The Study of the Elements of Work Alienation: A Case Study of the Urmia White Cement Factory, Western Azarbayjan Province, Iran

Akbar Valadbigi
Islamic Azad University, Sanandaj Branch, Kurdistan, Iran
E-mail: karvan74@gmail.com

Shahab Ghobadi
Islamic Azad University, Sanandaj Branch, Kurdistan, Iran
E-mail: arashavin@gmail.com

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Abstract

This paper studies the elements of work alienation in the "Urmia White Cement Factory". Nowadays, along with technical and industrial developments, we observe extensive changes in the field of work. Industrial developments, work division, and development as well as some phenomena like mechanization and automation have changed work qualities. As a result, the atmosphere of work in our time, too, has suffered from these phenomena. Considering the organizational, socio-cultural, and individual elements, this paper explains the condition of work alienation in the "Urmia White Cement Factory" with the aim of identifying those elements affecting work alienation in that industrial unit. Using survey as research method, we prepared some questionnaire according to the Sorel scale for gathering data. Our statistical population consisted of 200 workers and personnel serving in that factory. As our sample, 90 people were selected.

Our findings indicated that work alienation had a meaningful relationship with geographical origin, marital state, type of work, satisfaction with wages and incomes, quality of human relationships with other workers and managers, uncertainty, confliction, and stress of role.

Keywords: Work, Alienation, The Urmia White Cement Factory

1. Introduction

Nowadays, a field called " work sociology" has developed to study the current elements in work. Being deep-rooted in the Chicago School, this field of sociology has enjoyed the attitudes, methods, and experiences of this school. Among the pioneers of this field, one can refer to Ort C. Huze, Robert Park, Swald Hall, Howard S. Bekr, Julius Ruth, and Cerson Weinberg. It is worth to say that the first sociologists who paid attention to work were Karl Marx, Emil Durkheim, and Max Webber who established the basis of this field. (Azad Armaki, 1996) So, our research which studies work alienation in a productive and industrial unit hopes to recommend such researches to identify the cultural issues of our country in the fields of work, production, and development.

It seems that the major part of nervous and mental stresses be the result of work stresses. Among the elements creating occupational stresses in workplaces are those requirements related to the role of individual in work environment. These elements have been studied under the title of " occupational stressor elements" which include role uncertainty, role confliction, and role stress.

A part of this research has been conducted to answer this question" Is there any meaningful relationship between occupational stressor elements (i.e., role uncertainty, confliction, and stress) and self- alienation of the workers?"

It goes without saying that through confirming the above relationship and identifying the elements creating self-alienation among the workers and managers of our statistical population and generalizing it to different levels, we can observe its effective results. Therefore, by identifying those elements, which create occupational stresses and their subsequent positive or negative impacts, we can provide the necessary provisions for confronting these stressors and subsequently " self-alienation" among the workers.

2. Research significance

This research tends to study the elements of work alienation in a featured productive-industrial unit, the "Urmia White Cement Factory", which is located in Western Azarbayjan province. The original design and the sociological aspect of this research is important, as there is near to no such work conducted with its quality and perspectives across the productive units of this province.

Efficiency and the psychological- sociological problems of the productive units are supposed to be some interdisciplinary and an objective sociological phenomenon. Therefore, conducting a methodological research across a certain geographical area in order to study local factors such as ethnicity, social origins, as well as other socio-cultural elements seemed to be of great importance.

In order to study work alienation, we focused on three types of elements, including organizational, socio-cultural, and individual elements. The organizational elements consist of human relationships in workplace, satisfaction with wages and incomes, type of work, and monotony of work. The social elements are comprised of ethnicity, geographical origin, and the element of role. The individual elements, however, include age, work experience, education, marital state, and income.

With respect to the importance of studying the problems and issues of work, it is worth to say that now a filed titled " work sociology" has been established to study the different aspects of work across the human societies. In effect, due to the increasing developments of production, workshops, strengthening the syndicate populations, as well as the increase of disputes among the workers and entrepreneurs, the attentions of sociologists or even the social psychologists were drawn to this matter.

3. Literature review

A research conducted regarding work alienation was the endeavor of Robert Blauner. Explicitly confirming the role of technology as a significant element of work alienation, Blauner believed that technology, specially the technology of assembly line results in increasing work alienation. Blauner explained aspects of alienation, and then studied it in terms of printing industry, textile industry, automobile and chemicals making across the American society. (Tawasoli, 1997) As the successors of Blauner, researchers like: Binon and Gully maintained his research. (Tawasoli, 1997)

A series of experimental studies was conducted by Gold Troop and Lockwood in Loton, England. In their studies, these researchers focused on the workers of automobile assembly, processing workers, and machine- operators.

