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AN INVESTIGATION OF THE RELATIONSHIP BETWEEN ALIENATION AND  
INDIVIDUAL ATTITUDES AND PERFORMANCE

*City University of New York*

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AND PERFORMANCE

by

KAMEL ALI OMRAN

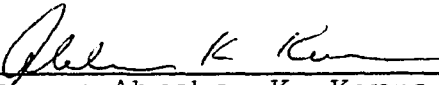
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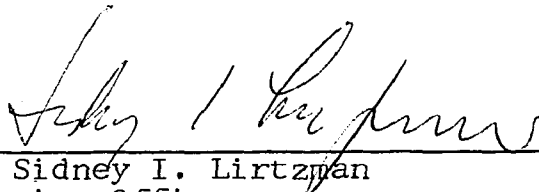
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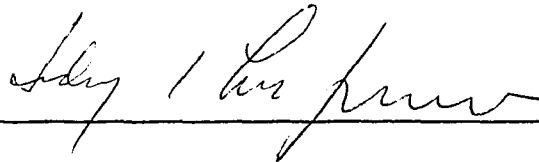
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## Abstract

### The Relationship Between Alienation And Individual Attitudes And Performance

by

Kamel Ali Omran

Advisor: Professor Abraham K. Korman

There is little doubt as for the existence of work alienation. It is considered a serious problem for both workers and employers. Despite that little empirical work has concentrated on the attitudinal and the behavioral consequences of alienation in the work setting. This dissertation study attempted to investigate the impact of two indices of alienation - namely alienation from work and alienation from expressive relations - on the workers attitudes and performance. A three states model was developed including the antecedent conditions, the subjective feeling states, and the attitudinal and behavioral consequences. Two groups of hypotheses were formulated to test the study model. The first group consisted of twelve hypotheses to investigate the relationships between the antecedent conditions (i.e., disconfirmed expectations, loss of sense of affiliative satisfaction, and contradictory life demands) and the subjective feeling states (i.e., alienation from work and alienation from expressive

relations). Six of these hypotheses were tested on the total sample level while the other six were tested on the subgroups level. The second group consisted of fourteen hypotheses to investigate the relationships between the subjective feeling states (i.e., alienation from work and alienation from expressive relations) and attitudinal and behavioral consequences (i.e., levels of effort and performance, self-esteem, tendency for withdrawal, and job satisfaction). Eight of these hypotheses were tested on the total sample level while the other six hypotheses were tested on the subgroups level.

An empirical study to verify these hypotheses was designed and implemented. The sample consisted of 232 working college graduates, and 127 supervisors. All the sample subjects were college graduates attending graduate school at large eastern business schools. A questionnaire of two parts, one part filled in by the working graduates, and the other part by their supervisors. A number of correlational techniques (i.e., partial correlation and multiple regression) were applied to determine the relationships among the variables at different states of the model. The results indicated that: 1- on the total sample level:  
a) contradictory life demands, disconfirmed expectations found to be significantly associated with alienation

from work; b) contradictory life demands, loss of sense of affiliative satisfaction were found to be significantly associated with alienation from expressive relations; c) alienation from work was found to be significantly associated with lower levels of effort and performance reported by the worker; d) alienation from expressive relations was found to be significantly associated with low level of performance reported by the worker and by the supervisor; e) alienation from work was found to be significantly associated with high intention to leave; f) alienation from work and alienation from expressive relations were found to be significantly associated with lower levels of worker self-esteem; and finally g) alienation from work and alienation from expressive relations were found to be significantly associated with job dissatisfaction. 2- On the subgroups level: a) contradictory life demands was more of a source of alienation from work for married workers than for the singles but the difference was not statistically significant; b) contradictory life demands was more of a source of alienation from work for females than for males but the difference was not statistically significant; c) disconfirmed expectations was more of a source of alienation from work for the males than for the females and the difference was statistically significant at the level of

.05; d) disconfirmed expectations was more of a source of alienation from work for the whites than for the blacks but the difference was not statistically significant; e) disconfirmed expectations was more of a source of alienation from work for those individuals with high salaries than for those with low salaries and the difference was statistically significant at the .05 level, f) disconfirmed expectations was more of a source of alienation from work for those working in profit organization than for those working in governmental agency but the difference was not statistically significant; g) the inverse relationship between alienation from work and the level of effort was higher for singles than for married workers and the difference was statistically significant at the .05 level; h) the inverse relationship between alienation from work and the level of effort was higher for the white than for the blacks but the difference was not statistically significant; i) the inverse relationship between alienation from work and levels of effort and performance were higher for managers than for professionals but the difference was only statistically significant at the .05 level with regard to the level of effort and not for the level of performance; j) the positive relationship between alienation from work and the intention to leave the current

working organization was higher for those individuals with low salaries than for those with high salaries but the difference was not statistically significant; k) the negative relationship between alienation from work and the level of self-esteem was higher for females than for males and the difference was statistically significant at the level of .05; l) the negative relationship between alienation from work and job satisfaction was higher for the males than for the females but the difference was not statistically significant.

Areas for future research, theoretical contribution, managerial implications were discussed.

## ACKNOWLEDGEMENTS

Thus the process and pursuit of the Doctor of Philosophy Degree is complete. Successfully completing this dissertation has been a major achievement and important educational experience for me. The completion of this dissertation and concomitantly the completion of the Ph.D. provides a reasonable terminus to stop and reflect upon the passage. While the sensations that emanate from these reflections are many and varied, there is also a large sense of consistency, caused, no doubt, by the continual occurrence of the themes: accomplishment; thankfulness; and gratitude.

Accomplishment and thankfulness seem to flow from events as: completing courses with many fine faculty members that I have had the opportunity to learn from; passing the first examination; passing the second examination and wondering if anything could be more difficult, but alas, there was more, always more, and now. . . the challenge is the future.

As strong as the senses of accomplishment and thankfulness, the sense of gratitude is even stronger. That because the writing of a dissertation is rarely the work of the author alone. He is always indebted to the formal and informal assistance given by teachers, fellow students, friends, and family.

Several members of the Baruch doctoral faculty

aided significantly in the completion of this dissertation. The most notable among them is professor Abraham Korman whose nurturance and patience was sincere, indispensable, and unwavering, and whose friendship I value as a highly prized possession. Through professor Korman, the chairman of my dissertation committee, I have been stimulated by the best traditions of scholarship and research in organization behavior and management. I am deeply grateful to him for his high expectations and his confidence in me. His guidance throughout all the stages of the program has been instrumental to my completing this dissertation and earning my Ph.D.

Yet, if I had to choose two other persons who had been the most influential, I could, for equally salient to my respect for professor Abraham Korman is my respect for my professor Sidney Lirtzman, and my professor Donald Vredenburgh - scholars, teachers, and friends. I really appreciate the substantial help and encouragement given by them to me. Their many valuable suggestions have contributed substantially to the success of this dissertation.

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However, all that will not let me forget my special gratitude that goes to my dad and late mom, who taught me to live for a career.

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helps me in editing, while the second typed this dissertation. I consider their help an added benefit which I gained from the process of doing a dissertation. I do not know if having a Ph.D. makes life worth living, but I am sure that having friends make it all worthwhile.

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CHAPTER ONE  
INTRODUCTION

The statement of the problem:

Interest in alienation in general and work alienation in particular has blossomed in recent years not only among intellectuals and academics, but also among managers and the general public. As a result, it is thought by a number of theorists to represent one of the most prominent and crucial conditions of modern societies (Finifter, 1972). However, although formal discussions of alienation itself are largely limited to the last 150 years, the themes of alienation - of estrangement, outcastness, and loss - is an archetypal theme in human life and history.\*

Meanwhile, one of the most important areas of human functioning that relates to alienation is the work setting. The relationship between alienation and work is receiving increased attention among researchers and managers. Problems concerning worker alienation are currently popularized in the mass media and are the

---

\*In fact alienation begins with the creation of man, as Adam and Eve were estranged from God and outcast from Eden. Since then in every tradition known, themes of irrevocable loss of former closeness abound in myth, literature, history and life (Keniston, 1972).

focus of numerous conferences and workshops. Therefore there is little doubt as to the existence of work alienation. It is considered a serious problem for both workers and employers. Alienating work is considered by its critics as an indictment of the industrial order. Alienation theory derived from this industrial critique, suggests that certain structures result in the experience of alienation which, in turn, affects behavior. Relatively little empirical work, however, has concentrated on the attitudinal and the behavioral consequences of alienation in the work setting.

As a result, the purposes of this dissertation research are: (a) to study some of the antecedent conditions of alienation in the work setting and (b) to investigate the impact of two indices of alienation - namely alienation from work and alienation from expressive relations - on worker's attitudes and performance. The focus will be on three antecedent conditions - namely contradictory life demands disconfirmed expectations, and loss of affiliative satisfaction. The study of these attributing factors and the consequences of the two indices of alienation is pivotal because of the importance of good performance to the success of any organization.

The importance of good performance to the success of any organization has become an accepted fact (Steers, 1977). Whether or not the organization is successful

depends on how effectively its employees perform their jobs. Indeed, most of the functional activities of personnel-human resources managers are aimed directly at improving the performance level of existing employees - as in the case of training - or at improving the potential performance of job applicants - as in the case of selection. Without good job performance at all levels of an organization, goal attainment becomes extremely difficult and uncertain. If the organization is not meeting its goals, the probability that individual employees are meeting their personal job-related goals significantly decreases - especially over the long run.

Meanwhile, studying the impact of those two indices of alienation on the employee attitudes and performance is very important because they are both tied to work, one of the most pervasive of human activities. To Freud, to live meant to work and to love. While he focused mostly on the latter in his own work (Neff, 1968), he was ever mindful of the significance of work experience as a theatre where we play out many of our conscious and unconscious hopes, dreams and aspirations. Work, and work alone, gives man one of the only concrete footings s/he is destined to know. It constitutes his most durable link to other individuals and is the bond that ties him to the society which would otherwise be his worst enemy (Levenstein, 1962, p. 133). In the latter's view,

work is the process by which man refuses to acknowledge that life is vanity. Certain types of work may determine why societies grow and develop while other types of work may lead them to decline and fall (McClelland, 1961). In addition, according to Korman, Mahler, and Omran (1981), work is more than just a vehicle for the expression of ourselves. It is the medium through which we obtain our basic life requirements; it is a tool by which we describe, classify and evaluate ourselves and others and it is a mechanism by which we change ourselves and the people around us. Therefore, an understanding of work and the effects of the two indices of alienation (alienation from work and alienation from expressive relations) on employees is crucial if we are to understand the nature of those employees' attitudes and performance.

A number of researchers and writers including: Schacht (1970); Yin (1973); Seligman (1965); and Yankelovich (1974, 1979, 1981) indicated that, there is a common knowledge of a significant shift in Americans' attitudes toward work and success in a relatively short period of time. Yankelovich (1974, 1979, 1981) indicates that in the decade between the late 1960s and the late 1970s, the number of Americans who believe "hard work always pays off" fell from a fifty eight percent majority to a forty three percent minority. Furthermore, in 1965, Seligman claimed in his research that about ten percent

of the industrial workers perceived their important primary social relationships as taking place at work, and that the other ninety percent preferred primary interactions with fellowmen elsewhere than on the job.

Therefore, it appears - according to Wood (1981), Yankelovich (1974, 1979, 1981), Levenstein (1962), Korman, Mahler, and Omran (1981), and Kanungo (1982) - that the Protestant Work Ethic has come under attack; that a change has taken place in the ways workers view their work and job; and that a depreciation in the value of work (perhaps even the desire to work) has occurred. In support of the salience of this trend, Katzell et al., in their study (1975), found that a seventy nine percent majority of management believe that the nation's productivity is suffering because the traditional American Protestant Work Ethic has eroded. These researchers support Schacht's (1970) earlier contention that the change in the worker's perceptions of the value of work, and the increase in their feelings of alienation from work and expressive relations in the work setting has become one of the greatest problems confronting us today. Reasons cited for the problem have taken many forms, such as the generation gap; impersonalization of American society due to technological advances; the decline of local community institutions and the fragmentation of the family (Yin, 1972).

Thus, in the last several years, it appears that there has been a performance problem in the United States of America. Despite the use of many motivation theories, models, and organization development, the American employees' performance, unfortunately, is decreasing over time. In the last issue of 1979, The Wall Street Journal reported that, in 1960 the typical American worker in the manufacturing industry annually produced as much as four Japanese workers or two French or German workers. Today, the American's output is matched by one point five Japanese and one point twenty five German or Frenchmen. Moreover a more recent study (Starr, 1981), showed that, for the last fifteen years, there has been a decline in the growth of labor performance in the United States and that in the last several years, the measure has approached zero growth.

Hence, and based on the previous discussion, the main issue of the proposed research is that the dramatic psychological changes in the American workers' attitudes toward work during the last decade (as expressed in alienation from work and alienation from expressive relations) is associated with the decrease in the labor performance. The employee who is alienated, whether from his work or from his relations with his/her co-workers and supervisor(s), will be less likely to exert time and energy on his job than the unalienated worker. Such

lower level of effort will, in turn, be translated into a lower level of performance. This will be less than that of the unalienated and than that demanded by the organization from its employees.

### Definitions and Conceptualizations

#### A- The Status of Research:

There is little doubt as to the existence of work alienation. It can be considered as a serious problem that confronts both workers and employers. Research contributions to the understanding of the problem of work alienation and work behavior, can be viewed in terms of several categories. Some areas of inquiry have increased the understanding of particular aspects of work alienation; others have caused confusion, and some have presented more problems in interpretation or such inconsistent results that little knowledge has been gained. The area of research which has produced the clearest findings is focused on decision-making. Alienation from work is more associated with workers who perceive decisions as that affect them as externally controlled. Faunce (1958) found that automobile workers who felt a loss of control over their work pace were alienated from their work. Blauner (1964) reported strong feelings of powerlessness in industries where workers had little control over their work conditions. Udy (1965) deter-

mined that alienation increased among professional staff members when a rigid, bureaucratic hierarchy existed. This idea is also supported by the work of Pearlin (1962) who recognized that powerlessness was greater when the authority structure was too rigid and Miller (1967) who discovered that the degree of self-estrangement among scientists and engineers was related to their degree of organizational control. Alutto et al., (1973) found that teachers who were denied an opportunity to participate in decision-making revealed high levels of militant attitudes about strikes in addition to high levels of absence and latenesses which were possible indications of alienation.

There is no uniformity in the way in which "alienation from work" is conceived, resulting in confusion. It is variously conceived in terms of dissatisfaction with one's job and/or the experience of being insufficiently self-directed, meaningful, and self-expressive. For example, Seeman (1959, 1967, 1972) conceived of it as work which is not intrinsically satisfying. Miller (1967) empirically distinguished between job satisfaction and satisfaction derived from the work done on the job, and observed that it is quite possible for the former to exist and, at the same time, for the latter to be lacking. Blauner (1964) considered it as a quality of personal experience. In his view, it exists when workers

are unable to control their immediate work processes; to develop a sense of purpose and function which connects their job to the overall organization of production; to belong to integrated industrial communities; and when they fail to become involved in the activity of work as a mode of personal self-expression.

A number of factors are responsible for problems of interpretation and inconsistency of results. These are the methodological difficulties that abound in applying a wide variety of approaches for the measurement of work alienation. In order to study alienation scientifically, it is necessary to measure it, and in order to measure something one must be able to define it precisely. Since the 1950s, a number of investigators have tried to clarify meanings and to construct measuring instruments. In probably the most widely cited attempt to clarify the concept of alienation, Melvin Seeman (1959) distinguished six different senses in which writers and researchers had used it:

(i) Powerlessness: Seeman ascribes this form of alienation to the Marxist ideology. According to this view, the worker is alienated to the extent that the prerogative and means of decisions are controlled by the ruling entrepreneur. He perceives events are controlled external to him.

(ii) Self-estrangement: He proposes that self-estrangement

ment can be best described by the example of an employee who is engaged in work which is not intrinsically rewarding.

(iii) Meaninglessness: The sense of the incomprehensibility of social affairs or events.

(iv) Normlessness: The belief that socially unapproved means are necessary to achieve given goals.

(v) Cultural estrangement: The rejection of popularly held values and customs, such as the case of an intellectual who refused to read Reader's Digest or watch a popular TV show.

(vi) Social isolation: The low expectancy for inclusion and social acceptance expressed in feelings of loneliness or rejection.

To him, to be alienated means to be characterized by one or several of these types. Upon close investigation, however, we find that none of these aspects of alienation refer directly to an affective state (Klinger, 1977). All of them, on the other hand, touch on an individual's relationship to his or her goals. Of course, there are many other definitions of the term as each researcher and writer develops his own conceptualization. But we can say that, although the meaning of alienation varies, most empirical research has been guided, in total or in part, by Seeman's definition and typology of alienation. That occurred despite the fact that Seeman's

definition is social-psychological and not sociological. In addition, his definition fails to differentiate between what can be considered as antecedent conditions of alienation and the consequent states of it. For instance, he considered normlessness to entail the perception of a social situation in which rules and norms regulating behavior have broken down. Such a perception may be an antecedent condition of alienation but it can not be identified with the alienation state itself. As a result of this confusion and the different definitions developed for alienation, one can see many scales and measures used for measuring alienation despite the difference about the meaning of the term alienation. In addition to the lack of uniformity with regard to defining alienation, the application of the alienation concepts are sometimes done to specific individuals and sometimes to group of individuals (individual vs. group level of analysis). This difference in the unit of analysis make the comparison of those studies results more difficult and inaccurate. In addition, it makes the generalization of any result impossible.

Moreover, as in the literature, sometimes the term was used to imply objective social conditions directly observed by others and later attributed to individuals and groups. Blauner (1964), for instance considered mechanization and division of labor to be the alienating

conditions, and people working under these conditions were assumed to be experiencing alienation. But in other studies, work alienation has been interpreted as a subjective psychological state of the individual. Such differences in the usage of the term creates a very difficult problem in interpretation. Work alienation measured through identification of objective conditions may not parallel the subjective measures of the concept. For instance, mechanization and division of labor in an organization may be viewed by external observers as necessary contributions to the state of alienation of worker (powerlessness), but the worker may not perceive the situation in the same way. In fact, it is quite conceivable that for some workers (mentally and physically handicapped, unskilled, uneducated, and many belonging to developing countries) mechanization and division of labor may increase job involvement.

As indicated, this research will focus on studying two indices of alienation - namely the alienation from work and the alienation from expressive relations and their impact on the employed workers' attitudes and performance. There are two main reasons behind choosing those two indices and not the others such as powerlessness; meaninglessness; and normlessness. The first of those reasons is to avoid failure to maintain the conceptual distinction between the antecedent conditions of

alienation and the consequent states of it. Such failure results from mistaking the cause as the effect. This appears to be the case in Seeman's typology of alienation. For instance, as mentioned before, normlessness is considered to be the perception of a social situation in which the rules and the norms that regulate the behavior have broken down. Such perception may be the cause (antecedent condition) of alienated work but that can not be identified with the effect of the effect (of the work alienated state itself). But if we look at the two chosen indices, we can find that each of them represents a state of alienation, and there is no argument regarding any one of them. The second reason, as I indicated before (pages 2, 3), those indices of alienation are more theoretically directly related to the worker's performance and the success of any organization, as both are tied to work which is one of the most pervasive of human activities, the medium through which we obtain our basic life requirements, and the tool to describe, classify and evaluate ourselves and others. Thus, by understanding the impact of those two indices, we can understand the employees' attitudes and behavior.

b - Conceptualization:

As I indicate before, this dissertation deals with two indices of alienation - namely "alienation from work" and alienation from expressive relations." The meaning

of each is defined as follow:

i- Alienation From Work

In the literature the term "alienation from work" is employed in relation of the individual to his work. Here again, however, there is no uniformity in the way in which alienation from work or alienated work is conceived, in spite of the fact that virtually all of those who use the expressions acknowledge that they do so under the influence of Marx. Such alienation is variously conceived in terms of dissatisfaction with one's job; the experience of one's work activity as not being intrinsically rewarding, and its experience as being insufficiently self-directed, meaningful, and self-expressive. Aitken and Hage (1966) conceive of alienation from work in terms of the existence of a "feeling of disappointment" concerning one's position of employment (p. 497). They consider it to exist to the extent that one is not satisfied with such things as one's position relative to other workers, the recognition extended one by one's superiors, and the degree to which one's job measures up to one's career expectations (p. 501). They are thus concerned less with the nature of the work performed than with the considerations pertaining to professional status. Thus, according to them, alienation from work is conceived in terms of dissatisfaction with the limitations associated with the occupation of one's position

in the hierarchy of employment. They suggest that their conception of alienation from work is similar to Marx's conception of "alienation from the process of production."\*

In fact, however, it is considerably different. The crucial consideration for Marx is that of whether or not one's productive activity is spontaneous and self-directed and has no end other than the expression and development of one's personality. But it is quite possible for this not to be the case, and yet for one to be quite content with one's job. Indeed, cases of this sort would seem to be quite common today. A chief postal clerk may be quite satisfied with the authority he has, with his position in relation to his fellow workers, and with the way in which his superiors regard him; and his position may satisfy his initial and career job expectations completely. Such a person would not be alienated from his work, given the criteria employed by Aiken and Hage.

However, other writers and researchers remain somewhat closer to Marx by focusing upon the degree

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\*In Marx's definition, he considered "the more the worker produces, the less he has to consume; the more value he created, the more worthless he becomes; the more refined his product, the more crude and misshapen the worker; the more civilized the product, the more feeble the worker; the more the work manifests intelligence, the more the worker declines in intelligence and becomes a slave of the nature" (Bottmore, 1963, p. 122).

to which an individual finds the work he does intrinsically rewarding or enjoyable. Seeman (1967), for example, conceives of alienation from work or alienated work, as that which is not intrinsically satisfying. He measures "work alienation" in terms of the negative responses to the question which "asks essentially whether the respondent finds his work engaging and rewarding in itself" (pp. 273-275). Similarly, Middleton (1963) considered a person alienated from his work, based on concurrence with the statement "I don't really enjoy most of the work that I do, but I feel that I must do it in order to have other things that I need and want" (p. 974). Miller (1967) explicitly distinguishes between job satisfaction and satisfaction taken in the work done on the job, and observes that it is quite possible for the former to exist and at the same time for the latter to be lacking (p. 759). In fact it is not at all unusual to hear someone say something like "it is a decent enough job, as far as that goes, but I couldn't be less interested in the work I have to do." Thus, for Miller, as for Seeman, the measure of work alienation consists of statements referring to the intrinsic pride or meaning of work. One is considered alienated from his work if he fails to find it "self-rewarding" and works merely for his salary (Miller, 1967). The idea that work is alienating

if it is not intrinsically rewarding recalls Marx's characterization of "alienated labor." Such labor is not performed for its own sake, as an end in itself, but merely for the sake of the wages received for it.

Robert Blauner (1964) also conceived of "alienation in the work process" as a "quality of personal experience" (p. 15). He purports to be concerned with alienation more generally, which he characterizes in the following way:

alienation exists when the workers are unable to control their immediate work processes; to develop a sense of purpose and function which connects their jobs to the overall organization of production; to belong to integrated industrial communities, and when they fail to become involved in the activity of work as a mode of personal self-expression (p. 15).

Thus, the alienation Blauner has in mind emerges as a condition to be fundamentally conceived in terms of the relation of the individual to his work. The first dimension of this alienation is characterized in terms of the absence of personal control over what is to be produced, how it is to be produced, and what is to be done with it once it is finished (p. 16-22). The second concerns the meaningfulness of work to the worker. He makes so small a contribution to the final product by virtue of the division of labor and the standardization of production, that what he does seems meaningless to him (p. 23). The last is conceived in terms of the absence of any opportunity for self-expression in the

work which does not express the unique abilities, potentialities, or personality of the worker (p. 26). That view is very much like Marx's "alienated labor." There is one difference, however, in addition to Blauner's subjectivization of the notion. The feature he mentions most closely approximating the "lack of intrinsic satisfaction" is meaninglessness. But the two are not identical; for work apparently can have "meaning" in Blauner's view - and therefore may not be meaningless - without being intrinsically meaningful. All he requires is that one feels that his work contributes significantly to a meaningful result. If it derives its meaningfulness solely from the result to which it merely contributes, however, it is not meaningful in itself.

Miller, on the other hand, together with Seeman and Meddleton, considers anyone who does not find "intrinsic meaning" in his work to be alienated from it (p. 759). Miller's actual use of the term "meaning" allows the issue to be posed squarely. Many people who can be characterized as alienated from their work if the criterion of "intrinsic meaningfulness" is employed, cannot be so characterized if the criterion is simply that of the "meaninglessness" of their work to them in general. Therefore, Blauner contrasts work which is "an end in itself" with work which is "a means to an end" (p. 32), but the consideration he has in mind is simply

that of whether or not the work is done solely for the wages received.

Summing up, alienation from work or alienated work is thus conceived by the various sociologists who speak of it in at least three different ways: in terms of (i) job dissatisfaction (ii) the feeling that one's work is not intrinsically satisfying (iii) and dissatisfaction with the degree to which one's work is self-directed, meaningful to one, and self-expressive. Common to all three conceptions is the idea of conscious dissatisfaction in the work situation, which alone suffices to distinguish them from Marx's conception, for Marx does not hesitate to speak of "alienated labor" even in the absence of actual worker dissatisfaction. The three conceptions differ from each other with reference to the conditions in the work situation on which the dissatisfaction focuses.

In this research, however, alienation from work will be considered as: the absence of Protestant Work Ethic; the feeling that one's work is not intrinsically satisfying; and the feeling of disappointment with career and professional development as well as disappointment over the inability to fulfill professional norms and personal expectations. But I want to emphasize the fact that work alienation differs from job satisfaction/dissatisfaction. As according to Korman

and Korman (1980); Korman, Berman, and Lang (1981), job satisfaction/dissatisfaction concerns how the individual views his job. "I like it/I do not like it?" is the essence of this attitude, while alienation from work or the lack of it, constitutes one of the processes by which job satisfaction/dissatisfaction can occur. Therefore, job satisfaction/dissatisfaction involves an attitude toward one's job while the feeling of alienation is one of separation or estrangement. Hence, it is possible for a person to be alienated and either satisfied or dissatisfied. So, alienation from work and job satisfaction/dissatisfaction are not the same.

ii- Alienation From Expressive Relations:

Sociologists define this term as "alienation from others." Their use of the term in connection with the relation of the individual to others is traceable in some cases to the influence of Marx. Marx considered "alienation from other men" or "alienation from fellow workers" as a direct consequence of the alienation which occurs at the level of production. Nonetheless the particular interests of different writers lead them to modify the Marxian conception of alienation from others in various ways (Schacht, 1970). For some writers, loneliness is conceived as a type of alienation. Middleton (1963), for example, considers the term to be applicable in the event of agreement with the statement

"I often feel lonely" (p. 974). Similarly, McClosky and Schaar (1965) use the term to refer to "the feeling of loneliness and yearning for supportive primary relationships" (p. 30). To be alienated, they contend, is to feel a lack of meaningful relationships with other people, and to feel unhappy about that lack. One does not exemplify this type of alienation, therefore, if one either (i) does not feel that he lacks such relationships, or (ii) senses their absence, but also does not feel unhappy about it, or (iii) feels related meaningfully to some but not all people. If any of these conditions exists, one can not properly be said to "feel lonely." This type of alienation from others must thus be differentiated from Fromm's broader approach. He considered an individual to be alienated whenever affiliative relatedness to others is lacking, whether or not this lack is regretted or even recognized (Fromm, 1962). The McClosky and Schaar view must be also distinguished from that of Marx who construed alienation in terms of such different criteria as the lack of respect for others and the willingness to exploit them. It must, furthermore be distinguished from ordinary estrangement which involves a loss (rather than the mere absence) of closeness.

However, speaking of alienation from others as the feeling of loneliness must be clarified, as there are two meanings of loneliness. An individual who tries

unsuccessfully to establish meaningful contact with others is in a different situation from one who chooses to live and to work alone, in order, for example, to achieve some special purpose. The latter may feel lonely, and may long for the companionship he denies himself, but the fact that this isolation is of his own choosing gives his alienation a quality that sets it apart from that of one whose isolation is not chosen.

In addition, Hajda (1961) considered alienation from others and from expressive relationships with them as "the feeling of a lack of solidarity with others derives from the knowledge" who share their views, interests, and tastes. According to him, to be alienated from others is to feel "uncomfortably different in the presence of others" because of one's views. . . interests . . . personal tastes. . . etc. (p. 764). Thus, he considers it, as an "awareness of non-belonging or non-sharing." But, one must recognize that alienation from others in Hajda's view, must not be confused with alienation conceived in terms of loneliness. The latter exists only when one feels that one has no close interpersonal relationships, but the former does not require that one feel uncomfortably different from anyone before it exists. Moreover, neither feeling implies the presence of the other. A person may have a warm relationship with his co-workers, for example, yet

feel uncomfortably different from them insofar as their views, tastes, and interests are concerned. On the other hand, a person who feels that he lacks close relationships with others still feels a general, impersonal solidarity with them by virtue of the way of life he shares with them. Both types of alienation are to be conceived in terms of one's relations to others, but they occur on quite different levels of interpersonal interaction.

