff of private universities in Jordan. The results of the study were according to the raised questions and hypotheses. These results are represented and explained as follows:

#### 9.1 Results regarding the study questions:

**Question 1:** What is the level of job security for the staff of private universities in Jordan?

To answer this question, we got the median and standard deviation from the study samples concerning job security as table (2) shows:

Table (2)

Averages and standard deviations of the study sample answers of all items regarding job security of the staff in a descending order:

Title	No.	Item	Average	Standard Deviation	Evaluation
1	16	Boss treats me kindly and respectably	3.41	0.68	High
2	17	I have a clear vision of what I'm supposed to do in my job	3.28	0.78	High
3	6	I have a good relationship with my boss in my job	3.27	0.80	High
4	9	I feel quite confident in doing my job	3.24	0.76	High
5	14	Boss understands the problems at work and my personal ones as well	3.13	0.68	High
6	13	I have sufficient information about my job	3.09	0.71	High
7	1	I don't know when I might be terminated. Therefore I feel worried about my job	2.89	0.86	Moderate
8	4	My job at the university gives me a decent social status	2.84	0.72	Moderate
9	8	Work conditions at university are convenient	2.82	0.67	Moderate
10	7	Working at university gives me an opportunity for more training and learning	2.65	0.90	Moderate
11	11	I have a chance to participate in designing work methods	2.64	0.77	Moderate
12	12	I have security and stability at my work	2.62	0.78	Moderate
13	10	I have a chance to participate in designing work objectives	2.61	0.88	Moderate
14	15	The university makes material and moral possibilities available	2.61	0.78	Moderate
15	3	My job provides me with all required benefits.	2.49	0.71	Moderate
16	18	There is fair play at university. Good deeds are rewarded and bad ones are penalized	2.32	0.86	Moderate
17	20	The university interior system of promotion is fair enough	2.27	0.82	Moderate
18	2	I have a reasonable and stable income	2.22	0.78	Moderate
19	19	Salaries and yearly allowances are controlled by a fair and just interior system	2.18	0.84	Moderate
20	5	My job at university gives me material and moral incentives	2.16	0.78	Moderate
Factors of job security as a whole			2.74	0.46	Moderate

Table (2) shows that factors of job security ranging from 2.16- 3.41 the highest of which was item 16 (There is fair play at university. Good deeds are rewarded and bad ones are penalized) and the lowest was item 5



(Boss understands the problems at work and my personal ones as well). The average of job security factors is moderate reflecting the sample members' viewpoints.

**Question2:** How high is the feeling of job alienation among the staff at private universities in Jordan?

To answer this question, the averages and standard deviations were extracted and put in a descending order as shown in table (3):

Table 3

Title	No.	Item	Average	Standard Deviation	Evaluation degree
1	1	Feeling pessimistic	2.48	0.61	moderate
2	3	Isolation	2.35	0.64	moderate
3	5	Self estrangement	2.26	0.48	moderate
4	4	meaninglessness	2.18	0.55	moderate
6	2	powerlessness	2.01	0.59	Moderate

Table (3) shows that the averages of job alienation feeling among the sample members range from 2.01 to 2.48 with a moderate evaluation degree. First comes pessimism with an average of 2.48. Second comes isolation with an average of 2.35, Third comes self-estrangement with an average of 2.26. Meaninglessness comes in the fourth order with an average of 2.18. Powerlessness comes last with a moderate evaluation degree. This, by and large, indicates a moderate feeling of job alienation among staff at private universities in Jordan.

Averages and Standard deviations of the sample members' answers for all items (feelings of job alienation) were distracted in a descending order and this is shown in table (4).

Table 4

Rank of paragraph	No.	Item	Average	Standard deviation	Evaluation degree
1	20	I am not satisfied with the salary and other characteristics I have at university.	3.00	0.92	High
2	1	I feel that my future career is obscure	2.91	0.83	moderate
3	14	I have a limited participation in university activities and social occasions	2.63	0.85	moderate
4	4	I don't feel that I have an opportunity for job promotion	2.61	0.85	moderate
5	5	I don't expect to get any substantial incentives by working at this university	2.56	0.81	moderate
6	12	My relationship with colleagues is restricted to working hours	2.55	0.85	moderate
7	2	I am not quite optimistic in my job	2.45	0.84	moderate
8	3	I don't feel to have a future career at this university	2.41	0.88	moderate
9	17	I have a routine and monotonous job which I don't like	2.37	0.74	moderate
10	7	I am not able to take part in decision-making processes.	2.24	0.84	moderate
11	15	My colleagues are not as cooperative as I wish	2.22	0.75	moderate
12	10	I can't find solutions for the problem I face	2.06	0.80	moderate
13	16	I don't feel comfortable among my colleagues	2.05	0.79	moderate
14	13	I have no harmony with my colleagues at work	2.03	0.76	moderate
15	9	I find it quite difficult to discuss any issue with my colleagues at work	2.02	0.81	moderate
16	8	I feel deeply depressed at work	1.97	0.73	low
17	6	I don't feel personal respect for my job	1.91	0.78	Low
18	18	I don't feel I really belong to the university	1.86	0.79	Low
19	11	I find it difficult to accomplish what is required of me	1.76	0.76	Low
20	19	I don't feel any respect from my boss	1.63	0.76	Low

In the table above, it is clear that averages of items regarding job alienation feeling range from 1.63- 3.00, the highest of which is item 20 (I am not satisfied with the salary and other characteristics I have at university) with a high evaluation degree. The lowest, however, was paragraph number 19 (I don't feel any respect from my boss) with a moderate evaluation degree.