Maintaining the efforts of Robert Blauner and Melvin Seaman in indexing and operationalizing the concept of alienation, D. G. Dean played a great role in this field. Enjoying the researches of Richards Simpson and Max Miller and applying Sorel scale about anomy, he designed a 24-pointed scale for evaluating self-alienation. (David, 1990)

The researches of Gary Marx, Luis Harris, Harold Wileneski, David Riesman, Bono, Loin, and Harry Brawerman, too, are noticeable. Harris based his research on alienation among the Black; Bono focused on social seclusion among the minorities; and Loin paid attention to political alienation in his work. (Johnson, 1973)

In his noted book " Sociology of technical tool", Gilbert Simondon (1985), the French sociologist, has discussed on the evolutions and disadvantages of the industrial civilization. He believes that self-alienation and work alienation appeared in 19th century, however, Tailorism just gave it a new form. (Simondon, 1958)

Rendy Hadson (1996) has dealt with some discussions on work alienation through his study across the American society, which was conducted under the name of " The nature of work". For its purpose, this study suggested development of activities and occupational diversity to solve work alienation. Hadson has found that informing the workers about the advantages of this approach and removing the inefficiencies created by the chain work for this class.

This work warns that isolating intellectual and practical activities across workplaces paves the ways for progress of self-alienation. (Hadson, 1996)

"Studying the relationship between occupational stressors and self-alienation among the personnel of Kerman's Education Organization" is an M.A. dissertation by Manoocher Islami under the supervision of Mehdi Ibrahim Nejad. (Islami, 2004) The aim of this research has been to answer this question that " Is there any meaningful relationship between occupational stressors (i.e., role uncertainty, confliction, and stress) and personnel's self-alienation?" Based on the findings of the tests, the entire three hypotheses were confirmed and it was found that there was a considerable relationship between role uncertainty, confliction, stress, and creating self-alienation among the personnel.

With respect to the trivial hypothesis, the researcher found that the relationship between the occupational stressors and self-alienation among the personnel of their statistical population was depended on education, position, and gender. This dependency was not confirmed for personnel's work experience.

"Studying the social elements affecting work-alienation and occupational satisfaction among the directors and producers of channels 1 and 2 of the Iranian Broadcast", was a M.A. dissertation by Ahmad Reza Dadwar Ardakani which was conducted in the 2001. Its aim was to identify the levels of work interests among the directors and producers to evaluate Iranian Broadcast's success in its roles. It found that the mental status and motivations of producers of different programs affect their professional behavior, and finally determines the rate of success in this organization. (Dadwar Ardakani, 2001)

"Studying the level of work morality and social elements influencing alienation among the personnel of Tehran's state organizations": The aim of this study was to evaluate the level of work morality and its related elements across the state organizations. Under the suggestion of the Institute of Work and Social Welfare and focusing on worker environments and productive factories, the first phase of this research was conducted in the 2000. (Cheraghloo, 2000)

This work has emphasized on the element of alienation in explaining " weakness of work morality". It suggested that the higher education the personnel had, the higher social, organizational, and political alienation they had; based on this conditions, the result is decrease in work morality.

4. Alienation, history and definition

Alienation is one of the most important terms in social sciences, especially in sociology and psychology and it has different meanings among these fields and their theoreticians. Some consider it to belong to the modern and industrial society, while others insist that it is an ancient and historic phenomenon originated in the literature of ancient Greece and Christianity.

Alienation which sometimes is interchangeable with disgust, is a psychological, sociological, philosophical, and anthropological term mainly taken from works of Hegel, Feuerbach, and Marx. (Cooper, 1996) There are different definitions of this term, including:

- Losing the control over self, society, or socio-economic process. (Marx, 1865)
- A situation mainly based on disgust, and isolation. (Cooper, 1996)
- A concept applied by Marx to describe the feelings of disgust, which have been experienced by the workers in the industrial capitalism. This definition is now more common and is applied to explain seclusion, powerlessness, and self-disgusting among the individuals. (Bilton, 1987)
- The epidemic feeling of powerlessness, meaninglessness, anomy, seclusion, and self-disgusting.