Meanwhile, Aitken and Hage (1966) regarded alienation from expressive relations as distinct from that discussed above. They characterized it in terms of "dissatisfaction in social relations" (p. 497). Their criterion for the existence of such alienation consists simply in asking for a "yes" - or - "no" answer to the question of whether one is satisfied with those with whom one associates in the work situation (p. 501). This criterion, unfortunately, is obviously extremely crude. Still, it does enable one to form at least a general idea of Aitken and Hage's concept of alienation. They claim that it "can be compared" with Marx's concept of alienation from fellow workers"\*, but the two are

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\*Marx takes this at its face value. This seems to suggest - rather implausibly - that when one contracts to work for someone else, one thereby cuts himself off from other men. (Schact, 1970, p. 98).

hardly identical. Dissatisfaction with those with whom one associates is not the kind of antagonism Marx described. Dissatisfaction suggests that a change of associates might result in a different attitude, whereas the antagonism of which Marx speaks is a function of the egoism of the individual and persists so long as this egoism does. Dissatisfaction with one's particular group of associates is quite compatible with a feeling of solidarity with them by virtue of shared tastes and values. Such solidarity cannot exist in Marx's view. Aitken and Hage's view of alienation as dissatisfaction is also distinct from Hajda's idea of alienation. Dissatisfaction need not reflect "exclusion from social and cultural participation" and may have other sources. Dissatisfaction with one's associates is also distinct from alienation conceived in terms of loneliness. For the problem giving rise to the dissatisfaction may be, not that one feels unable to enter into close relationships with one's present associates, but rather, for example, that one wishes for some more interesting and enduring friends as well. In short, the use of the criterion of dissatisfaction yields a different conception of alienation from others than does the use of the criterion of either loneliness or the non-sharing of interest, values, and tastes.

Summing up, from the previous discussion, one can

see that the term alienation is employed in connection with the relations of the individual to others by relatively few sociologists. Even so, there is considerable diversity in its employment in this connection. Different writers tend to use it in different ways, and that leads to more confusion and inconsistency in research studies.

In this research alienation from expressive relations will be considered as it involves "an estrangement from other people and groups (whether they are co-workers, supervisors, or outside the work setting) with a consequent lack of effective interaction, a lack of concern for group goals, and at the extreme, aggression and hostility toward others. The self is perceived as separated from others and as not having a common framework within which to interact."

Meanwhile, in this study, it is expected that alienation from work and alienation from expressive relations have an impact on each other. For instance, it will be expected that the person who perceives work as not intrinsically rewarding, and not fulfilling his/her expectations, will experience the feeling of estrangement from others, lack of interactional effectiveness and be unconcerned with group goals.

On the other hand, it is also expected that the person who experiences alienation from expressive

relations, will develop feelings of disappointment with career and professional development as well as discontent over the inability to fulfill professional norms and meet personal expectations. Consequently, in this study it is expected to find that alienation from work and alienation from expressive relations will be inter-related but not on a high level.

#### The Contribution Of The Proposed Study:

This proposed study can make a valuable contribution to organizational behavior in a number of ways.

#### On The Empirical Level:

First: This study incorporates four work-related attitudes and behaviors such as performance and effort, self-esteem, job satisfaction, and the tendency for withdrawal. These four work-related attitudes and behaviors are believed by the researcher to be:

- 1- most likely to be affected by the feeling of alienation in the work setting;
- 2- very important in achieving effective utilization of the existing human resources in any organization;
- 3- only indirectly included in the previous studies of work alienation and work behavior. Evidence of this appears in the literature

review for the behavioral consequences of alienation in the next chapter.

Second: Understanding the relationships between alienation from work and/or alienation from expressive relations, and the attitudinal and behavioral consequences of them, gives the organization a practical tool for more efficient and effective utilization of the human resources. In other words, it will offer some insight into the still unanswered questions of; (a) why the level of employees' effort and performance is low despite the continuous improvement in the work conditions, and the use of highly advanced equipment? (b) why does this occur while the wages and incentives paid to the employees are always increasing?

Third: In addition, it may provide a significant explanation of our biggest national problem - namely the decrease in productivity and the growth rate nationwide. If the organization can diagnose the causative and contributing factors of alienation associated with the decrease in labor performance, labor job satisfaction, and worker self-esteem. It can then introduce the methods and techniques for overcoming them. This will enable them to increase the performance at the individual employee

level, the organization level, and finally on a national level because the organization's productivity is integral of the nations' productivity.

Fourth: It will provide an empirical diagnosis to some of the predisposing factors and the situational experiences that may be inherent in the organizations themselves which precipitate the feelings of alienation from work and/or alienation from expressive relations that are related to a lower level of performance. That diagnosis will enable the management in those organizations to recognize the major sources of this low level labor performance, and the increase in the cost of production.

#### On The Theoretical Level:

On the theoretical level this study can provide a valuable contribution. As an example:

- (1) It will expand Korman's model of alienation by testing three of its dimensions - namely contradictory life demands, loss of affiliative satisfaction, and disconfirmed expectations - with another two types of alienation - namely alienation from work and alienation from expressive relations. Such expansion will increase the generalizability of this model.

- (2) It will provide a simple integrated process model for understanding human behavior in the work-setting, as the research model combines antecedent conditions, feeling states, and attitudinal and behavioral consequences of alienation from work and/or alienation from expressive relations. The process model can help in determining the best possible ways for studying the variable(s) that are included at each stage of the model. This, in turn, will make studying how individual behavior can be energized, directed, maintained, and stopped more manageable task.
- (3) It will explore some important issues that can be major areas for future research concerning the effective utilization of available human resources. These issues are concerned with:
- (a) The relationships between alienation from work and occupational involvement and success;
  - (b) The impact of a high level of alienation among the executives and managers on the levels of aspirations and efforts among other employees.
  - (c) The "spill-over effect," i.e., studying the impact of the alienated employee from his work and from expressive relations within the work setting on his behavior and attitudes within the family and other non-work activities;
  - (d) The relationship between alienation and the

perception of risk among decision makers, and studying the relationship between alienation and decision making (rationality, perception of risk);

- (e) The relationship between alienation and the ability to plan for the organization's future activities;
- (f) The relationship between the feeling of alienation from work and receptivity to the relevant information in the training programs;
- (g) The relationship between the changes in the labor market - work forces, and the traditional life style and the feeling of alienation from work and/or from expressive relation;
- (h) The most appropriate techniques - whether on the individual level or on the organizational level - that can be used for eliminating or reducing the alienation among the workers.

## Chapter Two

### The Literature Review

This chapter will focus on three main issues.

They are;

- 1 - A literature review of the factors leading to alienation in work setting (the antecedent conditions).
- 2 - A literature review of the attitudinal and behavioral consequences of alienation in work setting.
- 3 - The configuration and the research model for this proposed study, and the major predictions of it.

1 - Factors Leading To Alienation In The Work Setting:

By looking at the literature, one can realize that there is a lack of consensus among authors and/or researchers with regard to the causative and the contributing factors to alienation from work. According to the literature, alienation from work has been attributed to: monotony (Ford, 1969); narrow work roles and overdivision of labor (Kirsch and Lengermann, 1973; Markowitz, 1981; Scheips, 1972; Shepard, 1970); personality and social dysfunctions (Photiadis and Schweiker, 1971); emphasis on rules (Miller and George, 1968; Markowitz, 1981); lack of information and feedback (Bickford and Neal, 1969, Markowitz, 1981); tyrannical

supervision (Strauss, 1974); economic deprivation (Ribicoff, 1972); lack of freedom (Miller, 1967; Markowitz, 1981); isolation from peers (Scheips, 1972); emphasis on quantity rather than quality (Shepard, 1972); few learning opportunities (Seashore and Barnowe, 1971); value compromise, sense of external control, work supremacy, and disconfirmed expectations (Korman and Korman, 1980; Korman, Berman, and Lang, 1981; Korman, Mahler, and Omran, 1981, 1982); and the rise of technology in industry (Blauner, 1964; Goldthorop, 1966, Shepard, 1969, 1977; Korman and Korman, 1980; Form, 1972; Tudor, 1972; Marcson, 1970); the change in work ethics (Korman, Mahler, and Omran, 1981; Kanungo, 1982; Levenstein, 1962). Some authors believe that the increasing size of the industrial world is accompanied by alienation from work (Graham and Valentine, 1969; Blauner, 1964). In 1970, Brown in his study attributed alienation from work to personnel policies that directly affect the employee. He includes for example, inflexible requirements, outside hiring, employee services, incentive plans, and compulsory age. In his view, although these policies have positive features, they may promote alienation from work or from expressive relations when not handled properly.

Accordingly, these contributing factors can be classified into three main factors. They are:

- i - Structural factors (as technology, specialization and division of labor, and the hierarchy of authority);
- ii - personal characteristics (psychological, and sociological);
- iii - the change in work ethics.

i - The Structural Factors:

The first of these factors is technology. The impact of technology on workers has concerned social scientists as well as managers and labor leaders since the industrial revolution. Before continuing my discussion of that impact and its contribution to work alienation, I would like to focus on one point. That point is related to the distinction between mechanization and automation. According to Bright (1958, p. 45) and Diebold (1952, p. 2), mechanization at its lowest level involves hand work, hand tools, and power hand tools, while its highest levels include machines that can correct performance while operating, after operating, and also anticipate the required action and make adjustments. This level of mechanization involves technology with feedback capabilities and constitutes what is considered to be automated technology. Therefore, we can say that mechanization has three dimensions: level, span, and penetration with automation at the highest level of that mechanization.

Meanwhile, technology affects work and creates

work alienation through two paths: (i) through its impact on job characteristics, and (ii) through its impact on worker integration. With respect to the first path, earlier studies focused on the impact of technology on the nature of work (e.g., degree of specialization, pace of work, level of skills) and the relationship between the technologically influenced work and worker satisfaction (Touraine et al., 1965; Walker, 1968; Marcson, 1970). It is primarily the technological setting that influence the worker's powerlessness, limiting or expanding the amount of freedom and control he exercises in his immediate work environment. Technological factors are also paramount in their impact on self-estrangement. The machine system largely decides whether the worker can become directly engrossed in the activity of work or whether detachment and monotony more commonly result. Since technological considerations often determine the size of industrial plants, they markedly influence the social atmosphere and degree of cohesion among the work force (Blauner, 1964). Technology also structures the existence and form of work groups and in this way influencing cohesion.

Meanwhile, there seems to be some general agreement regarding the impact of technology on the nature of work (Hardin, 1960; Hoos, 1960; Kilbridge, 1960;

Faunce et al., 1962; Mann and Hoffman, 1960; Korman and Korman, 1980). However, some divergence in opinion still exists on the question of the influence of technology on work satisfaction. Currently, opinion is divided between those who see technology and job characteristics as crucial to work satisfaction (Hackman and Lawler, 1971; Shepard and Merrick, 1972; Lawler and Hall, 1970; Department of Health, Education and Welfare, 1973) and those who think that the heavy emphasis on technology is unwarranted (Inkeles and Smith, 1970; Seeman, 1972; Susman, 1972).

Nevertheless, Blauner's study (1964) was considered the most influential study on technology and alienation. He began with the assumption that the nature of the sociotechnical system varies from industry to industry. In his study, he selected four dimensions of alienation as distinguished by Seeman (powerlessness, meaninglessness, social isolation, and self-estrangement) and four industries (printing, textiles, automobile manufacturing, and chemical industry). He found that machine technology reduces the control of the employee over his work process. Workers are rarely able to choose their own methods of work, since these decisions have been incorporated into the machines' very design and functioning. In the textile industry, pace and output are determined by the machine system and the organization of

tasks; for the most part, operatives simply respond to the rhythms and exigencies of the technical system instead of initiating activity and exerting control. In the assembly-line technology of the automobile industry, the worker's control is reduced to a minimum level. The conveyer-belt apparatus dictates most movements of the operative and pre-empts many of his potential choices and decisions. But the continuous-process technology results in a wide variety of occupational categories, and it requires workers at all levels of skill and responsibility. Thus he contends that if charted on a graph, the pattern of alienation in these industries would appear as an inverted u-curve (at its lowest point in the craft industry, at its peak with the mass production technology, and then declines with the advent of automation). Moreover, there are some subsequent studies which support Blauner's results (Shepard, 1969, 1971, 1973; Kirsch and Lengermann, 1971; Catgrove, 1972; and Vamplo, 1973) by finding the same inverted U-pattern of alienation among workers.

According to those studies, as technology has developed a higher level of mechanization, there has been a shift in the job requirements of the factory employee. The dominant job requirement is no longer manual skill but responsibility. In place of the able workman, required when the worker's role in the

productive process is to provide skills, a reliable employee, capable of accepting a considerable load of responsibility, is now needed in the automated industries.

With respect to the second path of technological impact (through its impact on worker integration), the researcher wants first to define what integration means. Fullin (1970) defines it as "the degree to which persons feel isolated or related through interactions." Blauner, (1964) finds that social alienation (the feeling of isolation) is widespread in the automobile industry because of the marked anomie tendencies in its technology and work organization. It is absent in the chemical industry because of the combined effect of a number of factors: of first importance is the balance of skill distribution and the differentiated occupational structure that markedly contrast with the non-satisfied structure in automatized plants. However, continuous-process technology results in a wide variety of occupational categories, and it requires workers at all levels of skill and responsibility. Another factor contributing to social integration in the continuous-process industries is the changed character of automated work. The difference in the nature of work performed by production workers and managers has been one of the most significant factors underlying class conflict within the factory. However, with automation, the work of blue-collar process

operators becomes very similar to that of the white-collar staff; it is clean, includes record keeping and other clerical tasks, and involves responsibility.

Similarly, Fullan (1970) finds that oil-refinery workers were the most integrated in terms of fellow workers, first-line supervisor, labor-management relations, status structure of the organization, and evaluation of the company. Also, auto-workers were the least integrated, and as Shepard (1969, 1971, 1973) reports, craft workers (printers) were in between.

On the other hand, Korman and Korman (1980) mention that technology not only generates personal alienation, but also, social alienation, as it stimulates changes in the social system. Consequently, people lose their sense of bearing, and realize that they are rarely able to completely fulfill the ideas that originally stimulated them to get involved in an activity or to truly understand the needs and desires of other people in the system.

The second factor of organizational structure is the Division of Labor (Specialization). Wilensky and Lebeaux (1965) and Shepard (1977) suggested that there is a relationship between specialization and alienation from work. Because work simplification in industrial societies causes what can be called "dilution of skill," it creates a repetitive job that requires less

skill, permits no choice over the selection of tools and techniques, and is closely paced. In other words, by the overdivision of labor and specialization the industrial engineer has shifted the most valuable resource a man/woman brings to work - his capacity to think, to solve problems, and innovate (Scheips, 1972). The unexpected result was that many workers are alienated from their work, hate their jobs and are subliminally if not consciously negativistic, hostile and antagonistic toward their companies and management. Blauner (1964) argues that by breaking down the total work process into minutely subdivided tasks, responsibility, problem solving and decision making were removed from the ranks of employees. They became the concern of supervisors, engineers and other technical staff. This fragmented relation between the individual to his work robbed him of sense of purpose. In his view, specialization is so elaborate that the goals of the enterprise become remote, and the work itself is deprived of any cooperative meaning. The worker does not identify with the productive organization, but feels himself apart, or alienated, from its purpose. Thus, when work activity does not permit control, evoke a sense of purpose, or encourage larger identifications, employment becomes simply a means to the end of making a living. For Marx, this was self-estrangement, the very heart of the

alienation idea because productive work, which he believed to be the expression of man's essential human nature, had become simply an instrumental activity subordinated to the most animal needs for food and shelter.

In addition, Friedman (1961) argues that, while job specialization has raised productivity, it has also been directly or indirectly responsible for a wide variety of problems in industrialized nations. Finally, Faunce (1965) and Shepard (1971) found from their studies that, there is a relationship between the phases in the machine and the degree of differentiation in the division of labor. According to their findings, non-mechanized production was found to be of lower differentiation, mechanized production was found to be of higher differentiation, and finally the automated production was found to be of lowest differentiation. If we related the latter findings to Blauner's findings, we can understand why alienation was low in the craft industry, high in the assembly-line industry, and low in the chemical industry. Therefore, specialization is positively related to alienation from work.

The third factor of the organizational structure is the hierarchy of authority. Alienation as a feeling of powerlessness over one's affairs, and as a sense that the things that importantly affect one's activities and

work are outside his control (externally controlled) is necessarily bound to the hierarchical organization of responsibility and authority (Korman and Korman, 1980; Korman, Witting-Berman, and Lang, 1981; Korman, Mahler, and Omran, 1982; Markowitz, 1981; Pearlin and Decharms, 1968). The Korman et al. (1982) study showed a consistent positive relationship between the sense of external control and personal alienation. This relationship was significant and strong among married women and unsuccessful individuals - especially among those greater than 27 years of age. Therefore, according to Pearlin and Markowitz, one of the things that distinguishes an organization from other types of collectivities is the differential allocation, to some members, of authority over the activities of others. Thus, inherent in any hierarchical arrangement is the unequal distribution of opportunities to make decisions and initiate actions, whether one's own or others. By its system of authority - that is, the distribution of rights to influence the actions of others - an organization separates its members to varying degrees from decisions regarding their activities. According to this, no one can escape alienation.

Another dimension of the authority structure is centralization. Centralization is considered as "the locus of authority to make decisions affecting the

organization" (Pugh et al., 1963). Hence, the highly centralized organization - those with little autonomy over individually assigned tasks and little participation in agency-wide decisions - are likely to have high level of work alienation and disenchantment with expressive relations, especially with subordinates (Scott, 1962; Gross, 1953; Aitken and Hage, 1966; Markowitz, 1981).

Another factor related to structure is the experience of disconfirmed expectations and loss of sense of affiliative satisfaction. According to Korman and Korman (1980) and Slater (1970), the pyramidal organizational structure promotes the competition for personal advancement, resources, and visibility. As there is less room available at the top, people in the organization may come to see each other not as real people but as enemies, current and potential against whom one must compete. That, in turn, may generate losing touch with others. Also, this pyramidal shape may create disconfirmed expectations. Those who are working hard and doing well may find that their efforts are not leading to the expected rewards of promotions, salary increases, and power privileges. According to Korman and Korman (1980), most managers in a pyramid-shaped organization will inevitably reach a plateau when their upward movement in the system comes close to a top. One can go no

further, regardless of the nature of one's performance. Korman, Mahler, and Omran (1982) found a positive relationship between both the loss of sense of affiliative satisfaction and disconfirmed expectations and personal and social alienation, especially for those who are greater or equal to 27 years age and married.

ii - The Personal Characteristics:

Personal characteristics are the second major contributing factors of work alienation. Traditionally, industrial psychology has viewed the interaction between the person and the organization as one in which the person is the only variable component, with the environment generally considered fixed. Thus, most of the research dealt with the characteristics of the individuals such as values, interests, needs abilities, and personality (Hall, 1976). Hall has claimed that variables such as needs and interests can best predict how well-suited a person is for a particular occupation, the person's choice of occupation, his personal satisfaction, alienation and his continuation in his occupation.

One of the most important personal characteristics and that could lead to alienation are those of the type A personality. The type A person is more likely to face contradictory life demands, as his work demands more commitment and more working hours, while the family demands more affiliative satisfaction from being with

others. Once the person experiences these contradictions, he will more likely be alienated from his self and others. Korman, Mahler, and Omran (1982) found that there is a positive relationship between experiencing contradictions among life demands and both personal alienation and social alienation. For social alienation, the relationship was significant and strong for those who are older, married, and successful. Yet for personal alienation, the study shows that the relationship is higher for those who are older and make less money.

Meanwhile, the personal characteristics (whether they are psychological or sociological characteristics) always differ from one person to another. Ivancevich, Szilagyi, and Wallace (1977) maintain that systematic variation among employees on a number of personality characteristics is associated with the variation in behavior and performance. For instance, if we take the status and power differences among workers in an organization, we will find that those who score high on measures of authoritarianism are more inclined to conform to rules and tend to emerge as leaders in situations requiring an autocratic and demanding style. Therefore, those workers would be less alienated from work if they work in a bureaucratic organization.

Moreover, the locus of control is also a personality dimension. That dimension can vary from high

internal control to high external control. Thus, people who have a high external control perception believe that the events that occurred to them are mostly a product of factors beyond their control (powerlessness). Those people can be considered alienated (Korman and Korman, 1980; Korman, Witting-Berman, and Lang, 1981; Korman, Mahler, and Omran, 1982).

Furthermore, some psychologists and social psychologists have assumed the existence of some human personality needs, variously labeled "ego and self-fulfillment" (McGregor, 1960, 1967); "ego motives" (Likert, 1961, 1967); the need "for self-actualization" (Argyris, 1957; 1964; Maslow, 1943, 1965) and the need for "psychological growth" (Herzberg, 1968). According to these writers, workers in the organization strive for self-determination, self-initiative, independence, responsibility, self-integration, and self-realization. Unfortunately, these personality needs are frequently thwarted at work because they clash with the structure of the formal organization - which is based on extreme job specialization, strict hierarchy of authority, and close supervision. This structure, in turn, will lead to the generation of work alienation. This can be recognized if we look at the work in a bureaucratic organization. In that type of organization, workers have little control over job activities, have a minimal outlet for using their

creative abilities, and expectations are that workers should be passive, dependent, and submissive. Due to this situation, there is no chance for fulfilling any personality needs (Korman and Korman, 1980; Hall, 1977).

### iii - The Change In Work Ethics

The change in work ethics is one of the contributing factors of alienation. However, there is some confusion about its definition, as different observers define it differently. Meanwhile, according to Strauss (1974); Yankelovich (1974); Kanungo (1982); Korman, Mahler, and Omran (1981), work ethics can be considered as "a framework for evaluating work experience and the reactions to it."

By exploring American history - according to Merens and Garrett (1975); Mirels and Garrett (1971); Greenberg (1977, 1978); Korman, Mahler, and Omran (1981) - one can discern three major identifiable work ethics in American life. Each arose at a different time, with more than one existing side by side, but with one nevertheless dominant. These ethics are: the Protestant Ethic (or what is called the traditional work ethic); the Materialistic Ethic; and the Self-Growth Ethic (or what is called the self-development ethic). The first, the oldest and the most traditional work ethic in American life is derived from the Protestant Work Ethic and its dictum is that through work, one may achieve religious

peace and spiritual salvation (Korman et al., 1981; Berger, 1962). This ethic according to them dominated the American life for the first 170 years of its existence and remains with us today as propounded by both Martin Luther and John Calvin.

The Materialistic Ethic, dominant since the Second World War, remains strong today and is most supported by our social and educational institutions as an appropriate framework for evaluating one's work experience. The main essence of this ethic is that a particular career or job is more satisfying and more positive for an individual, the higher its prestige relative to other positions and the more income it provides relative to others (Korman et al., 1981; Greenberg, 1977, 1978).

Finally, the Self-Growth Ethic, appears during the past two decades as we see a continuing series of revolutions on virtually all aspects of our personal and communal lives which, in turn, create differences in how we view our work and our career. That work ethic reflects the recent changes in viewing work among the Americans. There is now more concern for meaningful work (i.e., significant work, work that involves autonomy, sense of identity, and work that allows immediate clear

feedback). This is accompanied by a shift of energy and attention to leisure-time activities; an indifference to traditional penalties for performance, because the orientation of the new ethic is toward satisfaction of one's own desires; and a stepped-up sense of "time" as work should be an expression of one's personal values and needs.

The importance of considering these ethics is because of the fact that work is an important instinct in human nature. It has long been considered a central life interest for workers in most societies and, certainly, in the Western World. But recent researches and studies (Seligman, 1965; Wolf, 1981; Yankelovich, 1974, 1979, 1981; Dubin, 1958) showed that for almost three out of every four industrial workers studied, work and the workplace are not the central life interests. Seligman indicates that about 10 percent of the industrial workers perceived their important primary social relationships as taking place at work; the other 90 percent preferred primary interactions with fellow men elsewhere than on the job. Robert Dubin stated that:

Work, for probably a majority of workers and even extending into the ranks of management, may represent an institutional setting that is not the central life interest of the participants. The consequence of this is that while participating in work a general attitude of apathy and indifference prevails. . . Thus, the industrial worker does not feel imposed upon by the tyranny of organizations, company or union.

This, it appears that there is a strong change in the ways workers view their jobs and work, and that there is an increase in the feelings of alienation in work setting due to unfulfilled needs, unreachd aspiration and disconfirmed expectations. This trend increased, according to Korman, Mahler, and Omran (1981); Yankelovich (1981), especially among younger and affluent workers than their older counterparts in the same jobs.

Summing up, the previous contributing factors of alienation in the work setting are not working independently, as each one has an affect on the others in generating the feeling of alienation from work. For instance, Pearlin (1962), found that the personality characteristics of obeisance affects the relationship between the hierarchy of authority and structural conditions and the alienation from work among nursing personnel. He discovered that since obeisant individuals positively value deference to authority, they are less alienated from work when they are actually involved in work structures where authority is exercised over them in non-participatory fashion. Similarly, the change in the work ethic may affect the relationship between the structural variables, the personality characteristics and the feeling of alienation from work.

Meanwhile, the three antecedent conditions chosen in this study - namely contradictory life demands, loss of affiliative satisfaction, and disconfirmed expectations - have a specific nature that differentiate them from the three factors reviewed in the literature (i.e., the structural factor, the personal characteristics, and work ethic). Firstly, they represent cognitive states the individual experiences within the working situation in which he/she is working, while the structural factor is related to the characteristics of the working situation, the personal factor is related to the individual's values, interests and needs, and finally, the work ethic is related to the product of the interaction between the first and the second factor. Secondly, any of the chosen antecedent conditions can be generated by the interaction between the factors reviewed in the literature. For instance, if the person is a careerist, he will be more committed to his work because he believes that hard work will pay off, and that through this work, he will achieve his materialistic success and self-growth. But he may experience disconfirm expectations when he found that the hierarchical system does not permit the confirmation of these expectations as there is room for only a few at the top.

## 2 - The Behavioral Consequences of Work Alienation:

The manifestation of the behavioral consequences of work alienation are numerous and diverse. One of the more common manifestations is termed the "blue-collar blues." It is described as "general dissatisfaction with life, blunted aspirations, aggressive feelings toward other people, low political efficacy, mild paranoid reactions, and mild but debilitating health reactions (Seashore and Barnowe, 1971).

Moreover, the feelings of alienation may result in turbulence and distrust by personnel (Brill, 1974); labor strikes (Garson, 1972); alcohol addiction and drug abuse (Markowitz, 1981); and violence and aggression (Ford, 1969; Cline, 1975; Gomez, 1978). In addition, the alienated employee may generate barriers to effective learning and receiving of opportunity and information cues (Bickford and Neal, 1969).

With regard to work alienation and alcoholism and drug abuse, there is now a common agreement among the researchers that alcoholism and drug abuse among workers pose major problems to American organizations. This is recognized in Gould's statement (1972), "we are living in a strongly difficult and sick time which the stress of every life, especially, in urban American virtually cry for relief through these drugs, and in many cases, the harder drugs as well." Thus drugs become quite simply

our chosen devices for coping, adjusting, and making work and life more comfortable (Gould, 1972, p. 10).

The severity of that problem is indicated by the following:

- a - Losses due to alcoholism are estimated to be between \$10.7 and \$20.7 billion dollars annually (Cline, 1975).
- b - There are an estimated 4.5 million problem drinkers at work with a resulting impairment of one fourth to one half of their effectiveness (Cline, 1975).
- c - Alcoholism is the primary cause of 50 percent to 70 percent of all performance problems (Gomez, 1978).
- d - Four percent of all employed workers use marijuana on a regular basis and one percent use it at work (Carone and Krinsky, 1973).
- e - One tenth of one percent of all workers (about 10,000) use methedrine while at work (Carone and Krinsky, 1973).
- f - About 53 percent of all adults (18 years of age and over) consume alcoholic beverages, and for youth (age 12-17 years age) the figure is 24 percent. Also, the rate of alcohol consumption increases each year (National Commission on Marijuana and Drug Abuse, 1973).

While the magnitude of the above data may be questioned, they do reflect the enormity of the problem facing American organizations today. Given its wide-

spread occurrence, one must wonder whether there is something inherent in the organizations themselves that precipitates these problems of employed workers. Korman and Korman (1980), assert that the great cultural emphasis on achievement, the decline of religious institutions, and the pyramid type of organization structure and the competition it promotes for personal advancement, resources, and visibility can be considered the source of losing touch with others and self. All of these contribute to a loss of a social network within which to place oneself and within which to obtain affiliative satisfactions and social nourishment. Within these conditions, the worker may feel self-estrangement because of his engagement in behaviors that do not serve his/her true values and needs. According to Pearlin and Rodabaugh (1976), he/she may tend to use drugs and alcohol in order to help escape from that situation. So alcohol and drugs can help the self-estranged individual cope with himself/herself. An additional factor that may be related to employee alcohol and drug abuse is the perception that the responsibility for one's behavior or outcomes for behaviors rests elsewhere. This is known as "altered responsibility." Diener (1975); and Malgram (1963), support the relationship between altered responsibility and deviant behavior such as alcohol and drug abuse. Moreover, Brisolaro (1979) and Trice and Roman (1975), believe that boredom,

rebellion, hostility, and the lack of a sense of personal fulfillment may pressure the worker toward deviant drinking. Markowitz (1981) indicates that: i- job characteristics are significantly associated with feeling of self-estrangement; ii- self-estrangement is significantly associated with alcoholism and attitudes toward people whose work performance is influenced by alcohol (alcohol attitudes); iii- self-estrangement is significantly associated with alcoholism and attitudes toward people whose work performance is influenced by drug (drug attitudes).