## 9.2 Relevant results to study hypotheses:

**9.2.1 Hypothesis 1:** There is an impact with a significant effect ( $\alpha \leq 0.05$ ) for the factors of job security and the feeling of job alienation among the staff of private universities in Jordan.

To verify the validity of this hypothesis, the simple regression equation was applied in order to study the impact of alienation feeling. Table (5) clarifies the results of applying the simple regression equation as follows:

Table (5)

	$\beta$	T	R	R-square	F	Statistical significance	Result
Impact of job security basics on feeling pessimistic	-0.075	-9.75	0.56	0.32	95.05	0.00	Acceptance
Impact of job security basics on powerlessness	-0.062	-7.97	0.48	0.24	63.44	0.00	Acceptance
Impact of job security basics on isolation	-0.037	-3.97	0.26	0.07	15.75	0.00	Acceptance
Impact of job security basics on meaninglessness	-0.068	-9.74	0.56	0.31	94.88	0.00	Acceptance
Impact of job security basics on self-estrangement	-0.062	-10.66	0.60	0.35	113.61	0.00	Acceptance

The table above shows the following:

1. There is an impact and a statistical significance ( $\alpha \leq 0.05$ ) of job security basics on the pessimistic feeling. The correlation coefficient R (0.56) is a statistical indicative value correlating between two fields (basics of job security and pessimistic feeling). The R Square value was (0.32), which is a statistical indicative that explains the impact of job security basics on pessimistic feeling. The test value (F) was (95.05) with a probability of (0.00). The impact of job security basics on pessimistic feeling which represents value ( $\beta$ ) was (0.75); whereas (T) value was (-9.75). Those are negative values with statistical indicatives ( $\alpha \leq 0.05$ )
2. There is a statistical significance ( $\alpha \leq 0.05$ ) of job security basics on the feeling of powerlessness. The correlation coefficient R was (0.48) is a statistical indicative value that explains the impact of job security on the feeling of powerlessness. The R square value was (0.24), which is a statistical indicative value that explains the impact of job security basics on the feeling of powerlessness. Additionally test value (F) was (63.44) with a probability of (0.00). The impact of job security basics on this feeling which represents value ( $\beta$ ) was (-0.62). The value of (T) was (-7.97). These are negative values with statistical indicatives ( $\alpha \leq 0.05$ ).
3. There is a statistical significance ( $\alpha \leq 0.05$ ) of job security basics on the feeling of being isolated. The correlation coefficient R was (0.26), it is a statistical indicative value which explains the impact of job security on the feeling of being isolated. The R square value was (0.07), a statistical indicative value that explains the impact of job security basics on the feeling of being isolated. Moreover, test value (F) was (15.75) with a probability of (0.00). The impact of job security basics on the feeling of being isolated which represents the value ( $\beta$ ) was (-0.37). Finally the value of (T) was (-3.97). Those are negative values with statistical indicatives ( $\alpha \leq 0.05$ ).
4. There is a statistical significance ( $\alpha \leq 0.05$ ) of job security basics on the feeling of meaninglessness. The correlation coefficient R was (0.56). This statistical indicative value explains the impact of job security on the feeling of meaninglessness. The R square value was (0.31), a statistical indicative value that explains the impact of job security basics on the feeling of meaninglessness. Moreover, test value (F) was (94.88) with a probability of (0.00). The impact of job security basics on the feeling of

meaninglessness which represents value ( $\beta$ ) was (-0.68). Finally the value of (T) was (-9.74). These are negative values with statistical indicatives ( $\alpha \leq 0.05$ ).

- There is a statistical significance ( $\alpha \leq 0.05$ ) of job security basics on the feeling of self-estrangement. The correlation coefficient R was (0.60). This statistical indicative value explains the impact of job security on the feeling of self-estrangement. The R square value was (0.35), a statistical indicative value that explains the impact of job security basics on the feeling of self-estrangement. Test value (F) was (113.61) with a probability of (0.00). Moreover, the impact of job security basics on the feeling of self-estrangement which represents the value ( $\beta$ ) was (-0.62). The value of (T) was (-10.66). Those are negative values with statistical indicatives ( $\alpha \leq 0.05$ )

**9.2.2 Hypothesis 2:** There is no statistical significant differences of employees attitudes for the level of availability of job security elements attributed to the demographic variables ( gender, age, education, years of service, job level and university ).

To verify the validity of this hypothesis, the ( ANOVA ) analysis of multiple variance was used, table (6) clarifies the results.