Having a glance over the definitions of alienation we find that, all of them can be included in one of these sociological or legal aspects: Transferring draft or submitting the rights or ownership (legal aspect) and/or having the feeling of disgust or isolation of self, others, the society, and work (Sociological aspect)

5. Theories of work alienation

5.1 Alienation from Hegel's point of view

The German philosopher, Georg Wilhelm Friedrich Hegel (1770-1831) was a scholar who made a lot of endeavors in expanding and explaining the concept of work alienation. There is no doubt that Marx had borrowed this term from Hegel. We can name of Hegel as the first scholar who dealt with alienation in terms of philosophy. His analysis of alienation is characterized as systematic and subjective. (Mohseni Tabrizi, 1991)

Hegel believes that alienation takes place in a situation when a part of human being seems to be strange or odd from him. He supposes that the history of man is basically the history of his alienation; in other words, during its developments and evolutions, thought transfers a part of itself to the external world and finds itself strange with it; in this situation soul experiences its products as something strange and odd. (Mohsenie Tabrizi, 1991) Hegel identifies three stages for self- alienation, including:

a) This concept pertains to the complex relationship between mind and object that is inseparably related to every social or economic activity.

b) The second stage is the specific form of capitalistic objection, or what was called as" idol-likeness" by Marx.

c) This stage is an extensive philosophical generalization that is the same as objectivity. (Parham, 1993)

5.2 Alienation from Marx's point of view

In its new meaning, alienation was suggested first by Marx. He applied the beliefs of Fikcte, Hegel, and Feuerbach and analyzed the subjects with a new insight. According to his insights, once identifying the integrity of phenomena (e.g., psychological, formal, intellectual, and beliefs aspects) is effective that their dependency on the material life has been explained in advance. However, he has classified everything in terms of infrastructures, production systems, superstructures, and political, ideological, and legal aspects. (Ahmadi, 1995)

While explaining the concept of alienation, Marx changed it. Although he had drawn the concept of " alienation" from Hegel and Feuerbach, he modified it in accordance with his humanistic insights which were in contrast to " idealistic insights". In consistent with Hegel, Marx believed that man transmits his inner potentials and abilities during his life cycle, as a result these products including social institutes, systems, and material productions gradually become dominate over him. (Baumer, 1978)

Arguing the economic alienation, Marx differentiates between two types of work: Innovative work and alienator work. Marx believes that an innovative work is characterized by the following features:

a) When man's activity is conscious;

b) At the time of working man can express his human potentials in an understandable manner;

c) When the man works he can reveal his social identity; and

d) Work is not just supposed as a tool for sustenance.

To sum it up, an innovative work is a meaningful one, while alienator work is one in which man suffers from meaninglessness. Form the other hand, alienator work has got the below characteristics: a) Being unconscious; b) Having lack of opportunity for expressing the potentials; c) Hindering the possibility of revealing social identity; and d) Turning work to a tool for sustenance.

5.3 Alienation from Lucace's point of view

As one of the founders of western Marxism, especially Hegelian Marxism, G.Lukace has written some featured works like " history and class awareness" and " Theory of the novel". His later book which is included in the field of " sociology of literature' deals with the rise of the novel in the new society. In this book, he has drawn a general frame for interpreting the western literature that focuses on the novel. Lukace's ideas on alienation have been discussed in " History and the class awareness". He took the concept of material fetishism from Marx and put it as a basis for his concept of objectivity. (Pakzad, 1996)

5.4 Alienation in Blauner's viewpoint

Robert Blauner is supposed to be a pioneer sociologist to conduct experimental researches on work alienation. In his view, when the workers cannot control their work directly, cannot understand their occupational purposes and its relation with the whole production system, cannot feel that they belong to the general industrial society, and cannot express themselves during their works, self-alienation occurs. (Tawasoli, 1996)

While studying aspects of alienation, powerlessness, meaninglessness, seclusion, and self-disgust, Blauner deals with those elements and variables influencing alienation. From one hand, Blauner reminds us of the importance of technology in creating self-alienation and from other hand; he speaks of three further variables influencing this process, which include work division, social organization of industry, and the economic structure in which industry functions. (Tawasoli, 1996) Blauner identifies these elements to affect work alienation: a) Type of technology; b) Work division; c) Social organization of industry; and d) Economic structure.

5.5 Seaman and alienation

Melvin Seaman, the American sociologist, has made his best in developing the concept of alienation, explaining its links, and suggesting a more precise definition of alienation. He believed that the bureaucratic structure of the modern society had provided and maintained a situation in which humans cannot learn how to control the consequences of their actions. The way of society's control over social image system is such that an individual cannot make connection between his behaviors and the granted wages; it is in such a situation that alienation overcomes the individual and causes him to have an isolated and inconsistent action toward his society. (Mohseni Tabrizi, 1990) In an effort to make this concept testable and operational, Seaman identifies the following aspects:

First, powerlessness: a state in which the individual has some expectations but he supposes that cannot afford meeting them;

Second, anomy: it occurs once the determinant norms of the behavior lose their efficiency;

Third, meaninglessness: In this case, the individual cannot identify any meaning for his action; as a result, the outcomes of his action cannot be predicted;

Fourth, seclusion: that is isolation from the society. When the individual does not respect the social norms seclusion takes place; and