Therefore, one can say that employees who experience a sense of self-estrangement do not perceive what they are doing in the organization as a reflection of their values, norms, and personality, i.e., their work is separated or alienated from them. There is a lack of congruence between their actions and their values. All these will cause distress in the individual. In order to reduce this distress, the employee may turn to artificial means such as alcohol and drugs. Thus, due to work alienation, alcohol and drug abuse increasingly have become the way to mask one's alienated work conditions.

Another behavioral consequence of alienation is the attitudes toward violence. For some, alienation is considered as the major contributor to both individual and collective violence. A study commissioned by the

Department of Health, Education, and Welfare (1973), investigated the effect of large-scale, bureaucratic, and assembly-line forms of work on the mental and physical well-being of workers. It was revealed that work alienation is widespread in the United States and that workers express their discontent by resorting to violence against supervisors and fellow workers, by resorting to drugs, alcohol, and suicide and by acts of industrial sabotage. Furthermore, it was found that alienated workers often displace their frustration through acts of aggression against members of their own families, and that those at the bottom of the occupational structure are more likely to express feelings of alienation than those in higher status positions.

Meanwhile, Walton (1972) found that, in some cases, alienation is expressed by active attacks, pilferage, sabotage, deliberate waste, assaults, bomb threats, and other disruptions of work routines. Also, Korman (1977) hypothesized that the violence and aggression due to alienated work are more likely in large organization than small ones since; a) it is harder for large organizations to have effective surveillance to control aggression and violence in response to frustration; b) the complexity of large systems lead to greater possibilities for frustration; and c) the high hierarchical individuals tend to be aggressive against individuals lower in the

system in order to keep the positions constant and because individuals lower in the system are too weak to fight back.

Moreover, a study by Ransford (1976) supported that idea by showing that isolated Negroes and Negroes with intense feelings of powerlessness and self-estrangement are more prone to violent action than those who are white and less alienated. In addition, Kerr and Siegel (1954) demonstrated that "wildcat" strikes are more common among isolated occupational groups such as mining, maritime, and lumbering, as such isolated groups are believed to have a weak commitment to their organization's values and norms.

However, I would like to emphasize, that despite the fact that there is a relationship between alienation from work and violence and aggression this does not mean that those who are alienated from work are the only ones who engage in acts of violence and aggression. It only indicates that those alienated workers are more likely to engage in acts of violence than those who do not experience such alienation from work or from their expressive relations.

Another behavioral consequence for alienation, is its impact on the receptivity of relevant information. The empirical research of Seeman (1969), in particular, has underscored the relevance of alienation variables

for the seeking of control-relevant information. Seeman found that receptiveness to personality-relevant information is inversely related to feeling of powerlessness. His results are cumulative and converge in studies concerning tuberculosis patients in a hospital (Seeman, 1962), inmates in reformity (Seeman, 1963), non-American university students (Seeman, 1967), and non-organized as well as organized workers (Seeman, 1966).

Another supporting study was by Bickford and Neal (1969). They found that conditions of meaninglessness may very well divert attention from the kinds of information that are necessary for making events intelligible and coherent. The suspicion and distrust involved in feelings of normlessness may create a preoccupation with "hidden motives" and thus interfere with the personal acceptance of information that is readily available. Similarly, the detachment and anonymity in feelings of social isolation may create barriers to forming the very kind of social relations supportive of information transmission and retention (McDill and Ridley, 1963). All those studies showed that high alienated employees are relatively less receptive to control-relevant information, even if it was made readily available to them.

Finally, alienation is generally viewed as a highly negative emotion and often as a cause of non-rational, and disturbed behavior. It has been found

by Korman and Berman (1980) to be indicative of non-optimizing, irrational, non-self-actualizing, high-anxiety behavior.

### 3 - The Configuration Of The Research Model:

According to my previous review of literature regarding the behavioral consequences of work alienation, one can find that there is a great degree of consensus among writers, researchers, and academicians about the negative behavioral consequences of work alienation. However, if one has a deep look at those studies, he can claim that few tried to investigate, in a more direct way, the impact and the relationships between the feeling of alienation from work or from expressive relations (whether that relations were with his/her supervisor or his/her co-workers) and the employee's performance. For example, employee alienation, according to Walton (1972), is thought to affect performance, productivity, and reflect social costs incurred in the workplace but direct tests of these hypotheses are few.

Therefore, the major purposes of this proposed research are to study some of the antecedent conditions of alienation and to examine the impact of alienation in the work setting on performance by investigating the relationships between the feelings of alienation

from work and from expressive relations and some of the major dimensions of work performance and related attitudes.

The theoretical model upon which this study will be based can be seen in Exhibit 1. This theoretical model contains some of the variables that are considered to be antecedent conditions - namely disconfirmed expectations, loss of sense of affiliative satisfaction, and contradictory life demands; two subjective feeling states - namely alienation from work and alienation from expressive relations; and four work related attitudes and behaviors - namely performance and efforts, self-esteem, job satisfaction, and the tendency for withdrawal from the current job and organization.

Disconfirmed expectations, loss of sense of affiliative satisfaction, and contradictory life demands are considered in the research model as antecedent conditions because the occurrence of any of them within the work setting is believed to cause the feelings of alienation from work and/or from expressive relations - whether these relations are with the coworkers or with supervisors. They are variables that do not depend on other variables, or that come first in a temporal sense in the hypotheses.

Low level of performance and efforts, low level of self-esteem, low level of job satisfaction, and high tendency for withdrawal from the current job and/or organization, are considered - in the research model - as the attitudinal and the behavioral consequences. They represent the dependent variables that the researcher is most interested in studying. They represent in the causal relation the effects of its preceding causes. They are dependent on the other variables that precede them in the theoretical sense of the study model - i.e., alienation from work and alienation from expressive relations.

Thus, when we are looking at the relationships between disconfirmed expectations, loss of sense of affiliative satisfaction, contradictory life demands and alienation, the first three variables are considered the independent variables (antecedent conditions), while the later variables are considered the dependent variables. When we are looking at the relationships between alienation from work, alienation from expressive relations, and level of performance and effort, level of self-esteem, level of job satisfaction, the tendency for withdrawal, the first two variables are considered as the independent variables and the later four variables are considered as the

dependent variables. Thus, these dependent variables are considered as the attitudinal and behavioral consequences of alienation on the basis that:

- a - They are believed to be directly effected by the feeling of alienation from work and alienation from expressive relations.
- b - The decrease or the increase in their levels is an effect of alienation and not a causative or contributing factor of it.
- c - They represent one's action tendencies toward the object (the behavioral component of the attitude).

#### The Major Predictions Of The Study:

The over-all perspective of the proposed research is that the dramatic psychological changes in American workers attitudes toward work during the last decade (as expressed in the feeling of alienation from work and alienation from expressive relations) can be viewed as in part responsible for the recent decreases in work performance. The employee who is alienated will be more likely to exert and spend less time and energy on doing his job than the less or unalienated worker. This lower level of effort will, in turn, be translated into a lower level of performance which will, finally, be less than that of the unalienated and than

that demanded by the organization from its workers.

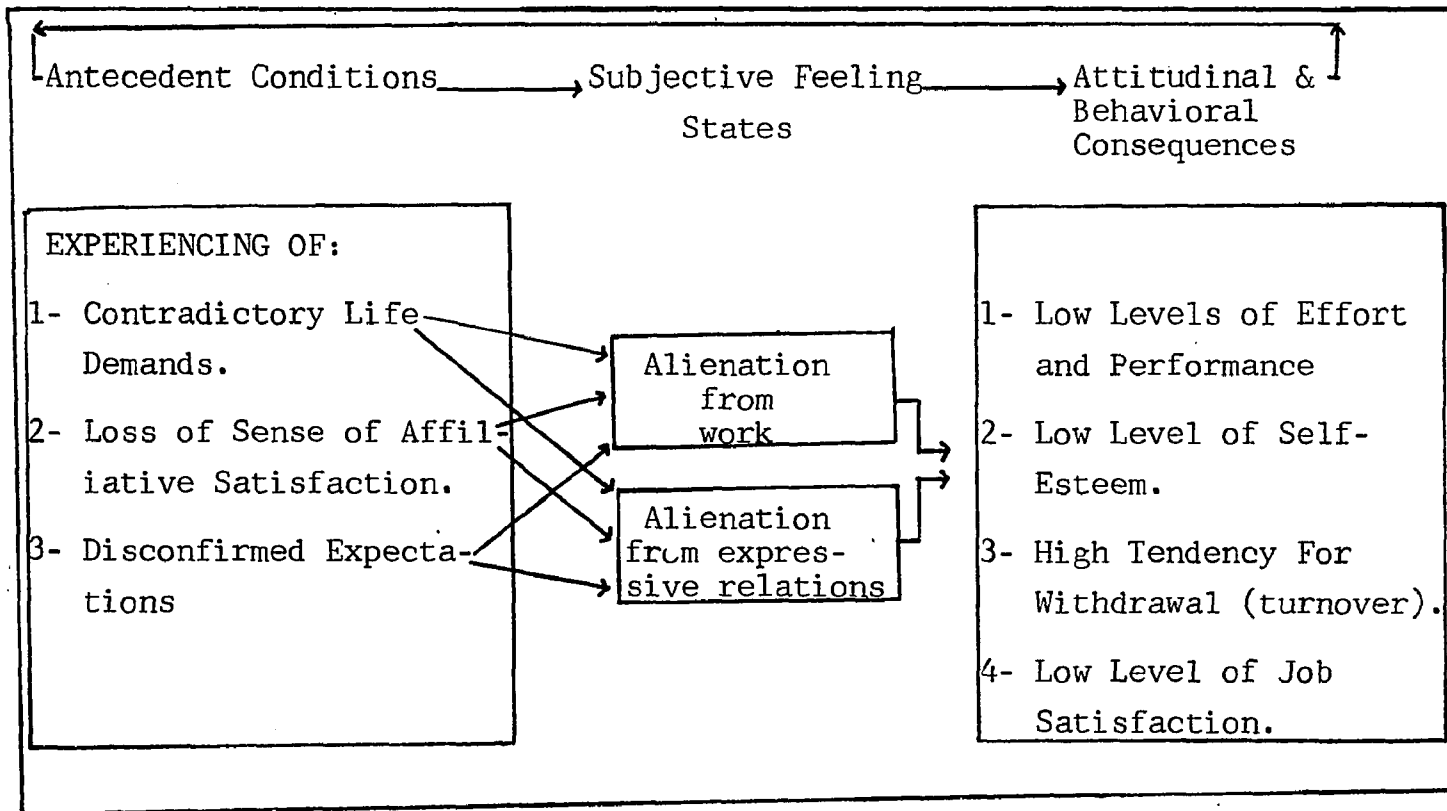
Another predicted consequence of the feeling of alienation from work and from expressive relations includes a lower level of self-esteem, as the alienated worker will have an attitude of disapproval about (the extent of) self-acceptance, self-confidence, self-respect, self-satisfaction, self-worth, and self-congruence. As a result of that, he will be alienated from his needs because he believes that he is not capable of achieving them. Also, alienation will be expressed in an attitude of disapproval about the capability of others for achieving what should be achieved.

A further predicted behavioral consequence of the alienation from work and from expressive relations includes the higher tendency for withdrawal (i.e., as turnover). The alienated employee will more likely to leave his job in order to take a job in another organization (turnover). This tendency may spring from a loss of interest in the current job or the current organization. Resultant action (turnover) will have an impact on the productivity of the whole organization.

A final predicted consequence of the feeling of alienation from work or from expressive relations includes a low level of job satisfaction. That may be due to the fact that alienation usually has a negative impact on the overall domains of the employed

Exhibit 1

The Research Model And The Predictions  
To Be Tested



workers. Failure on the job and career may also result in a strong affective experience of tension and frustration that may be directed toward one's own self or toward others. This may be generated from the situation in which the alienated worker found himself/herself, i.e., the situation in which he recognized that all his/her needs and dreams can not be completely achieved at the same time.

CHAPTER THREE  
THE RESEARCH HYPOTHESES AND PREDICTIONS  
TO BE TESTED

The Research Hypotheses:

In order to test the proposed research model that appears in Exhibit 1 in the previous chapter, two groups of hypotheses will be investigated. The first set will investigate the relationships between the antecedent conditions and the subjective feeling states - namely, alienation from work and alienation from expressive relations. This investigation will be conducted both considering the sample as a whole and also various subgroups to be defined later. The second group of hypotheses will test the relationships between the subjective feeling states and such attitudinal and behavioral consequences of the workers as levels of effort and performance, self-esteem, job satisfaction, and the tendency for withdrawal. These tests will also be performed on both the total sample and subgroups level.

Conceptually, this study will deal with alienation as a subjective and not as an objective phenomenon and as a subjective feeling state and not as an attitude. This seems to be appropriate because, first, I am going

to study the individual's own experiences and the verbalizations of those experiences and not the objective social conditions directly observed by others and later attributed to individuals and groups. This means, in this study, alienation will be interpreted as a subjective psychological state felt by the individual. Second, there is somewhat of a difference between a "subjective feeling states" and an "attitude". An attitude is a mental state of readiness, organized through experience, exerting a specific influence upon a person's response to people, objects, and situations with which it is related (Gibson, Ivancevich, and Donnelly, 1979). In other words, attitude is an intrinsic part of a person's personality. According to Rosenberg's theory (1960), cognition, affect, and behavior are determinants of the attitudes and attitudes in turn determine affect, cognition and behavior. While a subjective feeling state is a psychological and affective state that refers to the feelings and emotions of liking or disliking that one has and experiences toward objects. These feelings and emotions are based on the person's conscious processes of acquiring knowledge (cognition). It is the result of an experience process toward an object, people, or situation. Hence, the subjective feeling state can be considered as one of the individual's

attitude components and not equal or parallel to it.

For instance, in the current research study, when the worker cognitively experiences expectancy disconfirmation, loss of affiliation, and/or contradiction among life demands, he/she is more likely to have a disliking (negative) feelings and emotions toward his/her work and his/her expressive relations. Once this affective state has been developed and interrelated with his/her cognitive state, his/her behavior will be determined.

The First Group of Hypotheses:

A - On The Total Sample Level

A1a - Experiencing contradictory life demands is positively related with alienation from work.

Contradictory life demands involves "a cognitive state which occurs when an individual realizes that some demands on him are contradictory and always will be, regardless of anything he may do" (Korman and Korman, 1980; Korman, Witting-Berman, and Lang, 1981; Korman, Mahler, and Omran, 1981, 1982).

The strongest example of these contradictions between the demands of different domains is the contradictions between the organizational demands for work and family demands for affiliative relations (career and family demands). According to Korman and Korman

(1980) and Chenoweth (1974), either a balance is developed at some cost to both, or one or the other is significantly down-graded. For instance, the commitment to work hard in order to be successful and to be accepted means at the same time a denial of family life because one does not and can not have enough time for everything.

There are also contradictory demands on the individual stemming from his/her work experience, as well as those coming from non-work activities. One of the most important of these is that in the typical work organization he is, at one and the same time, expected to work with other workers and also to compete with them for a share of the always limited available resources (Korman and Korman, 1980). S/He is pulled toward cooperation with others by the demands of his/her supervisors and the overall need for organizational success. At the same time, he/she needs to make himself/herself look good if he/she is to be evaluated favorably and if his/her subordinates are to feel secure in their jobs. These demands make him/her receptive to the need to compete with others. The roles, therefore, are contradictory, i.e., one can not be a competitor and a cooperator at the same time.

Consequently, when the worker realizes that the

demands on him are contradictory and that he must inevitably sacrifice some of his personal desires, he is more likely to be subject to the feelings of alienation from work.

Alb - Experiencing contradictory life demands is positively related with alienation from expressive relations.

Considering the definition of contradictory life demands that has been mentioned in the previous hypothesis, one can expect that the worker who realizes that the feelings of aloneness and the sense of estrangement always accompany pursuing of career and mobility is also more likely to feel alienation from expressive relations. This may reflect the fact that for achieving a successful career the person must give up his/her affiliative and interpersonal relationship with others - whether those others are his/her co-workers, or supervisors, or outside the work setting - because it detracts some of the time that must be devoted for achieving the desired successful career. It may also reflect the fact that those who have succeeded in their occupational careers are more likely to find themselves, as part of their new lives, separated from their parents, family and friends because one can not satisfy and optimize the needs for achievement and affiliation (interpersonal

relations) simultaneously.

A2A - Experiencing a loss of sense of affiliative satisfaction is positively related with alienation from work.

The loss of affiliative satisfaction refers to "perceived lack of having satisfied needs for interpersonal satisfaction" (Korman and Korman, 1980; Korman, Witting-Berman, and Lang, 1981; Korman, Mahler, and Omran, 1981, 1982). The loss of affiliative satisfaction has become recognized as one of the greatest sources of alienation among employed workers (Korman and Korman, 1980). Paradoxically, this also is a type of loss that many of our traditional cultural norms have prescribed as being insignificant and unimportant for males. According to Korman and Korman (1980), it is not seen as very important by many men in their 20s and 30s, although this may be changing slightly today. However, there is little question that those needs do become more salient as the individual ages.

Meanwhile, one of the most significant factors that generate that loss of affiliative satisfaction is the life history of work emphasis as opposed to family emphasis. The belief in work supremacy as an approach to life may be at the cost of one's ties to the other people. Those others may be one's parents and siblings

(one's roots) if you will, one's wife and children (according to (Korman, Mahler, and Omran, 1982) this is most often the case) and one's friends. The commitment of many hours of work (including evenings and weekends) and frequent mobility generate the feeling of loss of affiliative satisfaction.

Another factor that may generate loss of sense of affiliative satisfaction is the existence of pyramid type organizational structure, and the competition it promotes for personal advancement, for resources, and visibility. One problem of a pyramid-shaped hierarchy, according to Korman and Korman (1980), is that, by definition, there is less room available the higher one goes in the system. This generates competitiveness and often conflict among those who are fighting for the rewards. The implication of that conflict is that we may come to see other people in the organization as enemies, current and potential, against whom one must compete. Similarly, one comes to look upon oneself as a competitor and not a complex individual with a variety of needs, feelings, and interests.

Accordingly, it is quite logical to predict that once the individual realizes that he/she lost touch with others, and that pursuing his career and advancement has been come at the cost of his meaningful interpersonal relations, he will be more likely to feel alienation from

his work.

A2b - Experiencing a loss of sense of affiliative satisfaction is positively related with alienation from expressive relations.

An industrial community is made up of a network of social relationships which are derived from a work organization and which are valued by the members of the community. For many workers the plant as a whole is a community, a center of belongingness and identification, which mitigates feelings of isolation. According to Blauner (1964), it is quite common for workers to come to a factory thirty minutes early every day to relax in the company of their friends. It has been argued that the human contacts of the plant community are critical in making work which is in other ways alienating bearable for mass production workers (Blum, 1953). Beginning with the work of Elton Mayo and his associates, much research in industrial sociology has documented the role of interpersonal relations in providing a sense of belonging.

Therefore, it is quite logical to expect that the workers who perceived lack of having satisfied needs for interpersonal relations satisfaction will be more likely to be alienated from their expressive relations whether with their co-workers and or their supervisors and/or with others outside the work setting. This loss of a

social network within which the worker places oneself and within which to obtain affiliative satisfactions and social nourishment may reflect some of the major characteristics of the organizational structure in which the worker is working. For instance, according to Slater (1970), some of the major characteristics that may promote loss of feeling of affiliative satisfaction in pyramid type organization structure are:

- i - A desire for individual, rather than group achievement, because there is a decreasing room as one achieves and goes higher in the hierarchical system in the organization in which he/she works.
- ii - A lack of interest in people as people, and unwillingness to affiliate with others because this will detract from the time that should be directed to the achievement.
- iii - An ignorance of interpersonal concerns in general and a rejection of personal and social needs as a basis for decision making.

Moreover, another important factor that may generate loss of sense of affiliative satisfaction is what is called "Careerism detachment." This means that for a person to be successful at work and his career he must detach himself/herself from family and friends. All of these contribute to a loss of a social network within

which to place oneself and within which to obtain affiliative satisfaction and social nourishment. This in turn will generate the feelings of estrangement, loneliness and perceiving the self as separated from others because of the lack of having a common framework within which to interact.

A3a - Experiencing disconfirmed expectations is positively related with alienation from work.

An expectancy disconfirmation is a "cognitive state where an individual realizes that he/she has been wrong in his/her orientation toward the world" (Korman and Korman, 1980; Korman, Witting-Berman, and Lang, 1981; Korman, Mahler, and Omran, 1981, 1982). According to them, "events, and plans and decisions do not have the meanings he supposed they had, that people and groups have not acted in the way that he expected and that the events that he thought were going to take place did not occur."

According to Korman and Korman (1980), underlying the significance of disconfirmed expectations is the sense of losing one's mooring. Decisions have random implications. All, or parts of life, seems meaningless.

One of the most significant disconfirmed expectancies for the worker comes when he/she realizes that he has lived his/her life by false or shakeable promises.

Example of these can be found in:

- i - The promises of the materialistic ethic. The underlying assumption of the materialistic ethic, according to Milner (1968), is the belief that the achievement of high occupational and consumer status will, in and of itself, result a high degree of personal self-actualization, life satisfaction and a psychological wholeness. But most often, that does not occur as:
  - During the current and late few years, taxes and inflation are considered as major reasons for not fulfilling these promises since the more money the person made, the more taxes he/she will pay. Added to that is that the purchasing power of his/her remaining income is decreasing as the rate of inflation goes up.
  - Commercial advertisements do not provide any guidance for the shopper as they often promise more than they deliver.
- ii - The promise of great personal satisfaction and life without problems for success based on

materialistic acquisition and or competitive supremacy. In other words, this is the promise that "success"\* in career and in work is a path to a satisfying and happy life. According to this promise, successful people will have less problems in their life. But that promise has become increasingly false and shaky as:

- According to Henry (1961), highly successful male executives in mid-life report doubts about the meaning of success, considerable self-doubt, disquiet over their career (despite their success), and great value conflict.
- According to Tarnoweski (1973), a survey of several thousand managers reported that their careers were no longer meeting their needs and also alienated them from the organizations for which they worked.

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\*Success means "the materialistic, status-oriented, power over others," factors that we have long accepted as defining "I made it" (Korman and Korman, 1980, p. 11).

- According to Campbell (1976), Near, Rice, and Hunt (1978, 1980), and Korman, Omran, and Mahler (1983), individuals with high levels of income did not report greater satisfaction with life in a practical sense than did individuals with lower level of income.

Therefore, one can see that an expectancy disconfirmation is a problem because it means that the person has been wrong in his orientation toward the world around him.

Thus, disconfirmed expectations are expected to be an important source of alienation from work when they occurred. As a result, it is quite logical to expect that those who experience disconfirmed expectations are more likely to be alienated from their work.

A3b - Experiencing disconfirmed expectations is positively related with alienation from expressive relations.

In general, people enter the organizations with the expectations that through their work they will satisfy their needs for interpersonal relations whether with their co-workers and or with their supervisors. Once these expectations are not confirmed, the feeling of alienation from expressive relations will result.

According to the psychological contract that defines the conditions of each employee's psychological involvement with the system, the employee agrees to give a certain amount of work and loyalty but in return he generally demand more than the economic rewards from the system. He seeks rewarding relationships with people and support in fulfilling his/her expectations with regard to the need for affiliation and interpersonal relations.

Therefore, if the organization honors only the economic contract and not the unwritten psychological contract (i.e., the need for affiliation), the employees will be more likely to be alienated from their expressive relations because they perceive themselves as separated from the others as they do not have any common framework for interactions.

One of the most significant disconfirmed expectancies for the employed worker comes when he realizes that he has lived his/her life by false or shakeable promises. Example of these in this area can be found in:

- In 1977, Maccoby maintained that a significant number of successful managers in today's corporations reported a decreased in their ability to relate to others.
- According to Korman and Korman (1980), competitiveness, conflict, and less affiliative

satisfaction are common in the pyramid-shaped hierarchy because there is less room available the higher one goes in the system.

- According to Slater (1970), some of the major characteristics that exist in the pyramid type organization structure is the lack of interest in people as people and unwillingness to affiliate with other because this will detract from time that should be directed to the achievement. Also, an ignorance of interpersonal concerns in general, and a rejection of personal and social needs as a basis for decision making.

Therefore, one can see that an expectancy disconfirmation with regard to the affiliative satisfaction can be one of the major sources of alienation from expressive relations.

As a result, it is quite logical to expect that those who experience disconfirmed expectations regarding affiliative satisfaction are more likely to be alienated from their expressive relations.

#### B - On The Subgroup Level

- B1 - Contradictory life demands are predicted to be more of a source of alienation from work for married workers than for the singles.

Due to changes in the economic conditions in the whole world in general, and in the American society in particular, the cost of living until recently increased continuously and rapidly. In the American society, many men more than ever are working because they believe they must do so to support themselves, and if they are married, to support their families. The man who fails to support his family may be seen by his family and by himself as a social failure (Larwood and Wood, 1977). As a result of the combination of economic necessity and societal demands, it is not surprising that the highest percentage of male workers also have families.

Moreover, the percentage of female workers who are working for economic reasons is also increasing. Nowadays, we notice a continuous and a rapid increase in "dual-career" families in which both husband and wife are full-time paid employees pursuing a lifetime career (Schein, 1978).

In general, the experience of contradictory life demands is likely to be more salient among married workers than single ones: The single workers may experience these contradictions within the work setting only because they do not have any obligations or responsibilities toward their wives and children as they are not married. They may face it when they find that

the traditional values in the organization in which they work are in contradiction to its contemporary values. For instance, employees, are often forced by the organization's rules and by supervisory demands to cooperate with other employees for the success of the organization. At the same time, however, they are expected to compete with others for a share of the always limited resources.

Married workers are more likely to experience many more of these contradictions than their single counterparts. The experience of contradictory demands, for them, can come from two sources. It can come from within the work setting or from the conflicting demands of their careers and their families. More specifically, within the work setting, for them to maintain successful careers they must devote more and more hours to work. This will be at the cost of their own and their family needs for affiliation. In addition, they must be ready and willing to go wherever the job is. This geographical mobility will also be in opposition to their family's demands for stability and the need for ties with others in their community.

Therefore, it is quite logical to expect that married workers will be more alienated from their work as a result of contradictions between their life demands

than their single counterparts.

B2 - Contradictory life demands are predicted to be more of a source of alienation from work for women than for men.

According to Freeman (1979), there has been a considerable change in the American labor force in the last two decades. The most important change during this period was the extraordinary increase in the proportion of women in the work force from 28 percent in 1950 to 41 percent in 1976. Over three fifths of the growth in the total work force from 1950 to 1976 was the result of this increased amount of female participation. In the past, the shape of the distribution of working women by age showed the highest rates of participation among young women with a sharp drop when women reached the childbearing and marriage age. Participation gradually increased as the children grew up and left home (Smith, 1979). Today, according to Smith, this distribution has changed. For example, in 1978, 60 percent of women between 16-54 years of age were working, 45 percent of them were married, and 42 percent of those married had children under the age of six. In 1979, the number of working women in the work force according to the U.S. Bureau of Labor Statistics reached 59.1 percent of the total labor force.

Meanwhile, the decision to work by single women is viewed the same as it is for men. They need to work to support themselves unless they are independently wealthy. Married women have another option. They can choose to be housewives. This makes their decision to work clearly different from men's. Economists have pointed out that the full-time housewife is a product of the industrial revolution (Nieva and Guetk, 1981).

However, according to Deboer (1979), it is interesting that the majority of women today still say that they are working out of economic necessity. Women who are only or even predominantly working to satisfy their own needs for self expression or self actualization are less common.

Nevertheless, there are many problems associated with the increase of women in work. According to Nieva and Guetk (1981), a woman's family is assumed to be more important to her than her work. For women, family life encompasses the roles of wife and mother. Work and family interdependence is important because these are the two areas of life that make the largest contributions to a woman's life satisfaction. However, there is a general effect of family life on work. According to Nieva and Guetk, women (especially married) tend to choose jobs that enable them to accomodate their family

demands. In order to respond to the demands of family life, they choose such adaptations in their labor force attachment as: a) choosing an intermittent work style, b) stop-gap jobs, c) interrupted patterns, d) lowering their career commitment and e) choosing traditional jobs.

Hence, the problems of integrating work and family are more severe for women than for men because women have traditionally been assumed to be available during the day to care for the children and to do the housework. Therefore, they have simultaneous role demands from work and family and it is often difficult to achieve the balance between the two. Consequently, it is quite logical to expect that women are more alienated from their work than men are as a result of being more vulnerable to the experience of contradictory life demands (work and family).

B3- Disconfirmed expectations are predicted to be more of a source of alienation from work for males than for females.

Women have been part of the work force as men have since the beginnings of the human race (Larwood and Wood, 1977). The extent and the type of contributions made by either sex have varied considerably, however, depending on the nature of the economy and on

the cultural traditions of the society.