Table (6)  
 The effects of demographic variables on job security

		Sum of squares	D F	Mean square	F	Sig.
<b>Gender</b>	Between groups	0.037	1	0.037	0.177	0.674
	within groups	43.3	207	0.210		
	total	43.4	208			
<b>Age</b>	Between groups	0.429	3	0.143	0.681	0.565
	within groups	43.0	206	0.210		
	total	43.4	208			
<b>Education</b>	Between groups	1.06	2	0.533	2.59	0.077
	within groups	42.3	205	0.206		
	total	43.4	208			
<b>Years of service</b>	Between groups	1.38	3	0.462	2.25	0.083
	within groups	42	205	0.205		
	total	43.4	208			
<b>Job level</b>	Between groups	0.87	3	0.292	1.4	0.241
	within groups	42.5	205	0.208		
	total	43.4	208			
<b>University</b>	Between groups	2.98	3	0.994	5.03	0.002
	within groups	40.4	205	0.197		
	total	43.4	208			

As it can be concluded from the above table there is a lack of significant differences in the level of significance ( $\alpha \leq 0.05$ ) between the sample answers about job security due to the variables ( gender, age, education, experiences, job title). However, there were statistically significant differences at the level significance ( $\alpha \leq 0.05$ ) between the sample answers with regard to job security due to the variable; university (in favor of the university Jadara, Jarash, Ajloun to Irbid university).

**9.2.3 Hypothesis 3:** There is no statistical significant difference of employees attitudes for the level of feeling of the work alienation due to the functional and demographic variables (gender, age, education, experience, job level and university).

To verify the validity of this hypothesis, the analysis of the multiple variances (ANOVA) was used, table (7) clarifies the relevant results.

Table (7) The effects of demographic variables on work alienation

		Sum of squares	D F	Mean square	F	Sig.
<b>Gender</b>	Between groups within groups total	0.021	1	0.021	0.092	0.761
		47.7	207	0.231		
		47.7	208			
<b>Age</b>	Between groups within groups total	0.299	3	0.100	0.681	0.731
		47.4	205	0.232		
		47.7	208			
<b>Education</b>	Between groups within groups total	0.063	2	0.031	2.59	0.874
		47.7	206	0.232		
		47.7	208			
<b>experience</b>	Between groups within groups total	2071	3	0.908	2.25	0.007
		45	205	0.220		
		47.7	208			
<b>Job level</b>	Between groups within groups total	2	3	0.669	1.4	0.032
		45.7	205	0.223		
		47.7	208			
<b>University</b>	Between groups within groups total	5.4	3	1.82	8.83	0.000
		42.2	205	0.206		
		47.7	208			

The above table shows lack of significant differences in the level of significance ( $\alpha \leq 0.05$ ) between the sample answers with regards to work alienation due to the variables of (gender, age, education).

However, there were statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the sample answers about work alienation due to the variables of (experience, job level and university).

It was observed from the above results of the statistical analysis that there is a trend and negative relationship between the number of years of experience and job level in the sense of work alienation: the more the years of experience, the less the feeling of work alienation and the higher the job level of the employee the less the feeling of work alienation.

The results have also revealed that Irbid National University was the highest among the Universities with regards to the sense of work alienation.

## 10. Conclusion

After analyzing the data and testing the hypotheses, the following major conclusions were reached:

- 1- There is a moderate level of the feeling of job security as reflecting in the view points of the sample.
- 2- There is a moderate level of the feeling of work alienation reflecting the sample members viewpoints: first comes pessimism & the last comes powerlessness.
- 3- There is a statistically significant effect for the job security elements on the feeling of work alienation among the staff of private university in Jordan. The greater impact of job security on self-estrangement and the lowest is on isolation.
- 4- There is a statistically significant effect for the job security elements on the pessimistic feeling among the staff of private university in Jordan.
- 5- There is a statistically significant effect for the job security elements on the feeling of powerlessness among the staff of private university in Jordan.
- 6- There is a statistically significant effect for the job security elements on the feeling of isolation among the staff of private university in Jordan.
- 7- There is a statistically significant effect for the job security elements on the feeling of meaninglessness among the staff of private university in Jordan.
- 8- There is a statistically significant effect for the job security elements on the feeling of self-estrangement among the staff of private university in Jordan.
- 9- There is no significant differences between the sample answers about job security due to the variables (gender, age, education, experiences, job title)
- 10- There is a significant difference between the sample answers with regard to job security according to the variable university.

11- There is no significant difference between the sample answers with regard to work alienation according to the variables (gender, age, education).

12- There is a significant difference between the sample answers with regard to work alienation according to the variables (experience, job level, university).

### 11. Recommendations

According to the finding of the study we can give some suggestions that might help managers in the private university in Jordan to improve the performance and decrease the feeling of work alienation among employee.

1. Promote sense of job security of workers by adopting policies that enhance job security .In order to reduce the feeling of work alienation among workers.

2. Conduct studies on the feeling of work alienation among employees and the reasons for this feeling, for the importance and effects of work alienation on the performance of employees.

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