Fifth, self-disgust: In this case, issues have no importance for the individual and he does not pay attention to his personality, possessions, and potentials. (Hajizadeh-e-Meymandi, 1998)

6. Role and work alienation

6.1 Role and the elements creating job stress

Possibly the most appropriate method for identifying the nature of role is through studying its occurrence. Role's occurrence shows how a certain role is learned and practiced. (Mohammad Zadeh, 1996) At group level, role creates a prescriptive pattern of behaviors for those who are at the same position. In this situation role is described through agreement among the members and indicates of the cultural values and norms. From the other hand, at the individual level, role portraits some bilateral behaviors in the interactive processes that meets others' expectations. (Spenle, 1994)

Work environment in organizations results in mental stress; among the leading elements creating this stress one can refer to job stressors. Being characterized as the features and problems of role, these elements originate from the role of the individual in the organization. Among these elements are role uncertainty, stress, and confliction. These elements of stress bring the feeling of powerlessness, uselessness, anomy, and self-disgust among work forces. According to Seaman's theory, these feelings shape the different aspects of self-alienation.

Self-alienation indicates of a state in which the real personality of the individual is damaged and gets an alienated personality, then he observes others as himself. Sociologists suggest that self-alienation includes all those aspects imposed by the industrial society on man, which has taken his personality from him. (Khamei, 1991)

6.2 Elements that cause job stress

The stressor elements are of two types: group and individual. The individual elements are the result of the individual characteristics and the group ones are the result of the collective relationships. To classify it in another manner, the group elements are supposed to be of two types: in-organizational and out-organizational. (Abzari and Seraydaran, 1999)

In another classification (Figure- 1), elements that create job stress are depicted as in-organizational, out-organizational, group, individual, and occupational. (Davis and Newstram, 1998)

Insert Figure 1 here

7. The rise of work alienation

In the recent centuries along with the development of knowledge and technology, production system, too, experienced a noticeable development; it was not until then that applying factory-based production methods led to mass production. This kind of production required the workplace to be distant from workers' home; however, the aim of this process is not meeting the needs, but selling and gaining the maximum benefits. It is while work division, mechanization, automation, and skill elimination in the capital production system develop. The followings are of importance role in the process of alienation: separation from production, self-alienation, and alienation from others and the society.

8. Consequences of work alienation

As a social phenomenon, alienation brings about different sequences including eliminating workers from the work process, paying little, if at all, attention to their intellectual abilities and creativity, considering the workers as object, turning work to a tool for sustenance, and finally denying and ignoring human and social aspects in work environment. Above all, there are other reactions putting difficulties in production and work, including:

a) Producing goods of low quality;

b) Creating informal breaks;

c) High rates of absence and escaping from work;

d) Quitting work due to dullness of the job; as a result, more workers suffer from alienation;

e) Disputing with the managers. The workers seek to create disorder in management by using trades and through actions like decreasing collaboration, expanding strikes, and trying to take power;

f) Making effort to access creativity outside of the workplace owning to the feeling of meaninglessness in work; and

g) Sabotage or destroying industrial facilities intentionally. These actions are done with the aim of destroying the workplace, machines, and products or getting rid of alienator work. (Brown, 1992)

However, there are other experimental elements including:

a) Decreasing rates of production;

b) Changing the job excessively;

c) Decrease in disciplines and motivations;

d) Overtiredness and illness;

e) Absence from job;

f) Proliferation of accidents and nonstandard products (Asfarjani, 1975);

g) Leaving the organization: in search of finding another job, the worker or employee quits the organization and resigns;

h) Protest: in an active manner and with productive actions the workers try to promote the status quo;

i) Fidelity: although the worker does not succumb to action for promoting the situation, he waits for this promotion optimistically; and

j) Detrimental action: The members through their damaging acts make the situation worse. These acts are, for instance: prolonged absences, under working, and making obvious mistakes. (Parsaeean and A'arabi, 1996)

9. Elements of work alienation

Insert Figure 2 here

10. Methodology

In the current research, our focus was on using the available Persian and English books and articles written on work and work alienation to discuss theoretical aspects. In the practical section, we used survey research and our tool for collecting data was questionnaire; however, we tried to- at least at the primary stages- accompany data collection with interview.

In the current research, "work alienation in the Urmia White Cement Factory" as the dependent variable was evaluated by using three types of independent elements (variable):

Evaluative approach to the variable of work alienation; work alienation is found to be a double variable, that is, it has been considered once as dependent and once as independent variable. In order to evaluate this variable we classified it into 5 items, including feeling of anomy, seclusion, powerlessness, absurdity, and disgust; then 24 points- from point 36 to 60- were dedicated to evaluate it in the form of Likert spectrum and each point evaluated one item of work alienation. Afterward, each point was given 5 choices ranging from strongly agree (1) to strongly disagree (5), and then scores of each individual were evaluated.