Nowadays, women make up over half of the population of working age Americans but the statistical data show that women participate much less than men and earn lower salaries in most managerial and professional areas (Lioyed, 1975). According to Lioyed, the level of career achievement among women has been lower than that among men. A large proportion of the highest achievers in almost all occupational areas are men. The lack of high women achievers may be associated with Kanter's claim that "Women are tokens." Most of the working women are concentrated in jobs that are predominantly female, such as clerical work, and other lower level positions. Only a few of them (women) are found in managerial and professional occupations in which men represent the dominant majority. These "token" women are more likely to have low levels of expectations regarding their future prospects, are less likely to seek change, and are more concerned with basic survival and extrinsic rewards than their male counterparts (Kanter, 1976).

Consequently, when these group of women realize that their expectations have not been confirmed, and their aspirations have not been satisfied, they are less likely to feel alienated from their work compared to their male counterparts.

B4 - Disconfirmed expectations are predicted to be more of a source of alienation from work for white workers than for black ones.

Black workers are considered to be among the minorities in the labor market which is dominated by whites (Kanter, 1977). The rate of unemployment among blacks is now, and has been for many years, double the rate among whites (Anderson, 1979). Conversely, the level of income of blacks and other nonwhites continues to fall below that of 60 percent of the white majority population. According to Anderson (1979), within broad occupational categories, blacks tend to be concentrated in the least prestigious and most poorly paid jobs. This relative tendency is further associated with their lower level of education and powerlessness.

Consequently, white workers are more likely to have higher levels of aspirations and expectations than their black counterparts. Thus, whites are more likely to be alienated from their work than their black counterparts when they find that their aspirations have not been satisfied, their expectations not confirmed and that they have based their lives on false promises.

B5 - Disconfirmed expectations are predicted to be more of a source of alienation from work for those individuals with high salaries than

those with low salaries.\*

Money is an important factor in the life of all of us. Industrial psychologists, businessmen, experimental psychologists, and many others have theorized about the effects of monetary rewards on human behavior (Werniment and Fitzpatrick, 1972). In addition, most of the research on job satisfaction seems to be quite consistent in leading to the conclusion that a particular career or job is more satisfying for an individual, the higher its prestige relative to other positions, and the more income it provides (Korman, 1977). This in fact is a manifestation of what we called the Materialistic Work Ethic. Consequently, to achieve the materialistic ethic goal, people begin competing with each other in the pursuit of jobs and careers that have high financial rewards. This is because they believe that achieving high financial status brings happiness, guarantees life satisfaction, and enables the attainment of a "good life" for themselves and their children.

Hence, those people (who make more money) are expected to be more alienated from their work than those making less money when they realize that the money they made did not and will not buy them their happiness and

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\*The cut point for high and low on salary is the mean annual annual salary for the total sample, i.e., \$19, 175.00.

did not guarantee life satisfaction. Also, their increased feelings of alienation from work may stem from the realization that they have lost their "real self" and the "real others" in their search for psychological wholeness through material success (Korman and Korman, 1980).

B6 - Disconfirmed expectations are predicted to be more of a source of alienation from work for those who are working in a profit organization than those working in government agency.

Profit organizations follow an ideology different from that in government agencies. The ideology of profit organizations, in general, seems to stem from the goal of survival and growth (Steiner, 1975). In profit organizations, the prominent philosophy is the importance of profit. Managers and workers should seek to maximize profits as profit levels are the source of organizational survival and are indicators of satisfactory job performance.

According to the above ideology, workers in these types of organizations expect to receive fair treatment, i.e., that their wage-rate increases should be correlated with the rises in productivity and profit. They expect and believe that "hard work will pay off." The values underlying traditional profit organization ideology are well known. Central to this ideology

is individualism, which stresses responsibility and freedom. The notion of responsibility enjoins each worker to work hard and accept the consequences of his/her own actions. Freedom refers to the idea that individuals must be able to make choices freely in the pursuit of their own self-interests.

The government agencies, whether they are of the business type, service type or transfer type (Kotler, 1975) are not guided by profit motivation but rather by the responsibility of serving the public's needs.

Consequently, workers who join profit organizations are expected to have high levels of expectations and aspirations and they seek their confirmation and satisfaction within their work. They expect that personal advancement and reaching top level positions can be obtained through their continuous hard work. They expect that their success in increasing the organization's productivity and profit will be accompanied with profit sharing and more intrinsically satisfying work.

Therefore, if these workers find that their expectations are not confirmed, and their needs are not satisfied, they are more likely to be alienated from their work than people who are working in government organizations.

The Second Group of Hypotheses:

A- On The Total Sample Level

C1a - Alienation from work is inversely related to levels of effort and performance.

Considering Webster's (1979) definition of "effort" as "the using of energy to get something done" (p. 578), and also considering Webster's (1979) and Kanungo's (1982) definition of performance as "it involves the execution of an act," it is quite logical to expect that the worker who is alienated from his/her work is more likely to exert and spend less time and energy on his work and job than the less unalienated worker.

This is because the alienated worker perceives the job both to be less central to life and to have less potential for salient needs satisfaction. A low level of effort will be translated in to a low level of performance as performance is usually graded and evaluated in terms of whether it meets the organizational expectations or as the performance of workers is usually defined by the organization.

According to Kanungo (1982), a worker who is highly job involved spends more effort on his job and has a higher level of performance than the one who is low job involved.

ClB - Alienation from expressive relations is inversely related to levels of effort and performance.

Considering the previous mentioned definitions of effort and performance (in hypothesis ClA), it is quite logical to expect that those workers who are alienated from their expressive relations are more likely to exert and spend less time and energy on their work and job than less unalienated workers.

This is because the alienated worker from his/her expressive relations will perceive himself as separated from others and not as having a common framework within which to interact. This perception will, in turn, generate feelings of estrangement from other people and groups (whether these others are his co-workers or supervisors).

As a result of this perception and the feelings of estrangement, the worker will lose his interests in his work and job because he can not satisfy one of the most important need for the human being - i.e., the need for effective interpersonal relations. Once this interest in work is lost or decreased, willingness to exert or spend more time and energy in doing the job and its required work will decrease and consequently performance level will diminish.

C2a - Alienation from work is positively related to a high tendency of withdrawal from the current organization (turnover).

According to Steers (1977), the most direct contribution to organizational success results from the behaviors of the employees themselves. It is the employees who constitute an organization's structure and who make use of an organization's technologies.

Thus, it becomes readily apparent that the key to organizational success lies in the manner in which the members of an organization work together (or fail to work together) for goal attainment. A recent review of research evidence on attachment and withdrawal found that continued attachment is strongly and positively related to experienced overall job satisfaction (Porter and Steers, 1973). Moreover, there is a clear trend indicating that absenteeism and turnover intention is inversely related to overall job satisfaction, opportunities for participation in decision making, increased job autonomy and feedback (Porter and Steers, 1973; Yolles, Carone, and Krisky, 1975).

Hence, it is quite logical to expect that the alienated worker from his work is more likely to have high intentions for withdrawal from his/her current organization on a permanent basis (turnover). This is because work for the alienated worker is not

intrinsically satisfying and does not fulfill his/her professional norms, values, and personal expectations and needs.

C2b - Alienation from expressive relations is positively related to a high tendency of withdrawal from the current organization (turnover).

People can not live without ideals and values in a work situation or outside of one's work whether they are managers or workers. Emotional detachments of this nature lead to a loss of those social anchors and points of reference we all need in orienting ourselves and other people. Not having such anchors almost turns us into machines. Individuals who operate as, or who see themselves as machines are more likely to become alienated from their expressive relations. People need affiliative ties to others, whether their co-workers or/and their supervisors, and to social ideologies if alienation from expressive relations is to be avoided.

If we consider the attachment or the sustained membership, a recent review of the research evidence on attachment and withdrawal found that continued attachment is strongly and positively related to experienced overall job satisfaction (Porter and Steers, 1973). Part of the reason for this overall job satisfaction is the satisfaction of the need of affiliation - i.e., having

effective interpersonal relations with others (whether the others are the co-workers, or the supervisors or outsiders).

Therefore, it is quite logical to expect that those who lack this effective relationship with their co-workers, and supervisors will be more likely to have high intentions to leave their current working organizations on a permanent basis (turnover). This is because these workers will perceive themselves as separated from others and that they do not have a common framework within which they can interact.

C3a - Alienation from work is negatively related to worker's self-esteem level.

Self esteem is defined as "the evaluation which the individual makes and customarily maintains with regard to the self." "It expresses an attitude of approval or disapproval, and indicates the extent to which the individual believes the self to be capable, significant, successful, and worthy" (Coopersmith, 1967, pp. 4-6). In a broader sense, according to Gilmore (1974), it is more or less synonymous with other frequently used definitions such as "self-acceptance," "self-respect," "self-confidence," "ego strength," "self-image," "sense of competence or self-ideal congruence," and "self-worth." All these

descriptive terms have appeared in the recent proliferation of research literature, but they vary somewhat in clarity and usefulness. Rosenberg (1965) characterized a person with high self-esteem as one who "feels that he is a person of worth, he respects himself/herself for what he/she is."

Therefore, self-esteem can be considered as "an evaluation or judgment of the self" (Wells and Marwell, 1976). But we must differentiate the term "self-esteem" from the term "self-concept," as the latter, according to Tharenou (1979), is being used to refer to the conscious perceptions one has of oneself, rather than the evaluation of such perception.

According to this, the high self-esteem person is not alienated from his needs (i.e., he/she is sensitive to them and looks for ways to satisfy them) because he believes that he is capable of achieving them. On the other hand, the individual with low self-esteem usually makes choices which are both personally and socially alienated (Korman and Korman, 1980). As a result, one can claim that there is a negative relationship between alienation and self-esteem. Alienated work, in turn, generates a low level of self-esteem. As an example, the pyramid-shaped structure that stimulates the feeling of powerlessness (the sense of

external control) will create a low level of self-esteem because in this situation the worker will be alienated from his needs and the needs of the others and will lose his sense of affiliation.

C3b - Alienation from expressive relations is negatively related to worker's self-esteem level.

Most theories of employee behavior which incorporate self-esteem are in accordance with self-enhancement theory regarding the enhancement of esteem as one of the basic drives which must be satisfied through work (Tharenou, 1979).

Maslow (1943) postulated that persons have a desire for high self-evaluation which can be fulfilled once three lower levels of more basic needs are met. The fourth level includes two types of esteem, esteem from oneself (including needs for self-confidence, achievement, competence, and independence) and esteem from others relating to the individual's reputations (including needs for status, recognition, importance or appreciation, and the deserved respect of associates).

Therefore, considering Coopersmith's (1967) definition of self-esteem as "the evaluation which the individual makes and customarily maintains with regard to the self," one can expect that those workers who

perceive themselves as separated from others are their co-workers or/ and their supervisors, to have a low level of self-esteem and low esteem for other. This is because people who fail to maintain an effective interpersonal relations usually tend to lower their self-report and the global estimate of self-esteem (Harvey, Kelly, and Shapiro, 1957; Wylie, 1961; Doris, 1959).

In addition, French and Caplan (1972) envisage low self-esteem as a result partly of job strain induced by occupational stresses such as poor relations with supervisors and other co-workers, role ambiguity and overload, and lack of participation.

Moreover, in 1961, Likert maintains that the supportive relationships within a work unit contribute to the individual's sense of personal worth and importance because other's actions communicate respect and recognition. Also, work role self-esteem, according to Gardell (1971) and Hackman and Lawler (1971), has been found to be positively related to the amount of co-workers and supervisors interactions.

C4a - Alienation from work is negatively related to job satisfaction.

According to Korman, Mahler, and Omran (1981), work is one of the most pervasive of human activities. Work has always been more than just a vehicle for our expression of ourselves. It is a tool by which we

describe, classify and evaluate ourselves and others, and it is a mechanism by which we change ourselves and the people around us.

Research and studies of job satisfaction, however, have been done by psychologists in work organizations. These studies date back to the 1930s. Since that time the term "job satisfaction" has been used to refer to "affective attributes or orientations of the part of individuals toward jobs." The Western Electric Studies (Roethlisberger and Dickson, 1939) emphasized the importance of studying the attitudes, feelings, and perceptions employees have about their jobs. These studies made the point that employees have strong affective reactions to what happens to them at work. They also suggested that affective reactions cause certain kinds of behavior, such as strikes, absenteeism, and turnover. Although these studies failed to show any clear cut relationship between satisfaction and job performance, they did succeed in stimulating a tremendous amount of research on job satisfaction.

According to the previous discussion, it is quite logical to expect that the worker alienated from his work to be less satisfied with his job. This may be attributed to the usually negative impact of alienated work on the overall domains of the employed worker.

If the worker finds that his working job is not intrinsically motivated and does not satisfy his professional, occupational and personal norms and values, his feeling of satisfaction with his job will be low because his expectations are not confirmed. This low level of job satisfaction may also reflect the worker's experience of contradictions between the traditional and the contemporary values within the working organization while doing this job.

C4b - Alienation from expressive relations is negatively related to job satisfaction.

Job satisfaction, according to Hackman and Suttle (1977), refers to "an individual's affective reactions or feelings toward his/her job." The main essence of this attitude, according to Korman (1980); Korman, Witting-Berman, and Lang (1981), concerns how an individual views his/her job (I like it/I do not like it). It is also described by Smith (1963) as a function of perceived characteristics of a job in relation to an individual's frame of reference.

Thus, job satisfaction is based largely on individual's personal subjective evaluation of the job. Consequently, when the worker perceives that his job does not satisfy his needs for having an effective interpersonal relations with others (whether those others

are the co-workers and/or the supervisors), he is expected to be less satisfied with this job.

This may be attributed to the fact that the worker alienated from expressive relations, will have a lack of common framework within which to interact. Also, he will have a lack of solidarity with others. This means that he will be socially isolated from others in the work setting. This situation, in turn, will generate a disliking attitude toward the job he is engaged in. Some of the recent research evidence indirectly supports this interpretation. For instance, studies by Frederickson (1966), Lafollette and Sims (1975), and by Kaczka and Kirk (1968) maintain that when the employees feel that they are an integral part of the organization, that they have effective relations with their supervisors, and that their supervisors take a personal interest in their welfare, it is not surprising that they will experience higher degrees of job satisfaction.

B - On The Subgroup Level:

D1 - The inverse relationship between alienation from work and the level of effort is more likely to be higher for singles than for married.

Considering the definition of effort as "the using of energy to get something done" (Webster, 1979; Gibson, Ivancevich, and Donnelly, 1979), it is quite logical

to expect a low level of effort from those who are alienated from their work. The inverse relationship between alienation from work and the level of effort is expected to be much stronger and more highly significant for single workers than for married ones. The main reason behind this expectation is the fact that singles are more likely to consider work the central of their lives, have higher levels of aspirations and expectations since they seek self fulfillment in their work and are more career and achievement oriented than the married workers.

Consequently, once the nonmarried workers realize that their expectations have not been met, and their needs have not been satisfied, they will lose interest in their work and become alienated from it. This, in turn, will be translated into an unwillingness to exert their time and energy (effort) in their work.

D2 - The inverse relationship between alienation from work and the level of effort is more likely to be higher for the whites than for the blacks.

Traditionally, the labor-force participation rates of whites have been higher than other nonwhites (Morgan, 1976). On the other hand, blacks have been especially disadvantaged in the labor market. The labor force participation rate, a measure of a group's attachment to the world of work, has steadily declined among black men.

Black men of middle age and above have dropped out of the labor force at rates significantly greater than that of whites of similar age (Anderson, 1979).

In addition, research in the area of how blacks view their chances of success shows that a majority of blacks do not believe in the "success" aspect of the work ethic. Bloom and Barry (1967) administered a work attitude survey questionnaire to 180 blacks, as well as whites, in a Southern state university. They found that blacks perceived the goal structure of their jobs differently than their white counterparts and expected only extrinsic outcomes from their work. Attaining success through such work-related factors as achievement, recognition, and advancement was only a secondary objective for blacks and a first objective for whites. Bowerman and Campbell (1965) studies 16,000 black and white school students in Virginia, North Carolina, Alabama, and Mississippi using two themes: (a) what-they-hoped-for-in-life, and (b) their perceived probability of success. Both white and black children were eager to finish high school and many hoped to attend college, but a larger percentage of blacks doubted their ability to attain success in college. They were willing to assume the work roles, but unsure whether success could be attained through work role performance. Thus, a large number of blacks have eliminated the notion of success

through hard work from their conceptions of the value of work. Whites, on the other hand, are more likely to have higher levels of aspirations, expectations and need fulfillment than their black counterparts since they believe that hard work will lead them to the realization of all their desires. Hence, when whites finally recognize that they built their careers on shaky assumptions and false promises as their expectations have not been met, and that their needs have not been satisfied, they will be highly alienated from their work. Once they become alienated, work will lose its importance and its centrality in their lives. When this perceptual change occurs, their willingness to spend their time and energy (effort) in work activities will be diminished and be much lower than for their black counterparts.

D3 - The inverse relationship between alienation from work and the levels of effort and performance is more likely to be higher for managers than for professionals.

The manager is the folk hero of contemporary American society. To him/her, America owes her material and organizational success (U.S. News and World Report, June 13, 1966).

However, as commonly thought, much of the manager's work is challenging and nonprogrammed (Mintzberg, 1973). The pressures of their jobs force them to adopt work

characteristics (fragmentation of activity, emphasis on verbal communication, among others) that make it difficult for them to receive the management scientists' help.

They manage the organization's activities, lead and control the behavior of others toward the attainment of the organization's goals. Yet, at the same time, their behavior is controlled by their own supervisor(s) and the organization's rules. The professionals, on the other hand, are regarded, in general, as being free. They are free in at least two senses. First, they follow special types of occupational norms developed within the professional body. While these special norms are somewhat restrictive, they free the practitioner from a variety of external client pressures to which most non professionals (e.g., managers) have to be highly sensitive. Second, the professionals tend to be free from organizational restraints (Abrahamson, 1967).

Therefore, managers work with and through other people. Much of their effectiveness depends on the quality of their relationships with their subordinates, peers, and supervisors in the organization and sometimes with customers, suppliers, and others on the outside. Like every responsible human being, managers must make daily choices on how to allocate their time among a variety of demands, expectations and personal desires.

Many times, they are confronted with a conflict between attending a job-related function and a family function. Schmidt and Posner (1982) in their study found that the tendency to give one's job priority over other life activities seems to increase as one moves up the corporate ladder. Executives are more likely to pass up the event at home while supervisory managers are somewhat less likely to do so.

Based on the previous discussion, one can conclude that when managers find out that work outcomes are not going to confirm their expectations, and will not satisfy their needs, they are likely to be less willing to spend a lot of effort in the work that they become alienated from. This low level of effort will, in turn, affect their level of performance.

D4 - Alienation from work is predicted to be more positively related to intentions to leave the current work organization for those individual with low salaries than those with high salaries.\*

The basic supposition of the exchange model first proposed by Barnard (1938) and later revised by March

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\* The intention to leave was used as the indicator to the potential turnover (Kraut, 1975).

The cut point for high and low on salary is the mean annual salary for the total sample, i.e., \$19,175.00.

and Simon (1967) is that individuals exchange their contributions or involvements in organizations for certain rewards or inducements which that organization can provide them. This model is in balance when the level of involvements is justified by the perceived inducements provided by the organization. Satisfaction is a function of the extent to which inducements (as perceived by workers) exceed their involvements. Therefore, when the inducements do not justify one's level of involvement, a search for alternative employment is triggered. Based upon the results of this search, the individual may: (a) leave the organization, or (b) adjust his/her contributions (decrease his/her effort) to reach a new balance, or (c) cognitively adjust his/her inducements to reach a new balance.

Consequently, it is quite logical to expect that those alienated workers who are receiving low annual salaries are much more likely to have intentions to leave their work than those who are receiving high annual salaries.

D5 - Alienation from work is predicted to be more negatively related to the level of self-esteem for females than for males.

More recently, enhanced self-esteem has been advocated along with the traditional criteria, as an indicator of the quality of working life (Seashore, 1975;

Walton, 1975). Warr and Wall (1975) maintained that work play a crucial role in the formation of self-esteem.

Considering self-esteem as "the evaluation which the individual makes and customarily maintains with regard to the self" (Coopersmith, 1967), it is quite logical to expect that the degree of association between alienation from work and the level of self-esteem for females is much higher and significant than for their male counterparts. This is because females consider work is their life path through which they can gain their independence and achieve their self-respect and equality with males. Thus, if work turns to be alienated and not as they expected, their overall self-esteem will decrease much more than for their male counterparts because they (females) have, in general, low chronic levels of self-esteem.

D6 - Alienation from work is predicted to be more negatively related to job satisfaction for males than for females.

According to Korman (1977), there is a positive relationship between need fulfillment and overall job satisfaction for high self-esteem individuals but not for low self-esteem.

Meanwhile, there is a great number of research studies that indicate that women are less confident about their capacities than men and that they have a

less positive image of themselves than men (Leventhal and Lane, 1970; Schowartz and Clausen, 1970; O'Leary, 1974).

In addition, the majority of working women today say that they are working out of economic necessity, and women who are only or even predominantly working to satisfy their own needs for self-expression of self-actualization are less common (Deboer, 1979).

As a result, most of the working women are concentrated in jobs that are predominantly female such as clerical work, and lower level positions. Only a few of them are found in managerial and professional occupations.

Consequently, when the work turns to be alienated, i.e., not intrinsically satisfying, the discrepancy between the women's needs and the extent to which the work environment provides satisfaction of those needs will be less than that for their men counterparts.

Thus, it is quite logical to expect that the negative relationship between alienation from work and job satisfaction to be higher for the males than for the females.

## Chapter Four

### Research Design "Methodology"

This chapter will discuss the methodology of the study in terms of the individual variables and measurement, questionnaire instruments, sampling, procedures, and statistical analysis. For reference, a copy of the questionnaire is included in Appendix "A", and a copy of evaluating the employee's performance by supervisor(s) is included in Appendix "B".

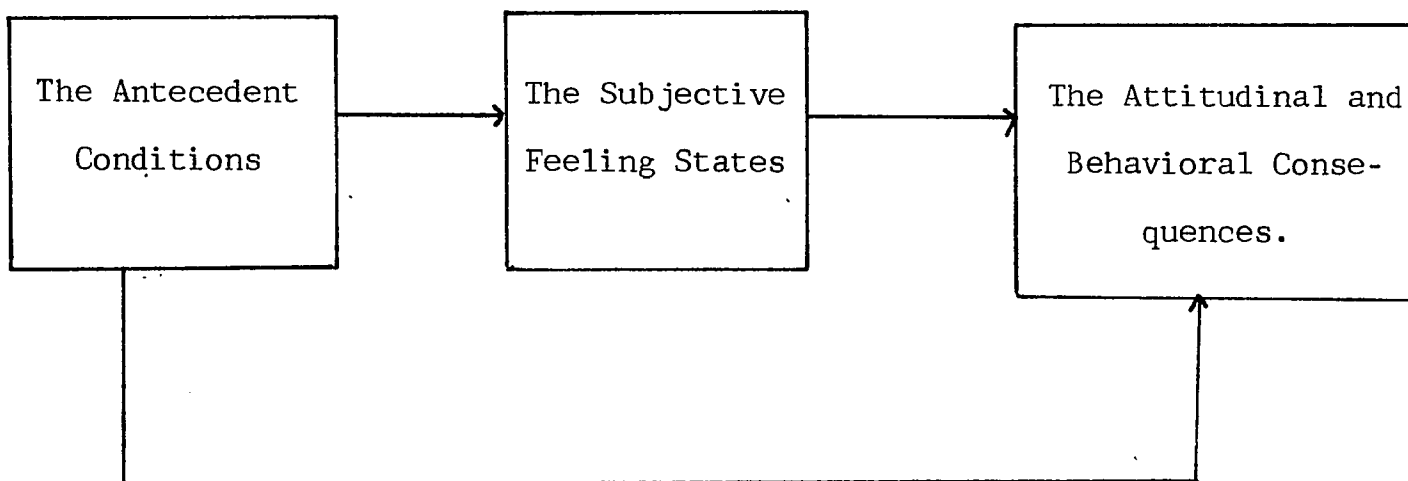
#### Individual Variables And Their Measurement

The individual variables in this study can be classified into three groups (stages): the antecedent conditions; the subjective feeling states; and the attitudinal and behavioral consequences. Exhibit 2 shows the relationships among these variables in diagram form as expressed in the two groups of hypotheses mentioned in the previous chapter. Also, Exhibit 3 lists the variables of each group (at each stage) of the model with their corresponding questionnaire section and questionnaire page number.

Meanwhile, the present discussion will focus on how each of these variables are operationally defined while the following section will focus on the questionnaire instrument and the issues of the reliability and

Exhibit - 2

The Relationships Among The Three Groups Of Variables



## Exhibit - 3

Major research variables with corresponding questionnaire instruments and page number

<u>Variables:</u>	<u>Questionnaire instruments and page number</u>
A - <u>The Antecedent Conditions:</u>	
i - Contradictory life demands	"How I view work and society, sec. (a), p.1-2, items:1,2,5,8, 10, 13, 16.
ii - Loss of Sense of affiliative satisfaction.	"How I view work and society," sec. (a), p.1-2, items:3,7,9,12,14,18,20
iii - Disconfirmed expectations.	"How I view work and society," sec. (a), p.1-2, items:4,6,11,15,17,19,21,22.
B - <u>The subjective feeling states:</u>	
i - Alienation from work.	"Attitude toward work," Sec. (b-1), p.3,4, items:1-12.
ii - Alienation from expressive relations.	"Attitude toward work," Sec. (b-2), p.3,4, items:13-24.
C - <u>The Attitudinal And Behavioral Consequences:</u>	
i - Level of effort and performance.	"Self-rating," Sec.(c), p.5,6, & Supervisor rating as in Appendix B.
ii - The tendency for withdrawal.	<u>The intention for leaving,</u> items: 1,6, sec.(f), p.8-9.
iii - Self-esteem level.	"Self-esteem scale," Sec.(e), p.7.
iv - Job satisfaction level.	"Job satisfaction scale, Sec. (d), p.6.

validity of the different questionnaire instruments.

A - The Antecedent Conditions:

Those will include the first group of variables in "Exhibit 3." Those antecedent conditions can be categorized into these dimensions:

- i - Sense of contradictions (contradictory life demands).
- ii - Disconfirmed expectations.
- iii - Loss of sense of affiliative satisfaction (or work supremacy).

With regard to contradictory life demands, according to Korman and Korman (1980), Korman, Berman, and Lang (1981), Korman, Mahler, and Omran (1982), it refers to the "cognitive state which occurs when the individual realizes that some of the demands on him in life (work and family) are contradictory and always will be, regardless of anything he may do, or when he finds that the traditional values in the organization in which he works are in contradiction with its contemporary values." As a result he must realize that he must inevitably sacrifice some of them.

As for the disconfirmed expectations, it refers to the "cognitive state in which the individual realizes that he has been wrong in his orientation toward the world." Also, it means that the "events and plans and decisions do not have the meaning he supposed they

had." Frequently, it means that he has not been able to implement an expected aspect of his desires and that an event that he wanted to be part of his life is not going to happen, although he thought, expected and wanted it to happen. Intrinsic to the concept of disconfirmation (especially in the work setting) is the notion of equity, because the belief of fair treatment is a significant component of the expectations with which the person approaches his career. Thus, the violation of that equity belief would be highly distressing and the major source of alienation from work (Korman and Korman, 1980; Korman, Berman, and Lang, 1981; Korman, Mahler, and Omran, 1982). Finally, with regard to Loss of sense of affiliative satisfaction (or work supremacy), it is "a cognitive state which refers to the lack of having a satisfied set of personal needs because they are particularly difficult to be met in roles calling for great time commitment, extensive concern with task and accomplishments and energy commitment above normal job demands." Pyramid-type organization structures also preclude loss of affiliative satisfaction because they are based on high value for achievement, a desire for individual rather than group and a liking for mastery, power and control. It creates a lack of interest in people

as people because there is a great degree of competition among them since there is only room for a few at the top. All that, in turn, will lead to the recognition of inability to meet one's personal needs for affiliation and the consequent estrangement from others (Korman and Korman, 1980).

#### The Measuring Instruments:

The previously mentioned antecedent conditions will be measured by three sub-sections of the latest version of "How I View Work and Society" scale developed by Korman and his associates. This measure, containing 22 items, was developed to assess the three hypothesized causal factors in intermixed sub-scales:

- 1 - Disconfirmed expectations - 8 items.
- 2 - Loss of sense of affiliative satisfaction (work supremacy) - 7 items.
- 3 - Contradictory life demands (or value compromise) - 7 items.

Responses are coded on a 7 point Likert-type scale with 1 = strongly disagree, and 7 = strongly agree. All items are coded in the positive direction and summed for each sub-scale.

#### B - The Subjective Feeling States:

These include "alienation from work" and "alien-

ation from expressive relations." Alienation from work in this dissertation research is considered as the "absence of the Protestant Work Ethic, the denial of the need for meaningful work, and the feeling of disappointment with career and professional development as well as disappointment over the inability to fulfill professional norms." On the other hand, alienation from expressive relations is considered in this dissertation research as the feeling of estrangement from other individuals in the work-setting (including supervisors and co-workers) as well as from one's occupation or profession.

#### The Measuring Instrument:

With regard to alienation from work and alienation from expressive relations, they will be assessed by using two sub-scales from Maddi, Kobasa, and Hoover (1979) "Alienation Test" measure. The first sub-scale is called "Attitude Toward Work," and the second is called "Attitude Toward Interpersonal Relations."