Our theoretical approach to evaluation of work alienation is drawn from Seaman's " Work alienation theory" which was suggested in the 1960s regarding the labor society of America. The 5-pointed spectrum of Likert had lent itself to evaluate each one of these five items.

The dependent variable of work alienation consists of 14 independent questions. The below table shows some statistics of this variable. As you observe, the rate of work alienation among the workers of the "Urmia White Cement Factory" is 84/7%, which indicates of a high rate of work alienation elements among our respondents. That alienation rises from which elements or what relationships exist between it and the independent variables of our research will be discussed in the section of inductive statistics and examination of hypotheses of our research.

According to figure3, which represents the abundance distribution of work alienation among the respondents.

From the entire 88 persons who responded to our questions we found that the rates of suffering from work alienation among them were 4/3% very little, 13% little, 19/6% mean, 33/7% high, and 25% very high. It is understood that the workers of that factory were highly suffering from work alienation.

In the section of examining the hypotheses, however, we are shown how much the independent variables of the research are capable of explaining this matter. Totally, from entire respondents, 78% had mean to high rate of alienation.

If 1 stands for very little alienation, 2 for little, 3 for mean, 4 for high, and 5 for very high, then figure 3 represents the abundance distribution of the respondents in these ranges. As it is shown in this chart, the abundance of respondents is incremental from very little to high.

Insert Figure 3 here

11. Methods of data analysis

In the current study, we used quantitative method in analyzing data. So, given the level of variables' evaluation and types of the hypotheses, both difference and relationship tests were applied. To achieve this goal, before designing the main questionnaire a questionnaire was designed and tested. In other words, through using "Discrimination method", we deleted some questions (unanswered ones) from the original version and some other was added to the final questionnaire. When the final questionnaire was ready it was distributed in 92 copies among the respondents; after collecting them the raw data were coded and analyzed by applying SPSS. In analyzing the data, we used X2 statistical tests for meaningfulness of the nominal statistics, "Spearman" and "Gama" nominal statistics for evaluating correlations, "Cramer V " and " Taws" and T&B Kendal" for the ordinal data, and " Pearson statistics" for the relative data.

12. Results and analysis

Given that among three elements of organizational, socio-cultural, and individual affecting work alienation, the element of role (stress and confliction) had the highest ability in explaining work alienation as the dependent variable; so we felt it as sufficient to present tables and diagrams of these two independent variables in the sections of descriptive and inductive statistics; afterwards we will deliver path analysis and prediction.

Insert Table 1 here

Insert Figure 4 here

Insert Table 2 here

Insert Figure 5 here

Insert Table 3 here

Insert Table 4 here

Insert Table 5 here

Insert Table 6 here

Insert Table 7 here

Where F= 53/15 and R2= 57%. So, the regression of conflict and stress on work alienation is meaningful. The above table represents the ordinary and standardized regression coefficients of our independent variables.

(Eq. 1) $Y= a+b_1 X_1+b_2 X_2$

Work alienation= 36/31+ 0/391(conflict) +0/381(stress)

This equation indicates that if we ignore stress and conflict, the score of alienation in that factory on a scale ranging from 0 to 10 is 3/6; the coefficient 0/391 shows that if we take stress and conflict as stable, then by increasing the stress by one unit, our rate of work alienation will be %381.

Finally, all the regression coefficients are meaningful and their large amounts indicate of the high " impact mass" of the independent variables (conflict and stress) on work alienation.

Insert Figure 6 here

As we observed in the path analysis and the resulting numbers, both variables of conflict and stress could explain 84% of the variance of the dependent variable (work alienation) in that factory; however, the variable of conflict had more role in explaining the variance of the dependent variable. Therefore, the remaining 16% of the variance of the dependent variables is related to the impacts of the unknown elements (elements beside the variables of our model).

We can say that the suggested regression model is capable of explaining 57% of the total changes of the dependent variable of work alienation.

13. Discussion and conclusion

In the current study, we discussed work alienation in terms of three elements, including; a) organizational elements: human relationships in the workplace, wage and reward systems, and type of work (technical or non-technical); b) socio-cultural elements: ethnicity, role, social origin (rural or urban) of the respondent; and c) individual elements: age, work experiences, and education.

The finding results of the situation of work alienation in "Urmia White Cement Factory" which have been drawn from the one-dimensional table of analyzing data under the title of " statistical perspective of the respondents" as the following:

a) There has been a human relationship with a cohesive quality in the workplace; as a result some 72% of the respondents expressed high and very high satisfaction with the human relationships;

b) Workers' satisfaction with the condition of wages and rewards ranged from mean to high. Some 57% expressed very little satisfaction and 29% expressed very high satisfaction;

c) Among the total 92 respondents, 39% were working in technical section, 39% in clerical, and 25% in handy works; and

d) Totally, the workers of that factory expressed that they had a tedious work at average rate, and 70% expressed this tedium as mean to high.