Each of these sub-scales contains 12 items based on self-report. Those 12 items were intermixed as there are three items for each type of alienation (i.e., 3 items for powerlessness; 3 items for adventurousness; 3 items for nihilism; and 3 items for

vegatativeness)\*. In an attempt to measure homogeneity of item perception, items were extremely worded, and respondents were asked to rate the degree to which items expressed their views. A rating scale of zero to 100 was adopted for each item in hopes of maximizing individual differences.

With regard to reliability, the internal consistency (alpha coefficient) for the whole alienation test ranges from .72 to .95 with a mean of .84 (Maddi et al., 1982). As for the two sub-scales (Attitude toward work, and Attitude toward interpersonal relations), the internal consistency (alpha coefficient) according to Maddi et al., 1979, appears in Table 1.

As for stability, Maddi, Kobasa, and Hoover

- 
- \* - Powerlessness: means the despair of any influence over social and personal affairs (cf., Elmore, 1962; Near and Retting, 1967; Seeman, 1959, 1971).
  - Adventurousness: means the inability to experience vitality unless one is engaged in extreme and dangerous activities (cf., Kenniston, 1966; Maddi, 1967).
  - Nihilism: means the insistent attempt to discredit anything that appears to have meaning (cf., Levin, 1960; McDill and Ridley, 1962; Maddi, 1967).
  - Vegatativeness: means the inability to believe in the truth, importance, or interest value of anything one is doing (cf., Elmore, 1962; Horney, 1950; Maddi, 1967).

(1979), indicate that the product-moment correlations obtained for the scale range from .59 to .78 with a mean of .66 in the two administrations of the alienation test in their first study. That means that the test "scale" appears to have moderate though adequate stability over a three-week period.

With regard to construct validity Czikszentmihalyi (1975) has reported correlates of the "alienation test" with estimates of motoric, fantasy perception oral kinesthetic, and social activities engaged in such as tapping play for intrinsic reward. Socializing play showed the highest inverse relationship with alienation from work and from interpersonal relations. These results indicate that the scale appears to have promise with regard to construct validity. Further support for the construct validity of the two chosen sub-scales comes in a study by Maddi et al., (undated) which indicated that the correlation between alienation from work and alienation from interpersonal relations and other self-support variables showed a significant and high coefficient. Those correlation coefficients are shown in Table 2.

Specifically, alienated persons show little sense of purpose in life, feel externally-controlled, are generally anxious about a specific fear of death,

Table 1  
Coefficient Alpha Estimates of Inter-Consistency For  
Two Sub-Scales

Sub-Scales	Study One n = 89	Study Two n = 43
Alienation from work	.83	.75
Alienation from inter- personal relations.	.75	.72

feel guilty over missed opportunity, espouse conformist views, perceive fragmentation in the various roles they play, and show little empathy for others.

Also, in a most recent study by Korman, Omran, and Mahler (1982), it was found that the product-moment correlations (alpha coefficient) between Maddi et al. "alienation from work sub-scale," and "alienation from interpersonal relations sub-scale" and Korman et al. "alienation scales" were significantly correlated as appears in Table 3.

All this indicates that the Maddi et al. (1979) "Alienation From Work sub-scale" and "Alienation From Interpersonal Relations sub-scale" measure the theoretical construct or the trait that they were designed to measure. In other words, they have construct validity.

#### C - The Attitudinal And Behavioral Consequences:

The attitudinal and behavioral consequences will be consisted of the following:

- i - Levels of effort and performance.
- ii - Self-esteem.
- iii - Tendency for withdrawal (Turnover).
- iv - Job satisfaction/dissatisfaction.

#### i - Effort and Performance Levels:

This refers to the time, energy exerted and spent

Table 2

The Correlations Between The Two Maddi's Sub-Scales And Other  
Self-Report Variables n=89

	Purpose in life	Trait anxiety	Existential guilt	Existential anxiety	individualism vs. conformity	Fear of death
Alienation From Work	-.55***	.44**	.35**	.38**	-.28*	-.25*
Alienation From Inter- Personal Relations	-.31*	.35**	.31*	.37**	-.28*	-.12

\* =  $p < .05$ ,      \*\* =  $p < .01$ ,      \*\*\* =  $p < .001$ .

Table 3

The Product-moment correlations (alpha coefficient)  
 between Maddi et al. sub-scales and  
 Korman et al. Alienation  
 Scale

	Alienation from work	Alienation from interpersonal relations
A- <u>With major types</u> <u>of alienation:</u>		
1- Personal Alienation	.51*** (n=153)	.39*** (n=152)
2- Social Alienation	.36*** (n=143)	.40*** (n=142)

\*\*\* =  $p < .001$

by the worker in his/her job, and the transformation of that time and energy to performance levels. Sometimes organizations emphasize quality of performance and at other times they emphasize quantity of performance. Sometimes performance (both quality and quantity) is inadequately measured because of the complexity of job tasks (Kanungo, 1982). As a result the dependent variable will be assessed in this study by using two main approaches which are:

- (a) Self-rating done by the worker himself/herself.
- (b) The supervisor(s) evaluation of the worker's performance by using a "graphic-rating scale."

(a) Self-Rating Approach:

Self-rating of job performance will be achieved through using three single item, seven point Likert-type scales developed by Porter and Lawler (1968). They rate quality of performance, quantity of performance, and the amount of effort (time and energy) spent in doing the job daily. (Section "C" in Appendix A). Questions may be raised regarding the potential usefulness of self-ratings, however, especially relative to traditionally obtained supervisor ratings and evaluation of the employee's performance. For example, a number of

studies (Parker, Taylor, Barrett, and Martens, 1959; Prien and Liske, 1962; Thornton, 1968) have found that self-ratings tend to have higher mean values (leniency error) and less variability (restriction or range error) than do supervisor ratings. However, according to Miner (1968), this may not be the case if self-ratings were obtained under conditions in which they could be used only for research purposes. Another important issue pertains to the relative incidence of halo error among self-ratings and supervisor ratings. While it might be assumed that intercorrelations among performance dimensions would be consistently higher for self-ratings than supervisor ratings, the evidence suggests the opposite (Lawler, 1967; Parker et al., 1959; Prien and Liske, 1962; Williams and Seiler, 1973). Finally, the convergent and discriminant validity (Campbell and Fiske, 1959) of self-ratings has been questioned. Regarding convergent validity, Miner (1968) concluded that "while various levels of supervision tend to agree, superior and self-ratings rarely do (p. 84)." But the evidence (Lawler, 1967; Nealy and Owen, 1970; Parker et al., 1959; Prien and Liske, 1962; Thornton, 1968; Williams and Seiler, 1973), however, is more mixed than this criticism implies.

Meanwhile, little evidence has been obtained on

both convergent and discriminant validity. Williams and Seiler (1973) found favorable convergence and discrimination for self-ratings and supervisor ratings. Lawler (1967) and Nealy and Owen (1970) found little convergent and discriminant validity for self-ratings.

(b) The Supervisor Rating:

The supervisor rating of the employee's performance will be achieved through the use of what is called "The Graphic Scale." The graphic rating scale or what is called "Chart Method" according to French, 1974; Peterson, 1962; Gruenfeld, 1981, is one of the most popular techniques of evaluating performance. With this method, the rater (supervisor) places a checkmark on a form next to the word or phrase describing the degree of merit for each of several different traits, such as "quality of work," "quantity of work," "knowledge of work" and so forth. The degree of merit runs from 1 = superior to 5 = inadequate, with 3 = average.

According to Peterson (1962), this method has two main basic features. These features are:

- i - The supervisor or the person who is making the judgment is freed from direct quantitative terms in making his/her decision of merit in any quality.
- ii - The supervisor or the person who is making

the judgment can make as fine a discrimination of merit as he chooses.

With regard to the reliability of the method of rating, Paterson (1962) argued that ratings by the graphic rating method are highly reliable. This is evidenced by the close relationship between ratings on the same men by the same judge for different months ( $r=.75$ ), which means that the method has high consistency in ratings. With regard to the agreement between two supervisors who rate one person using a graphic rating method, the reported coefficient was .93. With regard to the construct validity of that method, according to Taylor and Hastman (1962), the graphic rating method under usual administration has been demonstrated to be capable of yielding a rating practically as free from defect as the individually administered Stevens-Wonderlic. For more references to that rating method, a copy of one form of it is included in "Appendix B."

ii - Self-esteem

Self-esteem is defined as "the evaluation which the individual makes and customarily maintains with regard to the self." It expresses an attitude of approval or disapproval, and indicates the extent to which the individual believes the self to be capable, significant, successful and worthy (Coopersmith, 1967, pp. 4-5).

Also it can be considered as an evaluation of judgment of the self (Wells and Marwell, 1976).

Meanwhile, there are some major problems when measuring self-esteem. According to Tharenou (1979), the first related to the choice of instruments with suitable construct validity. Self-esteem is a phenomenal construct, and there are no external validating criteria. Only the use of multiple methods of validation (multivariate statistical techniques, associations with conceptually related variables, establishment of criterion group differences, and experimental manipulation) can produce a scale which actually measures self-esteem.

A second related problem concerns the appropriateness of the type of self-esteem chosen to be measured. Frequently, according to Tharenou (1979), global measures of self-esteem are chosen when it would be more appropriate to measure a more specific type of esteem. For example, predictions from expectancy theory and self-consistency theory are more likely to be confirmed with measures of task competence, but global esteem is usually measured.

However, self-esteem in this study will be measured by Rosenberg's self-esteem scale (1965). The scale consists of ten items answered on a four point scale, from strongly agree to strongly disagree, although they are scored only as agreement or disagreement. (For reference,

the ten items are included in Appendix A, Section e). According to Robinson and Shaver (1973), that scale has high reliability for such a short scale with a Guttman scale reproducibility coefficient of .92. In addition, Silber and Tippett (1965) found a test-retest correlation for that scale over two weeks was .85. With regard to the validity of the scale, Silber and Tippett (1965), found that the scale has;

(a) Convergent Validity: Correlations were .56 to .83 with several similar measures and clinical measurements;

(b) Discriminant Validity: Correlations with measures of self-ability were substantial (.21 to .53) while its correlations with stability of ratings of others and stability of perceptual performance were close to zero (Tippett and Silber, 1965).

(c) Predictive Validity: Rosenberg (1965) found self-esteem related to many social and interpersonal consequences such as less shyness and depression, more assertiveness, and more extra-curricular activities.

### iii - The Tendency For Withdrawal

Withdrawal behavior according to Muchinsky (1977) refers to employee absenteeism and turnover intentions. However, Roseman (1981) claims that a special kind of turnover may occur when employees leave psychologically. They are on the job physically but not mentally. Accord-

ing to him, this psychological turnover or turn off can have serious consequences, such as reduction in the quantity produced, in the quality of performance, and in creating self-defeating attitudes such as frustration, disappointment, hostility, envious and worryness.

Meanwhile, this study will focus only on withdrawal by leaving the organization on a permanent basis (as in turnover).

Turnover intention in this study will be assessed by a number of questions about the employee's plans or intentions to remain in his present job and what he would do if he was to leave his present organization and job (a copy of those questions is included in Appendix A, Section f). These group of questions comprise a subsection of Schneider and Dachler's (1972) "Work, Family, and Career Questionnaire." All items in the sub-scale will be scored using unit, not factor, weights. According to the sub-scale, respondents were asked to indicate their turnover intentions as follows:

"Indicate on the line below how strongly you feel at present about leaving or staying in your organization?"

The scale points were anchored by the statement:

1 = strongly inclined to leave, 2 = inclined to leave, 3 = do not know whether I want to stay or leave, 4 = inclined to stay, 5 = strongly inclined to stay. A

second turnover intention item was included in the scale which has as its anchors time estimates for how long employees were intending to remain with their present organization. While the results of that scale reflect only a self measures of intentions to leave, Kraut (1975), for example, showed that turnover intention was the best predictor of a number of potential antecedents of turnover. Such a findings fits well with the theoretical literature regarding the role of intentions for behavior (cf., Fishbein and Aizen, 1975).

With regard to the validity of that scale, Schneider and Dachler (1978) stated that the turnover intention items were significantly correlated with JDI (Smith, 1963) satisfaction facets. The intercorrelations of those turnover intention items with JDI satisfaction facets can be shown in Table 4.

In addition, in their study, it was found that the strongest correlate of turnover intentions was with the job satisfaction index ( $r = -.57$ ), followed by supervision ( $r = -.38$ ) and goal constraints ( $r = .34$ ). The findings could indicate that the sub-scale is constructurally valid as it measures the theoretical construct or trait designed to measure (Lefkowitz, 1980).

With regard to the reliability of the sub-scale Schneider and Dachler (1978), reported that the KR-14

internal consistency reliability estimate for organizational career facilitations (which includes that sub-scale items) is reported to be .64. That result revealed that the sub-scale is acceptably reliable for research purpose (Nunnally, 1967).

iv - Job Satisfaction Level:

Job satisfaction, according to Hackman and Suttle (1977), refers to "an individual's affective reactions or feelings toward his/her job." The main essence of this attitude, according to Korman and Korman (1980: Korman, Berman, and Lang (1981), concerns how an individual views his/her job (I like it/I do not like it). It is also described by Smith (1963) as a function of perceived characteristics of a job in relation to an individual's frame of reference. Thus, job satisfaction is based largely on individual's personal subjective evaluation of the job.

Meanwhile, job satisfaction in this study will be measured by the job SATISFACTION INDEX-JSI (Brayfield and Rothe, 1951). This scale, according to the authors of the scale, provides an overall index of job satisfaction applicable across occupational categories (for reference, a copy of the scale is included in Appendix A, Section d).

The scale is consists of 18 items covering almost the entire attitude range of job satisfaction. The re-

Table 4  
 The Intercorrelations Of Turnover Intentions Sub-Scale  
 With  
 JDI Satisfaction Facets (n=849)

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	(1)	(2)	(3)	(4)	(5)	(6)
(1) Turnover Intentions	-					
(2) JDI Work	-.41	-				
(3) JDI Pay	-.23	.39	-			
(4) JDI Promotions	-.43	.41	.32	-		
(5) JDI Supervision	-.37	.44	.32	.37	-	
(6) JDI Co-Worker	-.32	.44	.30	.29	.45	-

---

\* All correlations are significant at  $p < .01$

sponses are coded on a 5-point Likert type scale with:

1 = strongly agree,

5 = strongly disagree, and 3 = undecided.

A split half coefficient for this scale for a sample of 231 clerical female employees is reported to be .87 (Robinson, Alhanasiou, and Head, 1969). With regard to the validity of the scale, the latter researchers indicate that the index is able to discriminate between groups who were assumed to be differentially satisfied with their jobs. Brayfield & Rothe, 1951 indicate that the mean scores of 40 people in an adult night school course in personnel psychology who were also employed in a personnel position were contrasted with 51 people in the same course but who were not employed in personnel positions. Brayfield and Rothe make this dichotomy based on the assumption that "those persons in the class employed in occupations appropriate to their expressed interest should, on the average, be more satisfied with their jobs than those members of the class employed in occupations inappropriate to their expressed interest in personnel work." The personnel group's mean score was 76.9 (SD = 8.6) and the non-personnel group's was 65.4 (SD = 14.02). The difference in means is reported as being significantly different at the .01 level (one tail test).

In addition, the scale was reported to correlate

.92 with the Hoppock Blank Scale on the same night school population. Moreover, Brayfield, Wells and Strate (1957) discovered that the Job Satisfaction Index correlated +.40 (for men) with the Science Research Association Inventory and +.32 with the Weitz Test Of General Satisfaction. A correlation of +.49 is also reported with the Rundquist-Sletto Morale Scale. As a result of these findings and results, it is quite logical to consider that the scale is reliable and valid for use in this study.

Ronen (1977) used Hebrew translations to examine the relationship between Specific Satisfactions measured through the Job Descriptive Index and Overall Job Satisfaction in two samples of Israeli workers. The strongest association was with Satisfaction with the Work itself ( $r = .73$ ,  $N = 135$ ) and the weakest with Pay Satisfaction ( $r = .18$ ,  $N = 187$ ), a pattern very similar to that observed for the Hoppock measure by McNichols, Stahl and Manley (1978). The relationships between Overall Job Satisfaction and age, occupational level and job tenure were examined by Ronen (1978).

A mean of 62.3 (SD: 10.4) and the internal reliability (type unspecified) of 0.87 are reported by Lopez and Greenhaus (1978) in their study of 523 academic and support staff in a school system. Overall Job Satisfaction was correlated 0.27 with Self-esteem (Rosenberg,

1965), and black employees were more satisfied than whites. Nursing, clerical and support staff of a single hospital were studied by Mobley Horner and Hollingsworth (1978). The Mean of Overall Job Satisfaction was 66.0 (SD. 8.9, N = 203) and the correlation with personal turnover in the subsequent 47 weeks was  $-.21$ . In addition, Orpen (1978) has described a two-phase study of 73 white South African managers with a test-retest correlation of  $.27$  between Overall Job Satisfaction scores across 12 months.

Other investigations using the Brayfield-Rothe measure include those by Martin (1979); O'Reilly and Caldwell (1979), Orpen (1974, 1978).

#### Sources of Data and Common Method Bias:

The data for this study will be collected using two main methods. Those methods are:

- (a) Questionnaire instruments, as they appear in Appendix A.
- (b) Supervisors' evaluation of employees' performance through what is called the "Graphic Rating Scale." (A copy of that form of evaluation is included in Appendix B).

The two methods will be used complementary to each other and not as substitutes.

However, there are some common biases in using

these methods. For example, questions may be raised regarding the practical and the potential usefulness of performance self-rating (which is a part of the questionnaire instrument), especially relative to traditionally obtained supervisors evaluation and ratings. For instance, a number of studies (Parker, Taylor, Barrett, and Martens, 1959; Prien and Liske, 1962; Thornton, 1968; Korman, 1977) have found that self-ratings tend to have higher meaning values (leniency error) and less variability (restriction or range error) than do supervisors ratings and evaluations.

However, that may not be the case, according to Miner (1968) if self-ratings are obtained under conditions in which they can be used only for research purposes as in our current case.

Another important issue pertains to the relative incidence of Halo error among self-ratings. It might be assumed that intercorrelations among performance dimensions (for example) would be consistently higher for self-ratings than superiors ratings.

Finally, the convergent and discriminant validity (Campbell and Fiske, 1959) of self-ratings has been questioned. Regarding convergent validity, Miner (1968) concluded that "while various levels of supervision tend to agree, supervisor and self-ratings rarely do" (p. 84). But Heneman III (1974), Lawler (1969), Parket et al.,

(1959), Prien and Liske (1962), Williams and Seiler (1973) found that self-ratings contained less halo error than did superior ratings. With regard to the convergent and discriminant validity of self-rating compared to supervisor ratings, the evidence (Lawler, 1967; Nealy and Owen, 1970; Williams and Seiler, 1973) is more mixed.

Hence, and as a result of those problems, this study will use both methods of ratings and evaluation to decrease the impact of these problems on the accuracy of the collected data.

Meanwhile, there are other reasons for using both methods of rating and evaluation. One of these reasons is to have a chance to make a comparison between the two ratings. In addition, it is to determine from that comparison whether the alienated worker (whether from his/her work and/or from expressive relations) will tend to over-rate or under-rate himself.

Thus, in order to circumvent some of these methodological problems, the study will not rely on one method for collecting the required data but will depend upon the two mentioned methods as complementary instruments.

#### Sampling:

Due to the difficulty the researcher found and faced in having access to one or more organizations to use its workers as the sample for this research, the

researcher found that the most possible and convenient way to collect these data was through those persons who are working in different organizations in the Metropolitan area and who are attending evening graduate school at a large eastern business college. The researcher considers that using this kind of sample had several advantages. It enhanced the chance of making some generalizations for the study's results because this sample is heterogeneous, with its members coming from different work settings and from different kinds of organizations.

However, this convenience sample has a limitation. This limitation is related to the inability to figure out the real population from which this convenience sample was drawn as it consists of different full time workers working in different types of jobs and in different organizations.

#### The Study Procedures:

The proposed study will be based on:

- a) A total sample, which includes all subjects for whom the direct self-reports have been obtained, and
- b) A sub-sample, which includes all subjects for whom the direct self-reports and the supervisor's ratings have been obtained.

These two samples resulted from the attempt to use two

different methods for collecting the data (direct self-reports or attitudinal scales, and supervisors' evaluations of the employees performance by Graphic Rating Scale) in order to circumvent the possible problems with response-response bias that is often found when both independent and dependent variables are attitude scales completed by the same respondent at the same time.

In terms of the questionnaire format, several processes were initiated primarily to increase the response rate by improving the appearance of the questionnaire and making it appear shorter. A comprehensive review of mail survey methodology by Erdos (1970) notes that a number of factors suggesting importance of the study, brevity, and a personal request combined with institutional and professional sponsorship have been consistently found under controlled conditions to increase the response rate in mail surveys.

Some of the processes include making the individual questionnaire instruments appear as different sections of the same questionnaire rather than as separate instruments. Another modification also designed to make the questionnaire appear shorter was to improve the quality and reduce the size of the typing which resulted in more material per page and consequently, fewer pages. Erdos (1970), concludes from the results of a number of studies

that a questionnaire length of more than six to eight pages sharply decreases the rate of responses.

Thus, all questionnaires and a pre-addressed stamped return envelope that contains the supervisors' form for evaluation were administered during regular class meetings (only for evening meetings). The MBA students were asked to fill in the questionnaire during class meetings and asked to hand the self-addressed envelope to their supervisors to fill the inside graphic rating evaluation and then mail it.

In addition, the researcher offered a summary report of the findings to those respondents who request it and include their name and address either on a separate piece of paper or on the questionnaire.

### The Statistical Analysis

This section will present the outline of the statistical methods used to test the hypotheses of this study.

#### (1) Partial Correlation

The partial correlation subprogram (SPSS) was utilized. This technique was chosen because it provides a single measure of association describing the relationship between two variables while adjusting for the effects of one or more additional variables. That means, it will enable the researcher to remove the effect of

the control variable(s) from the relationship between the proposed two variables without physically manipulating the raw data.

The major reason behind utilizing this technique were:

- a) To overcome the multicollinearity problem caused by the high intercorrelation between some of the study variables.
- b) To locate the spurious relationships.

This technique was performed for:

- a) The hypothesized relationships between the antecedent conditions and the subjective feeling states on the total sample level. It was performed for every two variables while controlling for the other variables.
- b) The hypothesized relationships between the antecedent conditions and alienation from work on subgroups level derived from the total sample. It was performed for every two variables while controlling for the other variables.
- c) The hypothesized relationships between the subjective feeling states and the attitudinal and behavioral consequences on the total sample level. It was performed for every two variables while controlling for the other variables.
- d) The hypothesized relationships between alienation from work and the attitudinal and behavioral con-

sequences on the subgroups level derived from the total sample. It was performed for every two variables while controlling for the other variables.

- c) The relationships between the antecedent conditions and the attitudinal and behavioral consequences on the total sample level. It was performed for every two variables while controlling for the other variables.

## (2) Multiple Regression

Multiple regression was the second technique used in the data analysis. It was utilized to determine what is called the index of determination ( $R^2$ ) which represents the proportion of variation in the dependent variable(s) that can be explained by the variation in the independent variable(s).

This technique was performed for:

- a) The antecedent conditions (considered as the independent variables) and alienation from work and alienation from expressive relations (considered as dependent variables).
- b) The alienation from work, alienation from expressive relations (considered as independent variables) and the attitudinal and behavioral consequences (considered as dependent variables).

### (3) Means and Standard Deviations

The means and standard deviations were computed in order to determine whether some set of the data show a distinct tendency to group or cluster about a certain point or a distinct dispersion or variability.

#### A word of caution

The results of this study should be considered with a degree of caution because of having a multicollinearity due to the relatively high intercorrelations found between some of the variables included in the research model, beside the existence of a low reliability for some of the variables measurements.

Chapter Five  
Study Findings

The purpose of this Chapter is to report the statistical findings pertinent to:

- a - The measures and scales utilized in the study.
- b - Testing and investigating the hypotheses.

A - Scales Reliabilities

The reliability coefficient alpha and standardized item alpha of the ten scales used in the study were computed. Table 5 contains alpha, standardized item alpha, the sample sized used in the computation, and the number of items included in each of the scales. The reliability coefficients of the ten scales ranged from .451 to .926 for the total sample and the sub-sample (that includes those for whom supervisor ratings were obtained), with all but two having reliability coefficients greater than .60.

The standardized item alpha, however is closely related to alpha.\* In essence, if the observations on

---

\*The coefficient alpha is calculated by the formula:  
Alpha =  $\frac{k}{k-1} (1 - \frac{\sum_{i=1}^k S_i^2}{S_T^2})$ ; where  $S_i^2$  is the variance

of the measuring instrument item i;  $S_T^2$  is the variance of the sum over k items; K is the number of items in the scale. The standardized item alpha is computed by the formula:

Alpha S. =  $\frac{Kr'}{1+(k-1)r'}$ ; where r' is the average correla-

tion between items.

(cf., Hull, C.H., and Nie, H., SPSS Udata 7-9, New York: McGraw-Hill Book Company, 1981.

Table 5  
 The Reliability Coefficients Of  
 The Scales Used In The Study  
 (n=232)

Scale	Alpha	Standardized item alpha	N of items
Disconfirmed Expectations	.660	.680	8
Loss of Sense of Affiliative Satisfaction	.717	.714	7
Contradictory Life Demands	.451	.449	7
Alienation From Expressive Relations	.743	.765	10*
Performance Level (self-report)	.789	.791	2
Performance Level (supervisor-graphic rating)	.883	.883	2**
Intention To Leave	.524	.529	2
Self-esteem	.900	.907	10
Job Satisfaction	.926	.926	18
Alienation From Work	.820	.822	12

\*Two items were deleted from the scale because without those items the reliability coefficient was significantly larger.

\*\*The sample size used in the computation in this case is=127 which includes those subjects for whom supervisor ratings were obtained.

each item are standardized by dividing them by the standard deviation of the item, alpha would have the value calculated by the subprogram as standardized item alpha. When there are only two items, the alpha value will be equivalent to the standard Spearman-Brown split-half coefficient.

The data in Table 5 showed that all the scales - for the total sample and for the sub-sample - have met the minimum reliability coefficient and the acceptable level for the research purpose except the contradictory life demands scale. That minimum coefficient which enable the scales inclusion in any research study was indicated to be .50 (Guiford, 1954; Widgor, 1970). High reliability, no matter how it is conceived and measured, does not necessarily lead to high validity. It may reflect a high degree of constant error (Selltiz, Writsghman, and Cook, 1976; Kerlinger, 1973).

Therefore, the contradictory life demands scale was included in this study although its reliability coefficient seem to be relatively low because the scores on that measure show a reasonably high correlations with other variables - namely personal alienation and social alienation - that they were predicted to be related to (Korman, Berman, and Lang, 1981; Korman, Mahler, and Omran, 1982, 1983).

In addition, this scale was included because a valid measure with low reliability is more useful than a reliable measure of something one does not care to measure (Selltiz, Wrightsman, and Cook, 1976). Reliability can only show that something is being measured dependably but may not necessarily tap the target concept. Moreover, it has been proposed by some theorists that a better criterion is the development of systematic relationships with other variables and that moderate reliabilities are desirable at best (cf., Mischel, 1968).

#### Intercorrelations among variables

The intercorrelations between the scales used in measuring the antecedent conditions are contained in Table 6. The intercorrelations between the scales measuring the subjective feeling states are contained in Table 7. Finally, the intercorrelations between the scales used in measuring the attitudinal and behavioral consequences are contained in Table 8.

The data in Table 6 show that the intercorrelation between contradictory life demands and loss of sense of affiliative satisfaction seems to be relatively high indicating conceptual redundancy. The two variables may highly interact in their effect on the dependent variable(s). This high intercorrelation may reflect, in the researcher's view, the problems of overlapping

and misinterpretation of some of the items in both the scales due to their wordage.

The data in Table 6, show a moderate inter-correlation coefficient between alienation from work and alienation from expressive relations. This interaction was expected by the researcher in his discussion in Chapter One.

Although some of the measures included in Table 6 and Table 7 are substantially related, they do show considerable independent variance in their relations with the other variables they were expected to be related to. For instance, the degree of the relationships between contradictory life demands and alienation from work and alienation from expressive relations differs from the degree of the relationships between loss of sense of affiliative satisfaction and alienation from work and alienation from expressive relations. These differences will be shown in the next section.

The data in Table 8 showed that the intercorrelation coefficients for most of the scales used in measuring the attitudinal and behavioral consequences are relatively low, indicating independence between those scales. The only exceptions are the intercorrelation coefficients for: self and supervisor ratings for performance level; self rating for levels of effort and performance, and intention to leave and self-esteem, these all show

Table 6

The Intercorrelations Between The  
Scales Measuring The Antecedent  
Conditions (n=232)

	Loss Of Sense Affiliative Satisfaction	Contradictory Life Demands
Disconfirmed Expectations	.479	.392
Loss Of Sense Of Affilia- tive Satisfaction	----	.585

Table 7

The Intercorrelations Between The  
Scales Measuring The Subjective  
Feeling States (n=232)

---

	Alienation From Expressive Relations
Alienation From Work	.506

---

Table 8

The Intercorrelations Between The Scales Used In  
Measuring The Attitudinal And Behavioral  
Consequences (n=232)

	Supervisor graphic rating for perform- ance level	Self-rating for perform- ance level	Self-rating for effort level	Self- esteem	Intention to leave	Job satis- faction
Supervisor graphic rating for per- formance level	----	.478*	.085*	.303*	.232*	.235*
Self-rating for performance level	----	----	.443	.124	.211	.099
Self-rating for effort level	----	-----	----	.089	.229	.169
Self-esteem	----	----	----	----	-.418	.217
Intention To Leave	----	----	----	----	----	.175

\*Those coefficients were computed by using the sub-sample (n=127), which includes those subjects for whom supervisor ratings were obtained.

-Quantity and quality were used as the indicators for performance level.

-Time and energy spend in the job were used as the indicators of the effort level.

relatively high intercorrelations.

Due to the existence of these high intercorrelations whether in Table 6, Table 7, or Table 8, the researcher will utilize partial correlation analysis in the data analysis in the next sections.

#### Validity Of Performance Scales Used In This Study

Convergent and discriminant validity of the performance measure was examined through the Multitrait-Multirater model (cf., Campbell and Fiske, 1959; Kerlinger, 1973). Self-ratings and supervisor ratings were used as raters, quantity and quality were used as traits. Quantity and quality were used as measures of performance level.

The Convergent Validity is determined by the agreement among the raters when the same traits are rated. The matrix given in Table 9 is the form of such an analysis: two traits and two raters (two variables and two methods). The most important part of the matrix is the diagonal of the cross-method correlations. In Table 9, this is the Method 1-Method 2 matrix in the lower left section of the table. The diagonal values of .405 and .174 are fairly substantial since they reflect the magnitudes of the correlations between the same variables (traits) measured differently (by different raters).

The theory calls for near-zero or low negative correlations between A and B. The correlations between A1 and B1 is .034 and between A2 and B 2 is -.027. These are in accord with the theory. Also the correlations between A2 and B1 (.012) and Between A1 and B2 (.050) are also in accord with the theory. Based on this evidence the construct validity of the performance (quantity and quality) scales are supported.

In addition, the convergent validity was established by the agreement among the raters (self and supervisor) when the same traits (quantity and quality) are related. This criterion is met when the correlation between the same traits as rated by different raters is significantly different from zero (Wigdor, 1970). A .05 level of significance was chosen as the criterion for acceptable convergent validity. In this study, with N of 127 (includes only those subjects for whom self and supervisor ratings were obtained), the Pearson Product-Moment correlation (zero-order correlation) indicates convergent validity between self and supervisor ratings with regard to the "level of performance" (quantity and quality) with a coefficient equal to .478 at .001 level of significance.

#### The Demographic and Descriptive Data

The data for this study was obtained from 232 working college graduates and 127 supervisors. Since the

Table 9

Correlations Between Performance Level Dimensions  
 Across Two Methods (raters), Multitrait-Multirater  
 Approach\*  
 (n=127)

		Method 1		Method 2	
		A1	B1	A2	B2
Method 1	A1	1.00			
	B1	.034	1.00		
Method 2	A2	.405	.012	1.00	
	B2	.050	.174	-.027	1.00

\* Method 1; Self-rating; Method 2: Supervisor Graphic Ratings; A: Quantity  
 B: Quality

total sample size for both group was 300 subjects, the return rate for the first group was quite high (77%) while for the second group was relatively low (42.3%). The higher return rate for the first group is due to the fact that the questionnaires were filled in by the respondents and collected by the researcher during their regular class meeting. The lower return rate for the second group can be attributed to the use of mail questionnaires.

However, the return rate for the second group can not be considered too low as higher percentages are rare, especially in social studies. Thus, returns of less than 40 or 50 percentages are common (Kerlinger, 1973). All the sample's subjects are college graduates who are currently attending graduate school at a large eastern business school. As a way of determining the trends of the demographic and descriptive characteristics and to make some comparisons, the researcher differentiates between those subjects who filled in only the self report questionnaire (n=232) and those for whom the supervisor ratings were obtained (n=127). Table 10 provides a summary of the demographic and descriptive data for the study samples.

The data in this table indicated that there is a great degree of consistency and little differences between the demographic and descriptive characteristics for total sample and for the sub-sample.

Table 10  
The Demographic And Descriptive  
Data For The Study Samples\*

	<u>Total sample</u> n=232	<u>Sub-sample</u> n=127
Age		
mean	28.4 years	29.0 years
Sex		
male	56.9%	61.4%
female	40.5%	33.9%
Marital Status		
single	64.7%	64.6%
married	29.0%	28.3%
separated	1.3%	1.6%
divorced	3.4%	3.1%
Level Of Education Having At The Time Of The Study		
BA, BS, BBA	75.0%	71.7%
MA, MS, MBA	22.0%	18.9%
Ph.D.	.4%	2.4%
Years Of Work Experience		
mean	14.0 years	15.5 years

\*Percentage figures were used rather than actual numbers as the number of the subjects for the total sample differs from that for the sub-sample.

Table 10 (cont.)

	<u>Total sample</u> n=232	<u>Sub-sample</u> n=127
Type Of Job		
semi-skilled	6.0%	5.5%
managers	21.2%	19.7%
professionals	47.4%	49.6%
clerk & salesmen or saleswomen	8.7%	5.5%
Type Of Employer		
government	9.9%	10.2%
profit org.	41.8%	42.5%
private org.	8.2%	8.7%
educational org.	4.3%	3.1%
non-profit org.	8.6%	1.6%
Weekly Working Hours		
mean	38.0 hours	40.7 hours
Annual Salary		
mean	\$19,175.00	\$19,287.188

### The Means And The Standard Deviations

In order to investigate whether the sample data show a distinct tendency to group or cluster about a certain point or a distinct dispersion or variability, the means and the standard deviations for variables included in the research model were computed for the total sample and for the sub-sample.

Table 11 provides a summary for those means and standard deviations for both the total sample and sub-sample.

The data in Table 11 indicate that there is quite a degree of consistency between the total sample and the sub-sample with regard to the degree of dispersion and the degree of centralization and clustering.

### B - Testing Hypotheses

Before pursuing the discussion of the study findings pertinent to the study hypotheses, the researcher would like to call attention to two main points:

First: As the researcher does not find any significant differences between the demographic and descriptive characteristics for the total sample (n=232) and the sub-sample (n=127) - as shown in Table 10 -, the researcher will use only the total sample data as the basis for his discussion of the hypotheses testing except for those variable(s) existing only in the sub-sample data (i.e.,

Table 11  
Means And Standard Deviations For Variables  
Included In The Research Model  
Of Alienation

<u>Variables</u>	<u>Means</u>		<u>Standard Devia- tions</u>	
	Total S. n=232	Sub- sample n=127	Total S. n=232	Sub- sample n=127
Disconfirmed Expecta- tions	25.85	26.31	7.11	8.23
Loss Of Sense Of Af- filiative Satisfaction	24.21	25.11	7.40	7.60
Contradictory Life Demands	28.92	29.53	5.90	5.90
Alienation From Work	34.56	36.98	16.47	16.84
Alienation From Ex- pressive Relations	31.54	31.24	13.87	1.66
Performance Level (self-report)	5.11	5.03	1.98	2.10
Effort & Performance level (self-report)	8.06	7.90	2.84	3.05
Performance Level (supervisor-ratings)	----	4.66	----	1.88
Self-esteem	30.15	29.52	7.74	8.94
Intention To Leave	4.74	4.64	2.21	2.67
Job Satisfaction	59.32	57.54	15.54	16.16

- Quantity and quality were used as the indicators for performance level.
- Quantity, quality, time and energy spend in the job were used as indicators for effort and performance level.

the supervisor evaluation for performance level by the graphic rating scale).

Second: There is a possibility of having a multicollinearity problem due to the relatively high inter-correlations found between some of the variables included in the research model, as indicated in Table 6, Table 7, and Table 8. Therefore, the researcher utilized partial correlation analysis instead of Pearson Product-Moment correlations for testing the study hypotheses. This procedure provides a single measure of association describing the relationship between two variables while controlling for the effects of the other variables that may have any contaminating effect on this relationship. This procedure also eliminates those variables considered the major cause of any spurious relationships.

However, the results of this study should be considered with a degree of caution because of the multicollinearity problem and the existence of low reliability for some of these variables measurements.

#### I - The Antecedent Conditions and Alienation

The first group of hypotheses are concerned with the relationships between the three antecedent conditions and the subjective feeling of alienation.

A - On The Total Sample Level:

Contradictory Life Demands

Hypothesis Alb - Experiencing contradictory life demands is positively related to alienation from work.

Hypothesis Alb - Experiencing contradictory life demands is positively related to alienation from expressive relations.

Using the partial correlation subprogram (SPSS) for testing the relationship between experiencing contradictory life demands and alienation, it was found that both Ala, and Alb hypotheses were significantly supported as shown in Table 12. The data in Table 12 provide the partial correlation coefficients (r's) for experiencing contradictory life demands and alienation from work and alienation from expressive relations.

Although the partial coefficients (r's) seem to be relatively low, (especially with regard to alienation from expressive relations) they can be considered reasonable as they were obtained after controlling for all other variables that may have any interaction effect.

Loss Of Sense Of Affiliative Satisfaction

Hypothesis A21 - Experiencing loss of sense of affiliative satisfaction is positively related to alienation from work.

Hypothesis A2b - Experiencing loss of sense of affiliative satisfaction is positively related to alienation from expressive relations.

The results of a partial correlation subprogram (SPSS) for testing the relationships between experiencing loss of sense of affiliative satisfaction and alienation appear in Table 13. It was found that hypothesis A2b was significantly supported. Hypothesis A2a was not supported although the correlation coefficient was in the positive direction hypothesized.

Although the partial correlation coefficients in Table 13 seem to be relatively low, they still can be considered reasonable as they represent the degree of the direct relationship between experiencing loss of sense of affiliative satisfaction and alienation after controlling for all the other variables that may have any interaction effects.

#### Disconfirmed Expectations

Hypothesis A3a - Experiencing disconfirmed expectations is positively related to alienation from work.

Hypothesis A3b - Experiencing disconfirmed expectations is positively related to alienation from expressive relations.

The results from utilizing the partial correlation subprogram (SPSS) for testing the relationship between experiencing disconfirmed expectations and alienation are shown in Table 14. It was found that hypothesis A3a was significantly supported while A3b was not supported. However, the partial coefficient for hypothesis A3b was

Table 12

The Relationship Between Contradictory  
Life Demands And Alienation (n=232)  
(partial correlation)

---

	<u>Contradictory Life Demands</u>
Alienation From Work	.223***
Alienation From Expressive Relations	.116*

---

\*\*\* p<.001

\* p<.05

in the expected direction. Again, although the partial correlation coefficients for the relationship between disconfirmed expectations and alienation may seem to be relatively low, they still can be regarded as reasonable since they were obtained after controlling for all the other variables that may have any contaminating and interaction effects on these relationships.

Meanwhile, the significant support for hypothesis A3a - i.e., between experiencing disconfirmed expectations and alienation from work - and not for A3b may be attributed to the fact that most of the experiences of disconfirmed expectations are more related to the work setting than to interpersonal relations. The individual realizes that he/she has been wrong in his orientation toward the world, i.e., that desires will not be implemented and anticipated events will not happen. Consequently, feelings of disappointment with career and professional development as well as disappointment over the inability to fulfill professional norms and personal expectations will result.

The multiple regression (stepwise method) was used to determine the index of determination ( $R^2$ ) which represents the proportion of variation in the dependent variable(s), i.e., alienation from work and alienation from expressive relations, that can be explained by the variation in the independent variable(s), i.e., contradictory

Table 13

The Relationship Between Loss Of Sense Of  
Affiliative Satisfaction And Alienation  
(n=232)  
(partial correlation)

---

	Loss Of Sense Of Affiliative Satisfaction
Alienation From Work	.065
Alienation From Expressive Relations	.215***

---

\*\*\* P<.001

Table 14

The Relationship Between Disconfirmed  
Expectations And Alienation (n=232)  
(partial correlation)

---

	<u>Disconfirmed Expectations</u>
Alienation From Work	.216***
Alienation From Expressive Relations	.069

---

\*\*\*  $p < .001$

life demands, loss of affiliative satisfaction, and disconfirmed expectations. The data in Table 15 provide the multiple regression statistics for the three antecedent conditions of alienation (whether from work or from expressive relations). The data indicated the following:

- a - The standardized regression coefficients (Beta weights) for contradictory life demands, loss of sense of affiliative satisfaction, and for disconfirmed expectations follow the patterns of the partial correlation coefficients (r's) previously discussed with respect to each of the independent variables.
- b - The experiences of contradictory life demands, of loss of sense of affiliative satisfaction, and of disconfirmed expectations operating jointly explain 14.3 percent of alienation from expressive relations.
- c - The experiences of contradictory life demands, of loss of sense of affiliative satisfaction, and of disconfirmed expectations operating jointly also explain 21.2 percent of alienation from work.

#### B. On The Subgroup Level

Table 15

The Multiple Regression Statistics For The  
Antecedent Conditions And Alienation  
(n=232)

	Multiple R	R Square	Standardized Regression Coefficients (Beta Weights)			d.f for reg.
			contradictory life demands	loss of affil- iative satis- factions	disconfirmed expectations	
Alienation From Work	.461	.212	.314***	.064	.235***	(2,229)
Alienation From Expressive Rela- tions	.378	.143	.137 (sign.07)	.281***	.029	(2,229)

\*\*\* p<.001

### Contradictory Life Demands

Hypothesis B1 - Contradictory life demands are predicted to be more of a source of alienation from work for married workers than for single workers.

Using the partial correlations subprogram (SPSS) for testing the relationship between the experience of contradictory life demands and alienation from work for married and single workers, it was found that the relationships for both of them are significantly supported by the data shown in Table 16. In addition, the data in this table show that the relationship for the married group is stronger than for the single one.

However, using the Z test for independent correlations and computing the conventional test of difference between the correlation coefficients (for the married and single groups), it was found that the difference was not statistically significant. The criteria used for judging the degree of significance was alpha equals to .05.

Hypothesis B2 - Contradictory life demands are predicted to be more of a source of alienation from work for females than for males.

The results of the utilization of the partial correlation Subprogram (SPSS) for testing the relationship between life demands and alienation from work for females and the males appear in Table 17.

Table 16

The Relationships Between Contradictory Life  
Demands and Alienation From Work for  
the Married and Single Groups  
(partial correlation)

---

<u>Contradictory Life Demands</u>	<u>Alienation From Work</u>
Married	.303** (63)
Single	.197** (145)

---

\*\* p < .01

- The number in brackets is the sample size used in computation.

Table 17

The Relationships Between Contradictory Life  
 Demands and Alienation From Work for  
 the Females and Males Groups  
 (partial correlation)

---

	<u>Alienation From Work</u>	
<u>Contradictory Life Demands</u>		
Female	.258**	(89)
Male	.163**	(127)

---

\*\* p < .01

- The number in brackets is the sample size used in computation

The data in this table show that the relationships between contradictory life demands and alienation from work for both groups are equally significant but the correlation coefficient for the female group is higher than for the male group.

However, utilizing the Z test of independent correlations and computing the conventional test of difference between the correlation coefficients (between contradictory life demands and alienation from work for the female and male groups), it was found that the difference was not statistically significant. A .05 level of significant was used as a criteria for the judgment.

#### Disconfirmed Expectations

Hypothesis B3 - Disconfirmed expectations are predicted to be more of a source of alienation from work for the males than for the females.

The results from using the partial correlation subprogram (SPSS) for testing the relationships between disconfirmed expectations and alienation from work for the female and the male groups are shown in Table 18.

The data in this table indicate that the hypothesized relationship between disconfirmed expectations and alienation from work for the male and the female groups was supported.

In addition, using the Z test of independent correlations and computing the conventional test of

Table 18

The Relationships Between Disconfirmed  
Expectations and Alienation From Work  
For Males and Female Groups  
(partial correlation)

---

	<u>Alienation From Work</u>	
<u>Disconfirmed Expectations</u>		
Male	.376***	(127)
Female	.122	(89)

---

\*\*\*  $p < .001$

- The number in brackets is the sample size used in computation.

difference between the correlation coefficients for the relationships between contradictory life demands and alienation from work for the male and female groups, it was found that the difference was statistically significant at the level of .05.  $Z_t$  was equal to 1.999, which is greater than  $\pm 1.96$ , the critical value for the .05 level of significant.

Hypothesis B4 - Disconfirmed expectations are predicted to be more of a source of alienation from work for white workers than for black workers.

The results from utilizing the partial correlation subprogram (SPSS) for testing the relationships between disconfirmed expectations and alienation from work for the whites and the blacks are shown in Table 19. It was found that the degree of association between disconfirmed expectations and alienation from work is stronger and highly significant for the whites. It was also found that the degree of association between disconfirmed expectations and alienation from work for the blacks is not significant and can be considered negligible.

However, using the  $Z$  test of independent correlations, and considering the .05 level of significant as the criteria for judging the degree of the statistical significance between these correlations, the results of computing the conventional test of difference between

Table 19

The Relationships Between Disconfirmed  
Expectations and Alienation From Work  
For the White and the Black Groups  
(partial correlation)

---

<u>Disconfirmed Expectations</u>	<u>Alienation From Work</u>	
White	.240***	(173)
Black	.054	(20)

---

\*\*\*  $p < .001$

- The number in brackets is the sample size used in computation.

the correlation coefficients (for the whites and blacks) shows that the difference between the two correlation coefficients was not statistically significant.

Hypothesis B5 - Disconfirmed expectations are predicted to be more of a source of alienation from work for those individuals with high salaries than those with low salaries.

Findings from utilizing the partial correlation Subprogram (SPSS) for testing the relationships between disconfirmed expectations and alienation from work for those high and those low in salary levels are shown in Table 20.

The data in this table indicate that the hypothesized relationship between disconfirmed expectations and alienation from work for those who are high on salary and those who are low on salary is supported. The relationship between disconfirmed expectation and alienation from work for those high on salary was highly significant and stronger than for those low on salary.

Utilizing the Z test of independent correlations and computing the conventional test for difference between the correlation coefficients (for those high on salary and those low on salary), it was found that the difference was statistically significant at the .05 level. Zt was equal to 2.103, which is greater than  $\pm 1.96$ , the critical value for the .05 level of

Table 20

The Relationships Between Disconfirmed  
Expectations and Alienation From Work  
for Those Who Are High and Those  
Who Are Low On Salary  
(partial correlation)

---

	<u>Alienation From Work</u>	
<u>Disconfirmed Expectations</u>		
High on salary	.373***	(118)
Low on salary	.184**	(106)

---

\*\*\* p < .001, \*\* p < .01

- The number in brackets is the sample size used in computation.
- The cut point for high and low on salary is the mean annual salary for the total sample, i.e., \$19,175.00.

significance.

Hypothesis B6 - Disconfirmed expectations are predicted to be more of a source of alienation from work for those who are working in profit organization than for those working in any governmental agency.

The partial correlation subprogram (SPSS) was utilized to test the relationships between experiencing disconfirmed expectations and alienation from work for those who are working in profit organizations and those working in government agencies. The data in Table 21 show that the relationship between disconfirmed expectations and alienation from work for those working in profit organization is highly significant and stronger than for those who are working in government agencies.

However, by using the Z test of independent correlations, and by computing the conventional test of difference between the correlation coefficients - for the two groups - , it was found that the difference was not statistically significant. A .05 level of significance was used as a criteria for judgment.

## 2 - Alienation And Attitudinal and Behavioral Outcomes

The second group of hypotheses pertain to the relationships between the subjective feeling states and attitudinal and behavioral outcomes.

Table 21

The Relationships Between Disconfirmed  
Expectations and Alienation From Work  
For Those Working In Profit  
Organization and For Those  
Working in Government

---

<u>Disconfirmed Expectations</u>	<u>Alienation From Work</u>	
Working in profit organization	.468***	(93)
Working in Government	.174**	(20)

---

\*\*\* p < .001, \*\* p < .01

- The number in brackets is the sample size used in  
computation.

A - On The Total Sample Level

Levels Of Effort And Performance

Hypothesis Cla - Alienation from work is inversely related to levels of effort and performance.

Hypothesis Clb - Alienation from expressive relations is inversely related to levels of effort and performance.

The data in Table 22 provide the partial correlation coefficients (subprogram SPSS) for the relationships between alienation and levels of effort and performance (whether performance level, quantity and quality, was evaluated by self-report or by supervisor graphic rating). The data indicated that the hypothesized relationships between alienation from work and levels of effort and performance (self-report) were significantly supported. However, the relationship between alienation from work and the level of performance (supervisor rating) was not supported.

In addition, the data indicate that the hypothesized relationships between alienation from expressive relations and level of performance for both self and supervisor ratings was supported, but it was significant for the first (self-report) at a much higher level than for the later (supervisor rating). Finally, the relationship between alienation from expressive relations and level of effort (self-report) was not supported.

Table 22

The Relationship Between Alienation And Levels  
Of Effort And Performance (n=232)  
(partial correlation)

---

	<u>Level of performance (self-report)</u>	<u>Level of effort (self-R.)</u>	<u>Level of performance (supervisor-R)</u>
Alienation From Work	.200**	.253***	.020
Alienation From Expres- sive Relations	.247***	.049	.114 (sign..10)

---

\*\*\* p < .001

\*\* p < .01

-Quantity and quality are the predictors of performance level.

-Time and energy spent in the job are the predictors of effort level.

-The positive coefficients for the relationship between alienation from work, alienation from expressive relations and levels of effort and performance mean that the inverse relations were supported, i.e., the higher the alienation from work, from expressive relations, the lower the levels of effort and performance.

### The Tendency For Withdrawal

Hypothesis C2a - Alienation from work is positively related to a high tendency of withdrawal from the current organization (turnover).

Hypothesis C2b - Alienation from expressive relations is positively related to a high tendency of withdrawal from the current organization (turnover).

The data in Table 23 provide the partial correlation coefficients subprogram (SPSS) (r's) for the relationship between alienation and the intention to leave (the criterion used as an indicator for the tendency for withdrawal).\*

The relationship was only significant with regard to alienation from work but not for alienation from expressive relations.

Although the partial correlation coefficients (r's) for the association between alienation and the high tendency for withdrawal seem to be relatively low, they can be considered to be practical as they represent the direct relationship between them while all the other variables that can have interaction or contaminating effects were controlled.

---

\*The tendency for withdrawal was measured in this study by using the "intention to leave criterion," as this is considered the best predictor of potential turnover (Kraut, 1975).

Table 23

The Relationship Between Alienation And  
Tendency For Withdrawal (n=232)  
(partial correlation)

---

	<u>Intention To Leave</u>
Alienation From Work	.132**
Alienation From Expressive Relations	.047

---

\*\* p<.01

### Self-esteem

Hypothesis C3a - Alienation from work is negatively related to self-esteem.

Hypothesis C3b - Alienation from expressive relations is negatively related to self-esteem.

The results of the application of the partial correlation subprogram (SPSS) to test this hypothesis are partially supported by the data in Table 24. The data show that the hypothesized negative relationship between alienation from work and self-esteem was significantly supported, while the hypothesized negative relationship between alienation from expressive relations and self-esteem was not significantly supported.

Although the partial correlation coefficients ( $r$ 's) may seem relatively low, they, nevertheless, can be considered practical as they represent the degree of the direct relation between alienation and self-esteem while controlling for all other variables which may have any interaction effects on that relationship.

### Job Satisfaction

Hypothesis C4a - Alienation from work is negatively related to job satisfaction.

Hypothesis C4b - Alienation from expressive relations is negatively related to job satisfaction.

The partial correlation subprogram (SPSS) was utilized to test the relationship between alienation and

Table 24

The Relationship Between Alienation  
And Self-esteem (n=232)  
(partial correlation)

---

	<u>Self-esteem</u>
Alienation From Work	-.166**
Alienation From Expressive Relations	-.119

---

\*\* p<.01

job satisfaction. The data in Table 25 show that the hypothesized negative relationships between alienation from work and job satisfaction were significantly supported.

Moreover, the data show that the hypothesized negative relationship between alienation from work and job satisfaction was supported in a more significant and stronger degree than the negative relationship between alienation from expressive relations and job satisfaction. Using the Z test\* for independent correlations and computing the conventional test of difference between the correlation coefficients (alienation from work and alienation from expressive relations correlation coefficients), it was found that the difference was significant at the .01 level. Zt was equal to 2.664, which is greater than  $\pm 2.58$ , the critical value for the .01 level of significance.

Multiple regression (stepwise method) was used in order to determine the index of determination ( $R^2$ ).

---

\*For more detail about Z test, see references: a-Berenson, M., Levine, D., and Goldstein, M., Intermediate statistical methods and applications: a computer package approach, N.J.: Prentice-Hall, Inc., Englewood Cliffs., 1983; b-Berenson, M., and Levine D., Basic Business statistics concepts and applications, Prentice-Hall, Inc., Englewood Cliffs., 1979; c-Levy, S.G., Inferential statistics in the behavioral sciences, N.Y.: Holt, Rinehart and Winston, Inc., 1968.

Table 25  
The Relationship Between Alienation  
And Job Satisfaction (n=232)  
(partial correlation)

---

	<u>Job Satisfaction</u>
Alienation From Work	-.348***
Alienation From Expressive Relations	-.107*

---

\*\*\*p<.001

\*p<.05

This represents the proportion of variation in the dependent variable(s), i.e., levels of effort and performance; self-esteem, turnover intention, and job satisfaction, that can be explained by the variation in the independent variable(s) - i.e., alienation from work and alienation from expressive relations. The multiple regression statistics for these independent and dependent variables appear in Table 26.

The data in Table 26 indicated the following:

- a - The standardized regression coefficients (Beta weights) for levels of effort and performance, the intention to leave, self-esteem, and for job satisfaction follow the patterns of the partial correlation coefficients (r's) previously mentioned with respect to each of the independent variables.
- b - As indicated by the index of determination, 14.6% in the performance level (self-report) tolerance can be explained by alienation from work and alienation from expressive relations operating jointly.
- c - As indicated by the index of determination, 11.8% in the effort level tolerance can be explained by alienation from work and alienation from expressive relations operating jointly.

Table 26

The Multiple Regression Statistics For  
Alienation And Attitudinal And  
Behavioral Outcomes (n=232)

	Multiple R <sup>2</sup>		Standardized regression coefficients (Beta weights)		d.f. for reg.
	R		aliena- tion from work	alienation from expres- sive rela- tions	
Level Of Per- formance (self- report)	.382	.146	.382***	.120	(1,230)
Level Of Effort (self- report)	.269	.072	.269***	.071	(1,230)
Level Of Per- formance (su- pervisor- rating)	.164	.027	.092	.164	(1,125)*
Turnover intention	.133	.017	.133*	.065	(1,230)
Self-esteem	.203	.041	-.203***	-.043	(1,230)
Job Satisfac- tion	.443	.197	-.443***	-.085	(1,230)

\*\*\* p<.001

\* p<.05

-The quantity and quality were used as the predictors of performance level in both self and supervisor ratings.

-The time and energy spent in the job were used as the predictors for effort level.

-Intention to leave was used as the predictor for turnover intention as Kraut (1975) considered the intention to leave as the best predictor of potential turnover.

\*The sample size use in this case was equal to 127, which includes those subjects for whom supervisor ratings were obtained.

- d - Alienation from work and alienation from expressive relations operating jointly explain 2.7 percent of the performance level (supervisor's rating) tolerance.
- e - The index of determination indicates that 4.1 percent of self-esteem tolerance can be explained by alienation from work and alienation from expressive relations operating jointly.
- f - Alienation from work and alienation from expressive relations operating jointly explain 19.7 percent of the job satisfaction tolerance based on the index of determination.
- g - One point seven percent of the intention to leave tolerance, as indicated by the index of determination, can be explained by alienation from work and alienation from expressive relations operating jointly. The lower proportion of explained variation for the intention to leave maybe attributed to the low reliability of the intention to leave scale, or to the lower degree of correlation between alienation and turnover intention, or to both of them. In this case it seems to be both. The reliability coefficient alpha for that scale is reported to be .524 and the partial

correlation coefficients for alienation from work and for alienation from expressive relations were .132\*\* and .047 respectively as reported in Table 19.

#### More Findings Pertinent To The Second Group of Hypotheses

In order to locate any spurious relationships, and to determine the importance of alienation from work and alienation from expressive relations, as intervening variables, in the relationships between the three antecedent conditions and attitudinal and behavioral consequences, partial correlation analysis was used. These partial correlations are reported in Table 27, Table 28, and Table 29. Table 27 provides the partial correlation coefficients ( $r$ 's) for the relationship between the three antecedent conditions and the attitudinal and behavioral outcomes while controlling for alienation from work.

The data indicated that:

- a - Disconfirmed expectations and levels of effort and performance (self-report), level of performance (supervisor-rating), self-esteem, and job satisfaction are significantly correlated.
- b - Loss of sense of affiliative satisfaction and level of effort (self-report), self-esteem,

Table 27

The Partial Correlation For The Antecedent Conditions  
And Attitudinal And Behavioral Outcomes,  
Controlling Only For Alienation  
From Work (n=229)

	Perform- ance Level (self- report)	Effort level (self-report)	Perform- ance Level (super- visor- rating)	Turnover Inten- tion	Self- esteem	Job satis- faction
Disconfirmed Expectations	.126**	.194**	.164**	.051	-.156**	-.270***
Loss Of Sense Of Affiliative Satisfaction	.090	.174**	.023	.032	-.150**	-.283***
Contradictory Life Demands	.092	.079	.008	.016	-.047	-.226***

\*\*\*p<.001

\*\*p<.01

and job satisfaction are significantly correlated.