It is worth to say that these three items were among the organizational perspective of statistics which includes: human relationships, satisfaction with wages and rewards, type of work, and tedium of the work. The second part of statistics perspective is related to the socio-cultural characteristics, including: ethnicity, geographical origin, and role. Of the total 92 respondents, 20% were Kurd, and 75% were Azeri. Furthermore, 61 people (66%) were urban and 23(25%) were rural.

Finally, from analyzing the statistics of our tests, we can conclude that in out target society, the most alienated workers had the following characteristics:

a) Those workers who had a rural social origin and traveled to their workplace or migrated;

b) The married workers had more alienation from work than unmarried ones who were free from responsibilities of family; this, in turn, shows the importance of responsibility, life pressure, and fear from losing job;

c) Those workers who had clerical and technical jobs, due to their educational and professional priorities were unsatisfied with their works and probably had more expectations; and

d) Those who have widespread relations with their colleagues are more likely to escape from work and prefer informal groups on their jobs' regulations.

Note: Applying the element of role contributed to extracting our results and clarifying the findings in a way that the elements of role- uncertainty, conflict, and stress-indicated of the highest level of meaningfulness with work alienation; as a result, they evaluated work alienation better than other elements. The resulting findings being:

a) Role uncertainty was considerable among the respondents; as a result, 63% of them scored it at high to very high level.

b) Role confliction, too, was of great importance. Some 70% of the respondents were suffering from confliction at mean to high levels.

c) The findings indicated that a considerable part of work alienation issues of the respondents were related to the high role press that was imposed I the workers; about 73% of the respondents had mean to high rate of stress.

The phenomenon of work alienation in our target society was examined widely and our approach was beyond a mere economic one. Considering local, regional, and cultural relationships and challenges is of more priority. Preferring occupational relations on organizational regulations ethnical discrimination and tensions in the geography of our research are introduced in terms of role elements (i.e. uncertainty, conflict, and stress). This situation reminds us of the dominance of culture over organizational bureaucratic regulations. (Pooyan, 1991)

If work alienation, in its western term, emphasizes more on the role of organizational and economic elements, then there are a series of uneconomic and ultra-organizational elements affecting work alienation and

dissatisfaction in the work places of such undeveloped countries like Iran, which have the dominance of socio-cultural backgrounds. Among these elements are the role of human relationships and kinship, individuals' social origin, ethnical and cultural backgrounds; it is while in the classic models (merely western models) of work alienation patterns, the non-organizational items have been paid little if any attention.

It seems that if we want to remove work alienation, we should consider organizational elements along with cultural ones; however, organization and culture should be concerned. The existence of so-called" organizational culture" field in management and organizational science indicates of this necessity. (Pooyan, 1991)

In search of removing alienation from the developing countries like Iran, it is to the officials to consider their local, cultural, and organizational conditions continuously and not obey the suggested instructions of the western patterns indiscriminately. Cultural conditions are so complex; therefore making efforts to conduct basic revolutions in macro level should be one of the major objectives of the Third World countries. In long-term these efforts should be in a direction in which the common cultural perspectives change and new values are developed based on which the interest in work is enriched and work alienation decreases. In effect, if the organizations want to be immune of work alienation, they are required to accomplish considerable reforms and changes (Alvani, and Me'amarzadeh, 1995)

Our reason for considering the abovementioned in the current research was their presence in Iranian's today society and workplaces and their resulting in different problems and challenges, including: having tendency toward family and ignoring the organizational interests for the sake if personal interests. From other hand elements like sovereignty of family, socialization based on the Iranian and Islamic values and the current situation of our society that have interweaved in different aspects of life.

The importance of the organizational elements such as role and ethnicity requires a profound survey regarding considering the social and cultural relationships along with the mere Marxist need-based opinions. Stress, uncertainty, and conflict of role are the results of the iron bureaucracy and intellect as the gift of bureaucratic systems off the 20th century.

As the organizational and managerial theories, work division, the prominence of inflexible rules, injustice in the systems of wages and suppressing individuals' initiatives, their disastrous effects on individuals' soul have been proven long ago. (Alvani, and Me'amarzadeh, 1995)

We should not ignore the mental stress of today's workplaces that impose on the workforces and make them alienated from work. The most considerable level of alienation among our sample was related to this item. For example, 63% of the respondents were suffering from role uncertainty, 70% from role confliction, and 73% reported role stress at the rates of mean, high, and very high as the cause of their alienation from work.

Having been more aware of the strategic role of workforce and its approaches to work and production in our industrial era has got an important state and its lack of existence in a society like Iran with a traditional structure can lead to work alienation and lack of occupational satisfaction which, in turn results in individual and society's becoming deprived from modern work division and industrialization. (Mortazavi, 1992)

As well as the abovementioned matters, one can suggest the followings for justifying and explaining elements of work alienation in our studied factory:

a) Lack of understanding toward the objectives of the factory;
b) The managerial policies of the factory in different aspects mainly through some influential elements like" lack of occupational security" and " removing the workforces";
c) Procedures of leadership and management in different levels of supervision;
d) Inflexible and strict rules;
e) Lack of mutual relationships among the workforces;
f) Ignoring the problems of the workers by their managers;
g) Not enjoying all the potentials of the workforces;
h) Individuals' ambiguous roles in the process of production;
i) Being dissatisfied with the conditions of work;
j) and Putting responsibilities on individuals that are far more beyond their abilities;
k) Lack of efficient educational facilities to make the workforces aware of their duties.

14. Recommendations

14.1 Practical recommendations

a) Providing more occupational trainings for the workforces to make them aware of their duties and removing the ambiguities and conflicts,

b) Retraining the workers in general and specialized courses for promoting their skills,

c) Promoting the conditions of facilities in the factory (e.g. nutrition, sanitary, and entertainments) to promote their physical and mental health,

d) Developing the specialized trainings in order to make the workforces familiar with the methods of encountering with environmental and occupational threats,

e) Replacing the workers to create variety and suitable workplace through collective reactions and sport programs,

f) Paving the ways for increasing the occupational motions of different workforces in the factory, and

g) Promoting the organizational relationships networks (formal and informal) to decrease the occupational and communication tensions.

14.2 Research recommendations

It is highly encouraged to conduct further researches while considering more variables involved in work alienation in order to determine all the effective elements influencing alienation in long-term. It is also suggested to conduct further researches of this type across other factories and industrial units to generalize their findings. Finally, we recommend this subject to be included in the list of research priorities of the educational, service, and administrative institutes of the province and Iran to determine the aspects of this phenomenon across those organizations.

Acknowledgements

We reserve our greatest thanks for Dr. Adel Fatemi, Research Deputy of Islamic Azad University, Sanandaj Branch, and his hardworking colleagues. He has been our greatest supporter and it is to whom we dedicate this paper.

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Table 1. Distribution of the respondents based on role conflict

Aggregative percent	Percent	Abundance	Role conflict
23/23	23/23	21	Low
24/24	21/11	19	Average
99/99	55/55	50	High
	100	90	Total

Table 2. Distribution of the respondents based on role stress

Total	High	Average	Low	Role stress Work alienation
16	0	4	12	Low
18	3	5	10	Average
50	26	18	6	High
84	29	27	28	Total

Table 3. Statistics of work alienation and role press

Chi-Square= 30/02 **Freedom degree= 4** **p-value= 0000**	**correlate tab Kendal=529** **p-value=0000**

Table 4. Distribution of the respondents based on role press

Total	High	Average	Low	Role press Work alienation
16	0	4	12	Low
18	3	5	10	Average
50	26	18	6	High
84	29	27	28	Total

Table 5. Statistics of work alienation and role stress

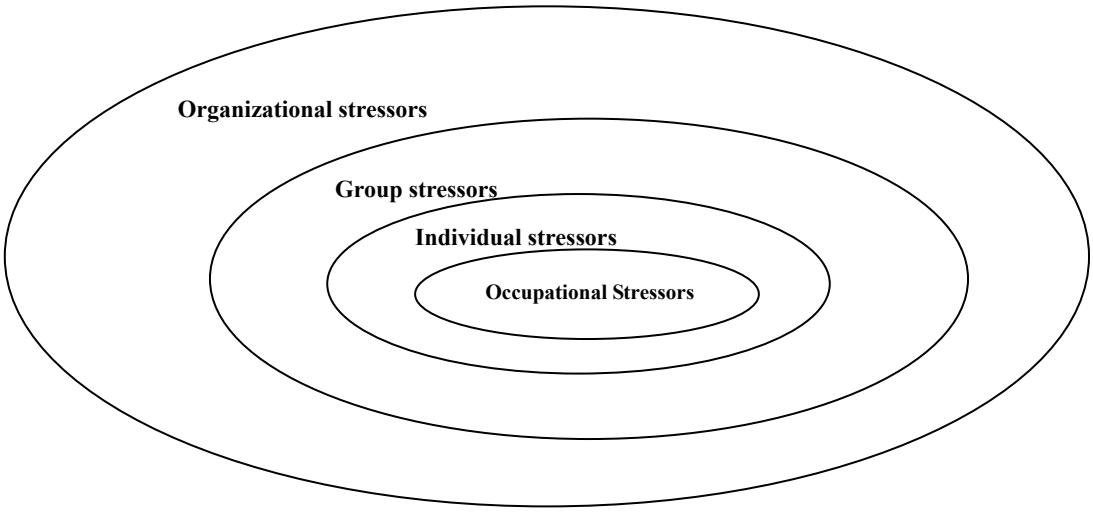
Chi-Square = 30/02 **Freedom degree = 4** **p-value= 0000**	**correlate tab Kendal= 529** **p-value = 0000**