- c - Contradictory life demands is only significantly correlated with job satisfaction and not with the other dependent variables.

The data in Table 28 provide the partial correlation coefficient (r's) for the relationships between the three antecedent conditions and attitudinal and behavioral outcomes while controlling for alienation from expressive relations.. The data indicated that:

- a - Disconfirmed expectations and performance level (self-report), self-esteem, and job satisfaction are significantly correlated.
- b - Loss of sense of affiliative satisfaction and effort level (self-report), self-esteem, and job satisfaction are significantly correlated.
- c - Contradictory life demands is only significantly correlated with job satisfaction and not with the other variables.

The data in Table 29 provide the partial correlation coefficients (r's) for the relationships between the three antecedent conditions and attitudinal and behavioral outcomes while controlling for both alienation from work and alienation from expressive relations. The data indicated that:

Table 28

The Partial Correlation For The Antecedent Conditions  
 And The Attitudinal And Behavioral  
 Outcomes, While Controlling Only  
 For Alienation From Expressive  
 Relations (n=229)

	Perform- ance Level (self- report)	Effort level (self-report)	Perform- ance Level (super- visor- rating)	Turnover Inten- tion	Self- esteem	Job satis- faction
Disconfirmed Expectations	.074	.098 (sign..06)	.145**	.056	-.193***	-.244***
Loss Of Sense Of Affiliative Satisfaction	.060	.105*	.025	.042	-.171*	-.244*
Contradictory Life Demands	.040	.015	.002	.011	-.089 (sign..08)	-.189***

\*\*\*p<.001

\*\*p<.01

\*p<.05

Table 29

The Partial Correlation For The Antecedent Conditions  
 And The Attitudinal And Behavioral Outcomes,  
 While Controlling For Both Alienation  
 From Work And From Expressive  
 Relations (n=228)

	Perform- ance Level (self- report)	Effort level (self-report)	Perform- ance Level (super- visor- rating)	Turnover Inten- tion	Self- esteem	Job satis- faction
Disconfirmed Expectations	.126**	.193***	.160**	.105*	-.155**	-.136**
Loss Of Sense Of Affiliative Satisfaction	.090 (sign..08)	.164**	.030	.070	-.146**	-.184***
Contradictory Life Demands	.092	.072	.002	.036	-.043	-.067

\*\*\*p<.001

\*\*p<.01

\*p<.05

- a - disconfirmed expectations and performance level (self-report), effort level (self-report), performance level (supervisor-rating), turnover intention, self-esteem, and job satisfaction are significantly correlated.
- b - Loss of sense of affiliative satisfaction and effort level (self-report), self-esteem, and job satisfaction are significantly correlated.
- c - Contradictory life demands was not significantly correlated with any of the attitudinal and behavioral outcomes.

B - On The Subgroup Level:

Levels Of Effort And Performance

Hypothesis D1 - The inverse relationship between alienation from work and the level of effort is more likely to be higher for singles than for married workers.

The result of utilizing the partial correlation subprogram (SPSS) for testing the relationship between alienation from work and the level of effort for the singles and for the married are shown in Table 30. The data in this table show that the hypothesized relationship between alienation from work and the level of effort for the single group is highly significant and much

Table 30

The Relationship Between Alienation From  
Work And The Level Of Effort For The  
Singles And The Married  
(partial correlation)

---

	<u>Level Of Effort</u>	
<u>Alienation From Work</u>		
Single	.346**	(144)
Married	.008	(62)

---

\*\* p < .01

- The number in the brackets is the sample size used in computation.
- The positive correlation coefficient means that the inverse relationship between alienation from work and the level of effort was supported - i.e., the higher the alienation from work, the lower level of effort.

stronger than that for the married group.

Using the Z test of independent correlations, and computing the conventional test of difference between the correlation coefficients (i.e., for the single and married groups), it was found that the difference was statistically significant at the .05 level, Zt was equal to 2.305, which is greater than  $\pm 1.96$ , the critical value for the .05 level of significance.

Hypothesis D2 - The inverse relationship between alienation from work and the level of effort is more likely to be higher for the whites than for blacks.

The results of using the partial correlation subprogram (SPSS) for testing the relationship between alienation from work and the level of effort for the whites and the blacks in the sample are shown in Table 31.

The data in this table indicate that the relationship between alienation from work and the level of effort for the whites is highly significant and stronger than that for the blacks.

However, using the Z test of independent correlation and computing the conventional test of the differences between the correlation coefficients (for the whites and the blacks) indicate that the difference was not statistically significant. A .05 level of significance was used as the criteria for the judgment.

Table 31

The Relationship Between Alienation From Work  
 And The Level Of Effort For The Whites  
 And The Blacks  
 (partial correlation)

---

<u>Alienation From Work</u>	<u>Level Of Effort</u>	
White	.328***	(171)
Black	.249*	(20)

---

\*\*\* p < .001, \* p < .05

- The number in the brackets is the sample size used in computation.
- The positive correlation coefficients between alienation from work and the level of effort for the whites and the blacks means that the inverse relation was supported, i.e., the higher the alienation from work, the lower level of effort.

Hypothesis D3 - The inverse relationship between alienation from work and levels of effort and performance are more likely to be higher for managers than for the professionals.

The findings resulting from the use of the partial correlation subprogram (SPSS) for testing the relationships between alienation from work and the levels of effort and performance for the managers and the professionals are shown in Table 32.

The data in this table indicate that the hypothesized relationships between alienation from work and the level of effort was supported while the hypothesized relationship between alienation from work and the level of performance was not supported although the relationship for the managers is stronger than for the professionals.

Using the Z test of independent correlations and computing the conventional test of differences between the correlation coefficients for the relationship between alienation from work and the level of effort for the two groups, it was found that the difference was statistically significant at the .05 level. Zt was equal to 2.005, which is greater than  $\pm 1.96$ , the critical value for the .05 level of significant.

However, using the Z test of independent correlations, and computing the conventional test of differences between the correlation coefficients - for the

Table 32

The Relationship Between Alienation From Work  
 And The Levels Of Effort And Performance  
 For The Managers And The Professionals  
 (partial correlation)

---

	<u>Level of effort</u>	<u>Level of performance</u>
<u>Alienation From Work</u>		
Managers	.500*** (43)	.136 (43)
Professionals	.172** (103)	.041 (103)

---

\*\*\* p < .001, \*\* p < .01

- The number in the brackets is the sample size used in computation.
- The positive coefficients for the relationship between alienation from work and the levels of effort and performance means that the inverse relation was supported, i.e., the higher the alienation from work, the lower the levels of effort and performance.

relationship between alienation from work and the level of performance for the managers and the professionals -, it was found that the difference was not statistically significant. A .05 level of significant was used as the criteria for judging.

#### The Tendency For Withdrawal

Hypothesis D4 - Alienation from work is predicted to be positively related to the intentions to leave the current work organization for those who are low on salary than those high on salary.

The results from using the partial correlation sub-program (SPSS) for testing the relationships between alienation from work and the intention to leave the current work organization for those high and low on salary are shown in Table 33.

The data in this table indicate that the hypothesized relationship between alienation from work and intention to leave for the two groups was not supported. The relationship was found to be positive and significant for those low on salary and not for those who are high on salary but the difference between the correlation coefficients was not statistically significant.

#### Self-esteem

Hypothesis D5 - Alienation from work is predicted

Table 33

The Relationship Between Alienation From Work  
 And The Intentions To Leave The Current  
 Work Organization For Those High  
 And Low On Salary  
 (partial correlation)

---

<u>Alienation From Work</u>	<u>Intention To Leave</u>	
Low on salary	.168*	(104)
High on salary	.093	(116)

---

\*p < .05

- The number in brackets is the sample size used in computation.
- The intention to leave was used as an indicator for turnover (Kraut, 1975).
- The cut point for high and low on salary is the mean annual salary for the total sample, i.e., \$19,175.00.

to be negatively related to the level of self-esteem for female than for male.

The findings from using the partial correlation subprogram (SPSS) for testing the relationship between alienation from work and self-esteem for females and males appear in Table 34. The data in this table indicate that the hypothesized relationship between alienation from work and self-esteem for females and males was significantly supported.

Using the Z test of independent correlations, and computing the conventional test of difference between the correlation coefficients for the relationship between alienation from work and self-esteem for male and female, it was found that the difference was statistically significant at the .05 level. Zt was equal to 1.99, which is greater than  $\pm 1.96$ , the critical value for the .05 level of significant.

#### Job Satisfaction

Hypothesis D6 - Alienation from work is predicted to be more negatively related to job satisfaction for males than for females.

The data in Table 35 provide the partial correlation coefficients for the relationships between alienation from work and job satisfaction for the males and the females in the sample obtained by utilizing the partial correlation subprogram (SPSS). These data

Table 34

The Relationship Between Alienation From  
Work and Self-Esteem For Male  
And Female  
(partial correlation)

---

	<u>Self-esteem</u>	
<u>Alienation From Work</u>		
Female	-.291**	(88)
Male	-.025	(126)

---

\*\* p < .01

- The number in brackets is the sample size used in computation.

Table 35

The Relationship Between Alienation From  
Work And Job Satisfaction For The  
Males And The Females  
(partial correlation)

---

	<u>Job Satisfaction</u>
<u>Alienation From Work</u>	
Males	-.516*** (126)
Females	-.395*** (88)

---

\*\*\* p .005

- The number in brackets is the sample size used in computations.

indicate that the relationship between alienation from work and job satisfaction for the males is highly significant and stronger than that for the females.

However, by using the Z test of independent correlations and by computing the conventional test of differences between the correlation coefficients, for the males and females, it was found that the difference was not statistically significant. A .05 level of significance was used as the criteria for judgment.

## Chapter Six

### Discussion and Conclusions

The purpose of this chapter will be to summarize and discuss the results found in this investigation as reported in Chapter Five. Their implications and the directions they suggest for further research are also presented.

#### Summary Of Results

##### 1 - Scales Reliabilities

- (a) - Reliabilities of the scales proposed for inclusion in the study were found to be significantly large enough to warrant their use. For most scales, the reliability coefficients were higher than .70. All but one scale showed a reliability coefficient greater than .50.
- (b) - Convergent validity utilizing the multi-trait-multirater method for the performance measure was found to exist when self and supervisor were used as raters and quantity and quality were used as the traits.

## 2 - Testing The Hypotheses

### 1 - The Antecedent Conditions and Alienation

#### A - On The Total Sample Level:

Taken as a whole, the data yield the following results:

- i - Both loss of sense of affiliative satisfaction and contradictory life demands are significantly associated with alienation from expressive relations.
- ii - Both disconfirmed expectations and contradictory life demands are significantly associated with alienation from work.
- iii - The relationships between disconfirmed expectations and alienation from expressive relations and also between loss of sense of affiliative satisfaction and alienation from work were found to be negligible.

#### B - On The Subgroups Level:

Taken as a whole, the analysis of the data reported in Chapter Five yield the following results:

- i - The correlation between disconfirmed expectations and alienation from work for

males is statistically more significant than for females. The difference between the correlation coefficients for male and female is statistically significant at the .05 level.

- ii - The relationship between disconfirmed expectations and alienation from work for the whites is highly significant and stronger than for the blacks but the difference between the correlation coefficients was not statistically significant.
- iii - The correlation between disconfirmed expectations and alienation from work for those high on salary is statistically more significant than that for those low on salary. The difference between the correlation coefficients is statistically significant at the .05 level.
- iv - The relationship between disconfirmed expectations and alienation from work for those working in profit organization is highly significant and much stronger than for those working in government agencies but the difference between the correlation coefficients is not statistical-

ly significant.

- v - The relationship between contradictory life demands and alienation from work is significant and stronger for the married workers than for the singles but the difference between the correlation coefficients is not statistically significant.
- vi - The relationship between contradictory life demands and alienation from work for females is significant and stronger than for the males but the difference between the correlation coefficients was not statistically significant.

2 - Alienation And The Attitudinal And Behavioral Outcomes:

A - On The Total Sample Level:

Taken as a whole, the data yield the following results:

- i - Alienation from work is significantly associated with lower levels of effort and performance as reported by the self.
- ii - Alienation from expressive relations is significantly associated with lower levels of performance as reported by both the respondent and his/her

- supervisor.
- iii - Alienation from work is significantly associated with lower level of self-esteem.
  - iv - Alienation from work is significantly associated with a high intention to leave the current work organization.
  - v - Alienation from work and alienation from expressive relations are negatively associated with job satisfaction at a significant level.
  - vi - Alienation from work and alienation from expressive relations as intermediaries have a positive effect on the relationships between the three antecedent conditions and the attitudinal and behavioral outcomes.

#### Discussion

##### 1 - Antecedent Conditions And Alienation

###### A - On The Total Sample Level:

Of the six hypotheses stated in Chapter Three, four were found to be supportable. The analysis of the data indicated that hypotheses A2a (which concerns with the relationships between loss of sense of affiliative satisfaction and alienation from work) and A3b (which

concerns with the relationship between disconfirmed expectations and alienation from expressive relations) were not supportable. Hypotheses Ala and Alb predicted that individuals experiencing contradictory life demands are more likely to be alienated from their work and from their expressive relations. Therefore, the contention that when an individual realizes that some demands are contradictory and always will be, regardless of anything that may be done, he is more likely to become alienated is sustained in the present study.

Contradictory life demands become a salient influence on the feeling of alienation when the individual realizes that he can not have all desires, needs, and expectations fulfilled at the same time. For instance the commitment to work hard in order to be successful and to be accepted means, at the same time, a denial of family life. This denial of family life will, in turn, generate feelings of loneliness on the part of these upwardly mobile people. Therefore, the individual can not optimize both family and work life, Either a balance is developed at some cost to both, or one or the other is significantly downgraded. The difficulty in achieving such a balance is underscored in the present research as it indicates significant associations between contradictory life demands and alienation, whether from work and/or from expressive relations.

The present research indicates that contradictory life demands is a significant factor in generating both types of alienation. However, the relationship between this factor and alienation from work seems to be more powerful than between it and alienation from expressive relations (see Table 12). This latter indication seems to be reasonable for two main reasons. The first reason is related to the importance of work in person's life in our current economic conditions. It becomes the primary way in which most people, regardless of sex and age, identify themselves and organize their lives. The second is related to the demographic characteristics of this study sample (see Table 10). The data in this table show that most of the sample's subjects are highly educated (most have BA at least); young (the mean age is 28 years); and about two third of them are single. By definition, those groups (highly educated, single) are less likely to face contradiction between the demands of their families and work since they have no spouse or children. Consequently, most of their contradictory experiences are stemming from their work. For instance, they may experience this contradiction when they are controlled in their work by the organization's rules. They are pulled toward cooperation with others in the work setting by the demands of their supervisors and the overall need for

organizational success. At the same time, they are expected to work with other workers, and also to compete with them for a share of the always limited resources. The roles, therefore, are contradictory. One can not be a competitor and cooperator at the same time.

Nowadays, we see many changes in the American labor force. Among these are a growing number of career women and more of a concern with long-range and/or multiple careers (Yankelovich, 1979). Accordingly, the researcher believes that contradictory life demands is more likely to be common among:

- a - Career women especially those having children under age 18 as those women will not have the enough time and energy to meet the demands of their work and the demands of their family in an effective way;
- b - Two-career families with children, as the problem of making the balance between the contradictory demands (work and family) is expected to be more difficult as both parents are involved in their careers;
- c - Individuals who have made a large investment in their careers (successful and older people) because it is more difficult for them to change or to have multiple careers.

Since, the scope of the present study did not allow coverage of these points, future research is

necessary to investigate the relationships between contradictory life demands and the various types of alienation for these groups. Individual difference factors (e.g., demographic and personality variables) should be taken into consideration since they may mediate such relationships.

Hypotheses A2a, and A2b predicted that experiencing loss of sense of affiliative satisfaction is positively associated with alienation from work and alienation from expressive relations. The analysis of the data indicated that hypothesis A2b was supported while hypothesis A2a was not supportable.

According to hypothesis A2b, it was predicted that when an individual perceived a lack of having satisfied needs for interpersonal connections, he/she will be more likely to be alienated from his expressive relations with others. This feeling of alienation stems from the fact that loss of affiliative satisfaction generates feelings of loneliness and a sense of estrangement.

The present study is supported for the relationships between loss of affiliative satisfaction and alienation from expressive relations and not alienation from work can again be attributed to the career oriented people comprising the present sample. They consider their

loss of affiliative satisfaction as having nothing to do with their feeling toward their work. This ideology may be attributed to some of the characteristics that prevail in this sample. Among these characteristics (see Table 10):

i- About two-third of the sample are single.

The singles are less likely to focus much on building ties with others (even their parents and relatives) since they are more likely to be achievement oriented.

ii- On the average, they can be considered relatively young (the mean of age was 28 years of age).

iii- Most of them are highly educated with BA, BS, or BBA at least.

iv- About one half of them are engaging in professional occupations.

v- More than one third of them are working in profit organizations.

Taking these characteristics as a whole, one can conclude that the majority of this study sample are careerist and achievement oriented and not interested in fulfilling their needs for interpersonal relations within their work. They consider that these relations can be satisfied outside the work setting because achieving these relations within the work will hinder the achievement of their success. However, those people are more likely to have less time to pursue affiliative related ties outside the work since most of their energy and time are directed toward de-

veloping their careers, and this is why this study shows a significant association between loss of sense of affiliative satisfaction and alienation from expressive relations.

This stream of thinking seems to follow up on Freud who once said that "to work and to love" constitutes the essence of adulthood. Even so, today it seems that a major cost of a successful career may be to give up the affiliative part of adult life. This loss is perhaps not noticed very much as one builds one's career in the early years but then the realization occurs as to what had taken place. It is at this time, i.e., when the successful career has been achieved, the lack of attention to the other side of life becomes apparent and the individual realizes that in fulfilling one set of the adult needs (i.e., work and career), he/she has not satisfied the other (i.e., love and affiliation). The result is alienation from expressive relations with all that this implies.

Accordingly, the researcher maintains that this consequence is more likely to be common among the following groups:

- a- Workaholic people as they consider work as their whole life.
- b- People with high geographic mobility, as they forget everything while pursuing their career development.
- c- New career women, especially those with children under age 18 years, as they consider career as the central of their life because it determines the results of their fighting for independence and

equality with men.

As the scope of this study did not allow the coverage of these points, further research efforts are required to clarify the relationship between experiencing loss of sense of affiliative satisfaction and the different types of alienation on a longitudinal base and for different demographic segments of our society.

Finally, hypotheses A3a and A3b predicted that individuals experiencing disconfirmed expectations are more likely to be alienated from work and from expressive relations. The analysis of the data indicated that hypothesis A3a was supported while hypothesis A3b was not supportable.

According to hypothesis A3a, it was predicted that when the individual realizes that he has lived his life by fallacious promises and disconfirmed expectations, he will be more likely to be alienated from his work. The significant associations found between disconfirmed expectations and alienation from work can be attributed to the realization that the promised outcomes of career success have not been met. The rewards which had been believed as accompanying this career success are not as valuable and satisfying as had been thought or have not occurred at all. This interpretation can be illustrated by looking at the mean

annual salary for the subjects included in this study. The data in Table 10 showed that despite the fact that most of the subjects of this sample are highly educated and engaged either in professional or managerial occupations, the mean annual salary still can be considered relatively low.

In addition, the significant association between disconfirmed expectations and alienation from work can be related to the New Breed of Americans. As Yankelovich (1979) maintains, these individuals have come to feel that success is not enough to satisfy their life satisfaction and yearnings for self fulfillment. People usually believe that by achieving success and making more money, life satisfaction and "good life" for themselves and their families are guaranteed. Once these expectations are disconfirmed a feeling of alienation from work will be inevitable.

Moreover, this significant association between disconfirmed expectations and alienation from work can be attributed to the pyramidal shape of the organizational hierarchy in which these subjects are working. In general, people enter the organizations with the expectations that the harder they work, the higher the pay they will received in terms of higher positions and equitable rewards. Once these expectations are not confirmed, the feeling of alienation from work will

result. For instance, the individual in the pyramid-shaped organization may inevitably reach a plateau when his/her upward movement in the system comes to a stop despite the continuous hard work toward such movement. This study shows that, despite the younger age of the subjects comprising this sample (mean age is 28 years), the mean years of work experience is 14 (see Table 10). This work experience period can be considered a sufficient time for their disconfirmed expectations to become evident.

In addition, there are at least three possible explanations for the unobtained support of hypothesis A3b. The first may be related to the fact that most of disconfirmed expectations are more likely to be connected to outcomes generated from work rather than expressive relations due to the primary emphasis by our society on achievement. The second explanation may be related to the nature of disconfirmed expectations in interpersonal relations. It can be considered as a process that takes time to become apparent and therefore is not sufficiently present in this sample. Finally, it is perhaps more likely that the subjects in the present study are reluctant to report their feelings of disconfirmed expectations in their interpersonal relations because that may create cognitive dissonance for them.

Nevertheless, the researcher believes that this

positive and significant association between disconfirmed expectations and alienation from work is more likely to be common among the following groups because of their different and higher levels of aspirations and expectations. These groups are:

- a - White males,
- b - Affluent and highly successful people,
- c - Those engaging in middle managerial occupations.
- d - Highly educated women.

Future research is necessary - especially longitudinal ones - to investigate the relationships between experiencing disconfirmed expectations and the different types of alienation for these groups in various jobs, levels, and organizations.

#### B - On The Subgroups Level

##### Contradictory Life Demands

Hypotheses B1 and B2, predicted that contradictory life demands will be more of a source of alienation from work for married and female groups than for single and male groups respectively. The analysis of the data appeared in Table 16 and 17 indicate that despite the fact that the relationship between contradictory life demands and alienation from work was stronger for the married than for the single groups and for the female

than for the males. The difference between the correlation coefficients for the two pairs of groups was not statistically significant.

Nevertheless, there is an explanation for the strong association between contradictory life demands and alienation from work for the married and female subgroups as compared to the single and male subgroups. This explanation refers to the observation that for both married and female subgroups there are two sources from which this contradiction can be generated, one within the work setting and the other related to what is called the "spill over" (work and family demands).

These two subgroups, in order to build their careers and continue their success, must devote more hours to their work and this will be at the cost of the satisfaction of their family needs. For them, to achieve their success dream, they must be ready to go wherever the job will be. This geographical mobility, however, will be at the cost of their family ties and stability.

In addition, females in the work setting may experience the contradictions between organizational values and norms (traditional vs. contemporary). Females in male dominant jobs will be criticized regardless of their actual performance. If women workers are assertive, ambitious, skilled in the management of time

management and able to produce results, they may be labelled as "bitchy" or "pushy broads" (Harrison, Martin, and Dinitto, 1982). And if they are unassertive, unambitious, or unable to manage time well, they may be criticized for being typical women and told they "do not have what it takes." And if they are person oriented, they may be viewed as too concerned with process and not sufficiently concerned with producing results. And, finally, if they are task-oriented, they may be criticized for failing to be a good "team player" or being intolerant of others' incompetence. The demands of these roles are, in fact, contradictory. For instance, how can the woman be person-oriented, a good team player, and at the same time be sufficiently concerned with producing results?

Moreover, for females, a close working relationship with male colleagues may be criticized. Male and female colleagues are often reluctant to involve themselves in interactions which may suggest or foster implications of sexual intrigue or innuendo. As a result, individual women workers may be excluded from informal social gatherings and from participation in group and other collective activities. Also, they may be excluded from informal channels of information on the job, thereby remaining ignorant of valuable information

which often has more relevance than that received through formal channels.

### Disconfirmed Expectations

Hypothesis B3 predicted that disconfirmed expectations is more of a source of alienation from work for males than for females. The analysis of the data in Table 18 confirms the contention that when the males and the females realize that they were wrong about their orientation towards work and they based their lives on fallacious promises, the males will be more likely to be alienated from work than the females.

The strong association between disconfirmed expectations and alienation from work for the males than for the females can be attributed to the fact that, in general males have higher levels of aspirations and expectations and are more likely to seek fulfillment in their work. Consequently, if males find that their aspirations can not be reached and their expectations can not be confirmed, they will lose their interest in their work. Females (especially married) ones, in general, are more likely to choose jobs that enable them to accommodate their work demands to their family demands. Also, they tend to choose work roles that are extension of family roles (e.g., teacher, nurse) and not the challenging and highly advanced roles. Also,

they try to make adaptations in their labor force attachment by choosing an intermittent work style, stop-gap jobs, interrupted patterns, lower career commitment position and more traditional jobs.

Hence, in a supportive vein, this study's findings with regard to the relationship between disconfirmed expectations and alienation from work are quite consistent with Kanter's view (1976). In Kanter's view, women are "tokens" who are, in general, more likely to have low levels of expectations and future perspectives. They are concerned with basic survival and extrinsic rewards. Therefore, when these "tokens" experience disconfirmed expectations they will be less likely to be alienated from their work as compared to their male counterparts.

Hypothesis B4 predicted that disconfirmed expectations is more of a source of alienation from work for the whites than for the blacks. Despite the unobtained support for this assertion, by analyzing the data in Table 19. We can see that the degree of association between disconfirmed expectations and alienation from work among the whites is stronger and more significant than among the blacks. The high degree of association between disconfirmed expectations and alienation from work among the whites can be attributed to their feeling of superiority and of being the master of the system.

Therefore, if the promised outcomes of their career success have not been met or were found not to be as viable as initially believed, these whites will lose their belief system concerning the meaning of their work and become alienated from it.

Meanwhile, the absence of the relationship between disconfirmed expectations and alienation from work among blacks can be attributed to their position in the labor market. In the labor market, within broad occupational categories, blacks tend to be concentrated in the least prestigious and most poorly paid jobs (Congressional Budget Office report, 1977; Kanter, 1976). As a result, their level of aspirations and expectations is lower than for their white counterparts. Therefore, if they experience disconfirmed expectations, they will be less likely to be alienated from their work because they, in advance, expected less from it.

Hypothesis B5 predicted that disconfirmed expectations is more of a source of alienation from work for those earning higher salaries than those earning lower ones. The analysis of the data in Table 20 shows that hypothesis B5 was supported. According to this hypothesis, it was predicted that when those who are high on salary realize that they have lived their lives in accordance with fallacious promises and disconfirmed expectations, they will be more likely to be alienated

from their work than their low on salary counterparts.

The strong association between disconfirmed expectations and alienation from work among those high on salary as compared to those low on salary can be attributed to two reasons. The first refers to the psychological factor. Those who are high on salary may realize that their level of well-being is not higher than those who are low on salary as money does not buy the happiness for them. For them, the materialistic needs (e.g., car, house) were fulfilled but their spiritual and psychological needs were not as these can not be bought by money. The second reason may refer to their realization that the major cost of pursuing a successful career and making more money is that they gave up the other part of their life (i.e., love), which may not be noticed very much during the early years in building their career.

Hence, in a supportive vein, the study's findings with regard to the strong relationship between disconfirmed expectations and alienation from work among those high on salary comparing to those who are low are quite consistent with the "career success and personal failure" syndrome (Korman and Korman, 1980); the results of the research studies by Wilkening and McGranahan (1978), Fernandez and Kulik (1981), as they found that there is no relation between having a successful career,

making more money and life satisfaction. Also, they are consistent with the results of the research studies by Korman, Omran, and Mahler (1983) who found a lack of relationship between success, making more money and social alienation.

Finally, Hypothesis B6 predicted that disconfirmed expectations is a source of alienation from work for those who are working in profit organization than for those working in government. The analysis of the data appeared in Table 21 showed that this contention was not supported. However, the data showed that the relationship between disconfirmed expectations and alienation from work is highly significant and stronger for those working in profit organization compared to those working in government, but the difference between the correlation coefficients was not statistically significant.

A plausible explanation for the high degree of association between disconfirmed expectations and alienation from work among those working in profit organizations is their belief system. These people believe that hard work pays off. The harder they work, the more they increase their organization's productivity and profit, and the more they expect in terms of pay, higher positions and greater opportunity for advancement. Once these expectations are disconfirmed, the feeling of

alienation from work will result.

Summing up, the previous discussion showed that contradictory life demands is a source of alienation from work for the married and female subgroups and disconfirmed expectations is a source of alienation from work for those groups traditionally known by their higher levels of aspirations and expectations such as whites, males and those high on salary.

## 2 - Alienation And Attitudinal And Behavioral Outcomes

### A - On The Total Sample Level:

Of the four hypotheses stated in Chapter Three, two were found to be fully supported by the data (reported in Chapter Five), while the other two were partially supportable.

First: Hypotheses Cla, Clb hypothesized that there are an inverse relationships between alienation from work, alienation from expressive relations and levels of effort and performance.

Based on both the partial correlation and multiple regression analyses, the proposed inverse relationships between alienation from work and levels of effort and performance reported by the self, and between alienation from expressive relations and level of performance reported by the self and the supervisor were found to be supported.

In other words, if the individual is alienated from work he will report low levels of effort and performance and if he is alienated from expressive relations, he will be most likely to have low level of performance, whether the performance evaluation is reported by the self or by the supervisor. This can be attributed to the fact that when employees join an organization, they make an unwritten psychological contract with it, although they, generally, do not recognize at a conscious level that a contract has been made. This psychological contract defines the conditions of each employee's psychological involvement with the system. The employees agree to give a certain amount of work and loyalty but in return they demand more than the economic rewards from the system. They seek security, treatment as human beings, rewarding relationships with people, and support in fulfilling their expectations.

Therefore, if the organization honors only the economic contract and not the unwritten psychological contract, the employees will tend to lose interest in their work and jobs. Once this occurs their willingness to exert effort will diminish and their performance will decrease.

This argument is warranted by the present study

data as the partial correlation and the multiple regression analyses indicate a significant associations between alienation from work and from expressive relations and levels of effort and performance (see Table 22 and Table 26). Also, when the partial correlation analysis was utilized for the relationship between the antecedent conditions and levels of effort and performance while controlling for alienation from work, it was found that experiencing disconfirmed expectations and loss of affiliative satisfaction have a significant and negative impact on the levels of effort and performance (see Table 27). Yet, their impact was less than the direct impact of alienation from work.

These arguments are quite consistant with what March and Simon have stated in their book "Organizations" (1958).

Each participant will continue his participation in the organization only as long as the inducements offered for him are great or greater (measured in terms of his values) than the contributions he is asked to make (p. 84).

The inducements thay talked about are the satisfaction of needs and the confirmation of expectations while the contributions are the levels of effort and performance.

Meanwhile, the unobtained support for the inverse relationship between alienation from work and level of performance reported by the supervisor can be attributed to the difference between the worker and the supervisor in perceiving the factors affecting the levels of performance. In general, supervisors more often place the blame for any decrease in performance level on the employee's ability, talent and unrealistic high expectations and not on the working conditions. This interpretation is warranted by this study's data. Analyzing the data in Table 27 and Table 22 together, one can find the absence of support for the relationship between alienation from work and level of performance as reported by the supervisors (Table 22). However, the relationship is significant between disconfirmed expectations and low level of performance as reported by supervisor. In other words, supervisors consider workers' expectations as unrealistically high. Since such soaring aspirations cannot be met in an average work environment, the worker becomes disenchanted and decreases his/her efforts and performance.

Nonetheless, a comment needs to be made about the level of the relationship between alienation and levels of effort and performance. It is possible that the strength of the association between alienation and self-rated measures of effort and performance may, in

part, be attributed to common method bias arising from respondents self-reports. Although the performance measure shows convergent and construct validity (see Table 9), the results should be considered with a degree of caution since there are differences in the level of correlations between self and supervisor reports with regard to the relationships between alienation from work, alienation from expressive relations and level of performance.

Second: Hypothesis C2a, C2b predicted that the alienated individual (whether from work and/or from expressive relations) is more likely to have a high intentions to leave the current work.

The analysis of the data (Table 23) indicated that there is a high intentions to leave among those alienated from work but not among those alienated from expressive relations.

One possible explanation for the significant relationship between alienation from work and intentions to leave is the job expectancy of the worker. Prospective employees who are attracted to a company often have certain definite expectations as to the roles they will perform and the way they will be treated. Therefore, if these perceived ideas turned out to be unrealistic with resulting frustration and disillusionment from the job, early termination is frequently a consequence.

In other words, the disappointment undoubtedly affects morale negatively.

This interpretation has been warranted by the present study data. When the data in Table 23, Table 26, and Table 29 are analyzed together, one can find that while the data in Table 23, and Table 26 indicate a significant association between alienation from work and intentions to leave, the data in Table 29 indicate that this significant association can be attributed to the experience of disconfirmed expectations. This means that when there is a disparity between reality and the ego - ideal held by the individual, when the individual feels that work is not intrinsically satisfying, and also that he is unable to fulfill professional norms and personal expectations, he will be more likely to leave the current work organization.

Hence, in a supportive vein, this study's findings with regard to the relationship between alienation from work and the intention to leave are quite consistent with the March and Simon view (1958). March and Simon maintained that the greater the extent to which the activities demanded by the job make it difficult or impossible to fulfill ordinary expectations, the greater the perceived desirability of movement from the current job and work.

Nonetheless, there are two possible explanations

for the unobtained support for the relationship between alienation from expressive relations and the intention to leave. The first possible explanation may be attributed to reticence of the worker to report a lack of effective interpersonal relations as a reason for their intention to leave since work conditions are often cited. The second explanation may be due to a measurement problem. The researcher believes this to be credible since the reported reliability of the scale used was only .52 which is relatively low. Therefore, further research using different approaches to establish the validity and the reliability of the intention to leave scale appears necessary.

Third: With regard to hypotheses C3a, C3b, it was predicted that the alienated individual (whether from work or/and from expressive relations) will be more likely to have a low level of self-esteem. Based on the partial correlation and multiple regression analyses this prediction was supported.

Yet, it is clear from this study that work and interpersonal relations play a crucial and unparalleled psychological role in the formation of the worker's self-esteem and identity. The work environment and the relationships within the work unit can provide the stimuli that can have positive or negative effects on the worker's self-esteem. These effects depend on the nature

of that stimuli and the person's chronic level of self-esteem. Persons who differ in chronic self-esteem will respond in consistent ways across different situations (Tharenou, 1979), because there is a tendency for cognition to achieve congruence with reality.

Therefore, when the individual feels the inability to fulfill his professional norms and personal needs and lacks an effective relations with others in the work unit, he will have low self-esteem (see Table 24 and Table 26).

Meanwhile, the present study's findings with regard to the role of working conditions in the formation of worker's self-esteem are quite consistent with the four conditions under which worker self-esteem can be increased (Argyris, 1964 and Hall, 1976). These four conditions can be summarized as follows:

- a - The individual sets a challenging goal for the self;
- b - The individual determines the means of obtaining that goal;
- c - The goal is relevant to the self concept, and
- d - The goal is perceived as being relevant to the career goal.

Consequently, if the individual succeeded in the attainment of this goal (i.e., the satisfaction of needs and expectations), he will then experience psycho-

logical success. That psychological success, in turn, will lead to an increase in self-esteem. In contrast, if needs and expectations are disconfirmed, psychological failure will result whereupon the level of self-esteem will decrease.

Accordingly, the work environment that is characterized by hierarchical structure, routinization of activities, specialization of tasks and low concern for people will encourage the growth of low self-esteem.

This discussion is quite consistent with Korman (1977). He maintained that successful task behavior will result in increased self-esteem for those with high, but now low, self-esteem if (a) the organizational influences are not "salient" or (b) if contemporary organizational influences are salient and consistent with the individual's belief system (a person-job fit). If the influences are salient and inconsistent with one's belief system, then the self-esteem level will change to one reflecting the environmental influence.

Moreover, these arguments are also warranted by the data included in Table 29. The data in this table indicated that experiencing disconfirmed expectations and loss of sense of affiliative satisfaction arising from the work environment are the major factors that have a significant negative impact on the worker's self-esteem level.

Fourth: Finally, with regard to Hypotheses C4a, C4b it was predicted that the alienated individual (whether from work or/and from expressive relations) will be less likely to be satisfied with his job. The analysis of the data indicated that a lower level of job satisfaction among alienated individuals is supported.

How well a person likes his job depends on the discrepancy between the individual's work values (i.e., what is wanted, needed, and/or expected from the job) and what the job delivers, or at least what he or she thinks it delivers. Consequently, changes in job satisfaction can result from changes in either or both of these terms - i.e., changes in worker's values and/or in the jobs themselves. Therefore, when the individual feels that work is not intrinsically satisfying; personal needs and expectations can not be fulfilled; and that there is a lack of a common framework within which interactions with others can occur, job dissatisfaction will result. This contention is significantly sustained in the present study (see Table 25, and Table 26).

The data in these tables indicated that alienation from work and alienation from expressive relations have a significant negative impact on the level of job satisfaction. However, the role played by alienation from work was found to be much greater and more

significant thatn that played by alienation from expressive relations (see Table 25). This result can be attributed to two main reasons. The first is that most of the factors that determine job satisfaction level are related to work and the working conditions. The second reasons is the characteristics of this study sample. The researcher has mentioned that the subjects comprising this sample seem to be careerists and achievement oriented. They consider work to be the center of their life. Hence, their job satisfaction level will be determined by their feelings toward work more than their feelings toward their interpersonal relations with others.

In addition, by analyzing the data in Table 25, Table 26, and Table 29, it was found that the experience of disconfirmed expectations and loss of sense of affiliative satisfaction represent a significant and negative influence on the level of job satisfaction. Although the data in Table 29 show significant associations between disconfirmed expectations, loss of sense of affiliative satisfaction and job satisfaction, these relationships are still much lower than the direct relationships between alienation from work and job satisfaction (see Table 25). Thus, one can conclude that there is consistency in the relationships between alienation, its contributing factors and the job

satisfaction level.

Furthermore, the significant association found between alienation and job dissatisfaction offers additional support for the necessity of distinguishing between the two constructs. This is especially so since the correlation is high for alienation from work but low enough to indicate a substantial discrimination between the two constructs.

B - On The Subgroups Level  
Levels Of Effort And Performance

Of the three hypotheses stated in Chapter Three, two were supported (Hypothesis D1 and Hypothesis D3) while the third (Hypothesis D2) was not supported. Hypothesis D1 hypothesized that alienation from work is more inversely related to the level of effort for the singles than for the married. Therefore, when the singles became alienated from their work, they will be less likely to exert effort (time and energy) in doing their work as compared to their married counterparts. The analysis of the data in Table 30 indicate that the hypothesized relationship was supported and the difference between the correlation coefficients was statistically significant.

One possible explanation to the strong association between alienation from work and level of effort for the singles can be attributed to the common character-

istics that dominate the life of those singles. Among these characteristics are - non-family orientations; interest in a world of undomesticated work; achievement and excitement; a desire to weaken their potential ties and to establish themselves as socially autonomous beings and the centrality of work and career to their lives as the only path to life satisfaction. In addition, the difficulty in achieving a balance between the demands of their work and family can be considered to be a less dominating problem.

Thus, they believe that through work their dreams (successful career, making more money, happiness and life satisfaction. . . etc.) can be achieved, their aspirations can be reached, and their expectations and needs can be confirmed and satisfied.

Therefore, once those singles discover that their dreams turned to nightmares, their expectations were not confirmed, their needs were not satisfied, and that their work is full of contradictions, alienation from work will result and their interest in it will disappear. Once they lose their interest in their work, their willingness to exert and spend more of their time and energy (effort) in doing this work will diminish.

In a supportive vein, this finding is quite consistent with Herzberg's Two-Factor Theory with respect to the impact of the absence of the satisfiers or the

motivators on motivating employees to exert more of their effort in their work. It is also quite consistent with Expectancy Theory with respect to the impact of perceiving the probability that a given level of effort will result in a given outcome on the worker's willingness to exert more of his/her effort.

As for Hypothesis D3, it predicts that alienation from work is more inversely related to the levels of effort and performance for managers than for professionals. The analysis of the data in Table 32 indicates that the hypothesized relationship with regard to the level of effort was supported since the difference between the correlation coefficients between alienation from work and level of effort for managers and for professionals was statistically significant. As for the relationship between alienation from work and level of performance for the managers and for the professionals it was not supported as the difference between the correlation coefficients was not statistically significant.

The sustained prediction with regard to the strongly inverse relationship between alienation from work and level of effort for the managers as compared to professionals can be attributed to the nature of the manager's work and what he expects from this work. The manager's job is inherently open-ended. He is responsi-

ble for the success of his or her organization. There are really no tangible mileposts where he can stop and say "now my job is finished." To the contrary, the professionals do have such tangible mileposts. For instance, the engineer finishes the design of a casting on a certain day, the lawyer wins or loses his or her case at some moment in time, but the manager must always keep going, never sure when he or she has succeeded, never sure when the whole organization may come down around him because of miscalculations. As a result, according to Mintzberg (1973), the manager is a person with a perpetual preoccupation.

In addition to this, while the manager is responsible for guiding and controlling the subordinates toward the attainment of the organization's goals, he at the same time is controlled by his upper level supervisor and by the organization's rules. He is supposed to work and cooperate with other managers for achieving the organization's goals, but at the same time he is expected to compete with them for a share of the usually limited resources for advancement and promotion.

Hence, the manager's job is difficult and full of contradictions compared to the professional's job. Consequently, his expectations from his work will be much higher than that for the professional. Therefore,

if their work did not turn out to be satisfying, and they did not gain what they expected and wanted, they will lose their interest in this work. Once they lose their interest in work, their willingness to exert more of their effort (time and energy) will decrease.

Meanwhile, the unobtained support for the relationship between alienation from work and level of performance for managers and for professionals may refer to the difficulty in calculating the manager's level of performance in a quantitative sense, since most of his or her work is qualitative.

Finally, Hypothesis D2 predicted that alienation from work is inversely related to the level of effort for the whites than for the blacks. The analysis of the data shown in Table 32 indicate that the hypothesized relationship between the alienation from work and the level of effort for the whites and for the blacks was not supported. The difference between the correlation coefficients was not statistically significant.

However, the degree of association between alienation from work and level of effort for the whites was highly significant and stronger than for the blacks. This can be attributed to the difference between the whites and the blacks in viewing work. Whites, due to their beliefs of being superior, view work as a path for satisfying their intrinsic needs. On the other hand,

the blacks view it as the source for satisfaction of their extrinsic needs. As a result, it is expected that the level of expectations from work for the whites will be much higher than that for the blacks.

Therefore, if the work turns out to be alienating and not intrinsically satisfying, the whites will be effected much more than the blacks because the degree of the discrepancy between the inducements and contributions for them will be much greater than for the blacks.

Consequently, the degree of losing interest in work will be much greater for the whites than for the blacks. This will in turn be translated into a great decrease in the willingness to spend time and energy in doing the work among the whites than among the blacks.

#### Tendency For Withdrawal

Hypothesis D4 predicted that alienation from work is more positively related to the intentions to leave the current work organization for those low on salary than those high on salary. The analysis of the data shown in Table 33 indicate that the hypothesized relationship was not supported as the difference between the correlation coefficients for those low and for those high on salary was not statistically significant.

However, the data indicate that the relationship between alienation and the intentions to leave for those who are low in salary is positive and significant.

This significant and positive relationship between alienation from work and the intentions to leave for those who are low on salary may be attributed to what is called "equity-exchange" or the "inducements-contributions" concepts. The essence of these concepts is that individuals exchange their contributions or involvements in organizations for certain rewards or inducements which that organization can provide them (Barnard, 1938; March and Simon, 1967).

According to March and Simon, when the inducements do not justify one's level of involvement, a search for alternative employment is triggered. The inducements include several items such as wages, fringe benefits, opportunity for personal advancement and autonomy and responsibility.

Since, for those who are low on salary their extrinsic needs (salary) are not highly satisfied, the satisfaction of their intrinsic needs through their work becomes salient. They seek satisfaction through their work and consider intrinsic rewards as the only reason for their attachment to work. Therefore, if their work turns out to be alienating, i.e., not intrinsically satisfying, they enter a state of disequilibrium. As a

result, the only alternative for them is to leave the work organization.

This interpretation is warranted by the data shown in Table 20 which indicates that for those low on salary, there is a significant and positive relationship between disconfirmed expectations and alienation from work.

### Self-esteem

Hypothesis D5 hypothesized that alienation from work is more negatively related to the level of self-esteem for females than for the males. The analysis of the data in Table 34 indicate that the hypothesized relationship was significantly supported. Hence, when the female feels that her work is not intrinsically satisfying and she is unable to fulfill her personal needs and professional norms, she will have a lower level of self-esteem than her male counterpart.

This result may be attributed to two reasons. The first is related to the fact that, in general, females have lower levels of self-esteem than males (Leventhal and Lane, 1970). That may relate to both female "self-cognition" and female "locus of control." Self-cognition refers to the extent to which a female sees herself as a competent, and need satisfying individual (Korman, 1977). A number of studies show

that women are less confident about their capacities than men and that they have a less positive image of themselves than do men (Leventhal and Lane, 1970; Schowartz and Clausen, 1970; O'Leary, 1974). As a result, they tend to avoid work arrangements appropriate to their actual capacities. A number of authors argue that men in general prefer career related outcomes whereas women in general prefer outcomes associated with the social aspects of work (Marnhardt, 1972; Taylor and Thompson, 1976; Weller, Schlomi, and Simont, 1976).

The female locus of control refers to the extent to which females internalize or externalize their success or failure. Maccoby and Jacklin (1974) concluded that women tend to be more external than men.

The second reason is related to the stimuli provided by the current work environment. This stimuli can have a positive or a negative effect on the person's self-esteem. The effect depends on the nature of that stimuli and the person's chronic level of self-esteem (Tharenou, 1979).

Therefore, if the work environment turns out to be alienating and not satisfying, it will have a more negative effect on the female level of self-esteem than male because females have low level of chronic self-esteem.

### Job Satisfaction

Hypothesis D6 predicted that alienation from work is more negatively related to job satisfaction for the males than for the females. The analysis of the data in Table 35 indicate that the hypothesized relationship was not supported as the difference between the correlation coefficients (for the males and females) was not statistically significant.

However, the data indicate that the degree of association between alienation from work and job satisfaction for the males was stronger in comparing to that for the females.

Meanwhile, there are three plausible explanations for the high degree of association between alienation from work and job satisfaction for the males as compared to the females. The first plausible explanation may be attributed to the fact that males, in general, maintain higher level of self-esteem than females because females, in general, have low level of "self-cognition" (Harris and Stokes, 1972; Kohn and Schooler, 1971; Powell and Fuller, 1970; Rosenberg and Simons, 1971). Therefore, as work becomes alienating and not satisfying, the males will be less satisfied about their jobs because they hold higher level of self-esteem than their female counterparts.

The second plausible explanation may relate to the

imbalance between the males' contribution to their work and the inducements they receive since job satisfaction is a direct negative function of the discrepancy between a person's needs and the extent to which the work environment provides satisfaction of these needs (Vroom, 1964). Finally, the higher degree of association between alienation from work and job satisfaction for the males than for the females may return to the higher level of expectations of the males as compared to the females. Males, in general, expect more of intrinsic satisfaction because work is their major role in life, while the females expect more of extrinsic satisfaction because work is their source for economic independence and equality.

#### Theoretical Contributions And Managerial Implications

The study results make contributions to the area of organizational behavior as:

- a - The study results with respect to the relationships between the antecedent conditions and alienation provided more empirical support for the three dimensions of Korman's model of alienation by testing their relationships with different types of alienation.
- b - This study results argue for future research

to investigate the influence of the three antecedent conditions on different types of alienation across different groups of workers and situations in order to help achieve effective utilization of available human resources.

- c - The study took steps toward providing an integrated model for understanding human behavior in the work setting. This model can be used as a general framework for studying any phenomenon related to how individual behavior can be energized, directed, maintained, and stopped.

In addition, on the empirical level, the present results and findings stimulate the organizations' management to:

- 1 - Recognize the current change in the workers' attitudes toward work and to adjust work life in order to meet this change. This adjustment can be achieved through:
  - a - Redesigning the jobs in order to increase the proportion that utilizes higher levels of ability and education and to confirm the workers' needs and expectations.
  - b - Increasing the flexibility of work schedules by flexitime, days off, vacations, and other methods to help the workers,

especially women, to accomodate work and family demands.

- c - Using job rotation, both on an informal basis within work team, or on a scheduled basis across departments to decrease the feelings of boredom among the workers.
- d - Increasing the flexibility of career structures, so that people may have choices at key points in their careers, e.g., choosing to advance in either managerial or technical channels, or opting to change careers altogether.
- e - Improving the match between people and jobs, taking into account potential attitudes as well as proficiencies of the worker.
- f - Setting clear and difficult but attainable goals for performance.
- g - Improving the quality of working life on a long run basis and taking individual differences into consideration in any organizational development program.
- h - Developing effective internal assessment centers in order to help place each individual in a suitable position that matches his/her needs', expectations and talents.

- i - Developing a realistic job preview which focuses on adequate descriptions of both the "goods" and the "bads" of each position in order to help the workers in job selection.
- j - Encouraging team work within the work setting.
- k - Revising the definitions of success within the work setting, with less emphasis on material achievement and more on personal fulfillment.
- l - Establishing more part-time jobs, especially for homemakers who are forced to work by economic conditions in order to help them make an accommodation between work and family needs and demands.
- m - Providing more and better mechanisms for sharing power up and down and for building effective interpersonal relations within the work unit. These may include establishing works councils, collective bargaining, autonomous work teams, fewer levels of hierarchy, linking-pin arrangements and so on.
- n - Developing day-care centers to provide

care for children while their mothers are at work. The demand for these centers is urgent nowadays as the numbers of career women and two-career families have been rapidly increasing.

- 2 - To acknowledge the dysfunctional consequences of alienation, especially alienation from work, on the attainment and satisfaction of both the organization and the worker goals and needs.
- 3 - To consider the attitudinal implications of workforce changes in their policies and strategies. The increase in the number of career women, the increase in workers' educational level, the increase in the number of middle age workers, and the increase in the two-career families are examples for the change in work force that must be considered by the leaderships of our organizations for achieving its goals and for enhancing effective utilization of the organization's human resources.
- 4 - Finally, to acknowledge that alienation is more than an ideological issue. It is more than a minority, class, or national problem. Alienation is a human, a world issue, and it is an empirical fact.

APPENDIX - A

THE STUDY QUESTIONNAIRE

Dear Participants:

This questionnaire attempts to find out how you presently feel about your job, work, and organization and how these feelings affect your attitudes and behavior in the work setting. All the questions ask for personal opinions, so there are no right or wrong answers to any of the questions. Please answer them in the way that most accurately represents your opinion.

Your completion of this questionnaire is voluntary. However, your frank and honest answers to all questions are greatly appreciated. I am seeking your help in this research as part of my doctoral dissertation. Please note that your individual responses will remain completely confidential and will not be reported to anyone.

In advance, I would like to thank you for your participation in this research.

Sincerely,

Kamel Ali Omran  
Ph.D. Candidate  
City University of  
New York.  
Home Tel. (212)256-8813

Section (a)

We are interested in your beliefs about work and society. Please circle the number on the scale to the right of each of the statements listed below that best indicates your level of agreement or disagreement. The meaning of each scale value is indicated below. There are no right or wrong answer(s).

	1	2	3	4	5	6	7
	strongly disagree		slightly disagree	neutral	slightly agree	agree	strongly agree
1-	One of the problems of being a manager is that your supervisor and your subordinates demand different things from you.					1	2 3 4 5 6 7
2-	Being successful at work does not take away time and effort from other interests (e.g., sports, religious interests, and charitable activities).					1	2 3 4 5 6 7
3-	In most organizations there is competition between people, but true friendships are still possible.					1	2 3 4 5 6 7
4-	All jobs, regardless of their level and type, involve routine and repetitive tasks.					1	2 3 4 5 6 7
5-	When you are a manager, you have to be prepared to sometimes do things that are not exactly in keeping with your values.					1	2 3 4 5 6 7
6-	It does not pay to work hard today, since taxes will eat up anything additional you make.					1	2 3 4 5 6 7
7-	It is possible to be truly work committed and still have a satisfying family life.					1	2 3 4 5 6 7
8-	A person who wants to be successful in today's world can't let other things, such as family demands, interfere with his work.					1	2 3 4 5 6 7

	1	2	3	4	5	6	7
	strongly disagree	disagree	slightly disagree	neutral	slightly agree	agree	strongly agree
9- One of the problems of being a manager is that you can't be successful unless you are geographically mobile and being mobile leads you to lose touch with your family and friends.	1	2	3	4	5	6	7
10- It is hard to treat your subordinates as human beings with feelings and still get them to put out the work.	1	2	3	4	5	6	7
11- Commercial advertisements provide no guidance for the shopper, since they promise more than they deliver.	1	2	3	4	5	6	7
12- In today's world, it is sometimes necessary for a person to lose friends in order to get ahead in his work.	1	2	3	4	5	6	7
13- In order for your organization to survive in today's world, you sometimes must ignore the human consequences of economic decisions.	1	2	3	4	5	6	7
14- In order to get ahead in your organization, it is sometimes necessary to neglect your family.	1	2	3	4	5	6	7
15- It does not pay to work hard today since most of the stuff you buy is junk anyway.	1	2	3	4	5	6	7
16- In today's large organizations, it becomes difficult to know what are the real rules and policies you should abide by.	1	2	3	4	5	6	7
17- People who are successful at work have fewer problems.	1	2	3	4	5	6	7
18- To me, a very important part of work is the opportunity to make friends.	1	2	3	4	5	6	7
19- Succeeding at work is still valued by society today.	1	2	3	4	5	6	7
20- A high level job takes up so much time that there is little left over for your family.	1	2	3	4	5	6	7

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1	2	3	4	5	6	7
strongly disagree		slightly	neutral	slightly	agree	strongly

21- It doesn't pay to work hard today since inflation will eat up any additional money you make. 1 2 3 4 5 6 7

22- It doesn't pay to work hard today since most of the things you buy you get bored with very quickly. 1 2 3 4 5 6 7

**Section (b):**

In this section, the purpose is to determine your feelings about your work and your interpersonal relations. The items below consist of statements with which you may agree or disagree. Please indicate how you feel about each item by placing a number from 0 to 100 in the space provided. A zero indicates that you feel the item is not at all true; 100 indicates that you feel the item is completely true.

Personal and background data\*

My name is \_\_\_\_\_

Age \_\_\_\_\_

Sex 1-male  
2-female

(circle one of them)

Marital Status (circle one):1-single  
2-married  
3-separated  
4-divorced  
5-widowedEthnic Group (circle one):1-white  
2-black  
3-hispanic  
4-oriental  
5-other (specify) \_\_\_\_\_I Am Presently Attending:1-undergraduate school  
2-graduate school  
3-other (specify) \_\_\_\_\_  
4-am not attending schoolTotal Number Of Credits Earned:1-on undergraduate level \_\_\_\_\_  
2-on graduate level \_\_\_\_\_Last Degree Earned (circle one):1-H.S. Diploma  
2-AA  
3-BA, BS, or BBA  
4-MA, MS, MBA  
5-Ph.D.  
6-other (specify) \_\_\_\_\_Year Graduated From College  
(with BA, BS, or BBA Degree) \_\_\_\_\_Extent Of Work Experience  
(Total Number Of Years) \_\_\_\_\_My Present Job Is: \_\_\_\_\_My Department Is: \_\_\_\_\_My Supervisor's Name Is: \_\_\_\_\_My Company or organization is: \_\_\_\_\_I Employed \_\_\_\_\_ Hours per weekMy annual salary is:  
(list the salary of  
the last job if  
recently not employed)

\$ \_\_\_\_\_

Any Data Or Comment  
You Want To Add:\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

<p>* Any data will be kept confidential and only will be used for the research's purpose.</p>
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APPENDIX - B

THE SUPERVISOR GRAPHIC

RATING SCALE

Dear Supervisor:

This evaluation form attempts to carry your judgment and evaluation of performance for the employee mentioned in the evaluation form.

Your completion of this evaluation form is voluntary. However, your frank and honest evaluation and judgment to all the qualities included in the form are greatly appreciated. Thus, I would appreciate your help in this research, as it will serve in part as the basis of my doctoral dissertation. Please note, however, that your individual evaluations will remain completely confidential and will not reported to anyone, and no one other than the researcher will ever see what you say.

When you completed the evaluation form, please place it in the enclosed envelope and mail it to me.

In advance, I would like to thank you for participation in the study.

Sincerely,  
Kamel Ali Omran  
Ph.D. Candidate  
City University of New York  
Address: 1953 70th Street  
Apt.#D-4, Brooklyn, NY, 11204  
Tel. (212) 256-8813

Evaluating Performance By Supervisor(s)

A Graphic Rating Scale

Employee Name \_\_\_\_\_

Employee Division \_\_\_\_\_

Employee Position \_\_\_\_\_

Employee Department \_\_\_\_\_

Instructions:

Rate this employee on the basis of the actual work he/she is now doing. Before attempting to report on this employee, it is necessary to have clearly in mind the exact qualities which are to be reported on. Read very carefully. In each quality compare this employee with others in the same occupation in this organization. Please circle the number on the scale in front of each quality that this employee standing in each quality. The meaning of each scale value is indicated below the numbers on each scale. The care and accuracy with which this appraisal is made will determine its value to our research.

(1) Quantity of work: Consider the amount of work accomplished and the promptness with which work is completed.

1	2	3	4	5
superior	above the average	average	below the average	inadequate

(2) Quality of Work: Consider the accuracy and the neatness of his/her work and his/her ability constantly to turn out work that is up to standard.

1	2	3	4	5
highest quality	good quality	average quality	below average quality	lowest quality

(3) Knowledge of Work: Consider present knowledge of job and of work related to it.

1	2	3	4	5
complete	well informed	moderate	few/poor	lacking

(4) Initiative: Consider his/her success in going ahead with a job without being told every details; his/her ability to make practical suggestions for doing things in a new and better way.

1	2	3	4	5
superior	above the average	average	below the average	inadequate

A Graphic Rating Scale

Instructions:

Consider the employee's performance since the last appraisal and show by a check ( ) whether he/she has gone ahead; has gone back, or remained stationary in each of the qualities listed to the left and as defined in the previous page.

Qualities	has improved	little or no change	has gone back
(1) Quantity of work	( )	( )	( )
(2) Quality of work	( )	( )	( )
(3) Knowledge of work	( )	( )	( )
(4) Initiative	( )	( )	( )

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