Table 6. The sample correlation between independent variables and work alienation

Stress	**Conflict**	**Variables**
0/655	0/666	**Work alienation**
0/000	0/000	**-p absence test amount**

Table 7. The regression coefficients of the independent variables, which affect work alienation in the studied factory

p- value	Criterion deviance	Standard coefficient (beta)	Regression coefficient (b)	Independent variables
%000	%078	%457	%391	Conflict
%000	%089	%388	%381	Stress



Source: (Fardlu, 1995)

Figure 1. Stress elements that result in job stress

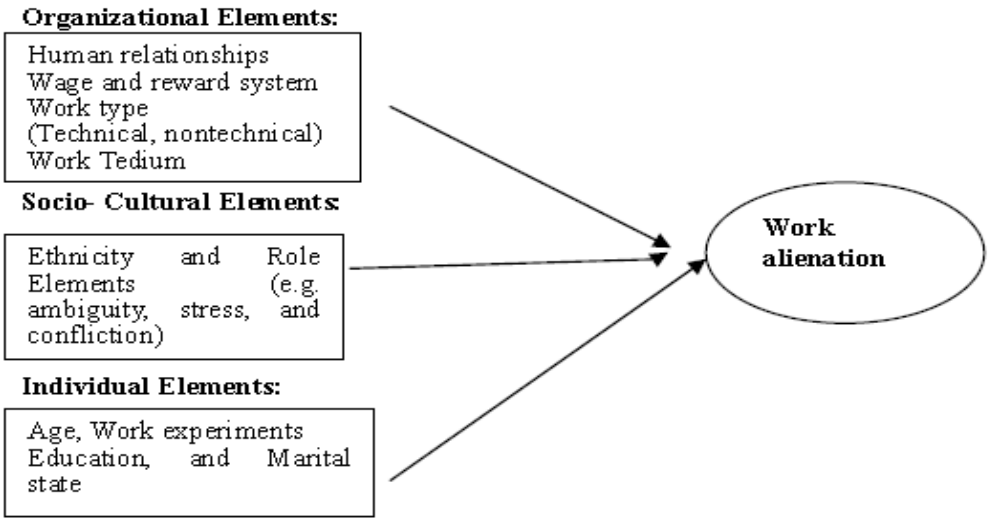


Figure 2. The model of work alienation

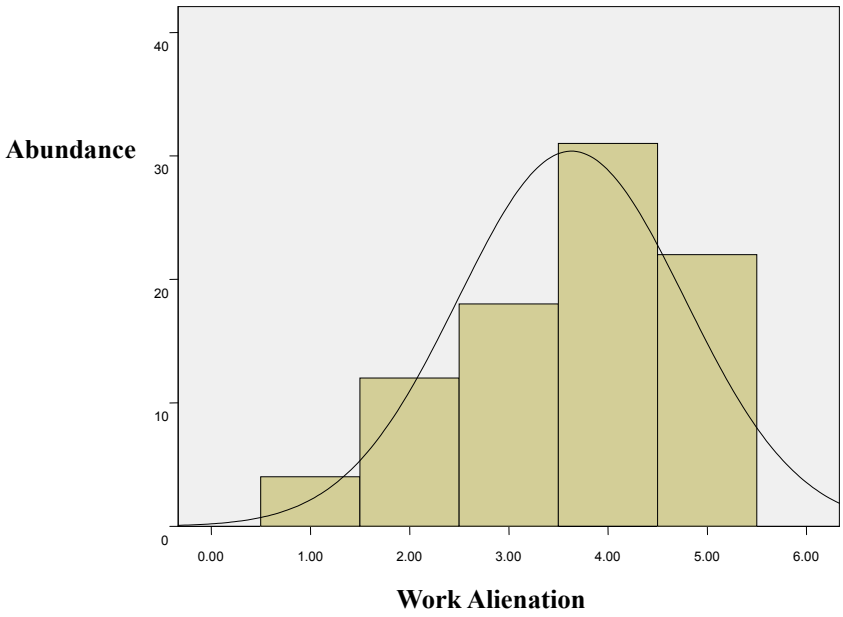


Figure 3. State of work alienation in the Urmia White Cement Factory

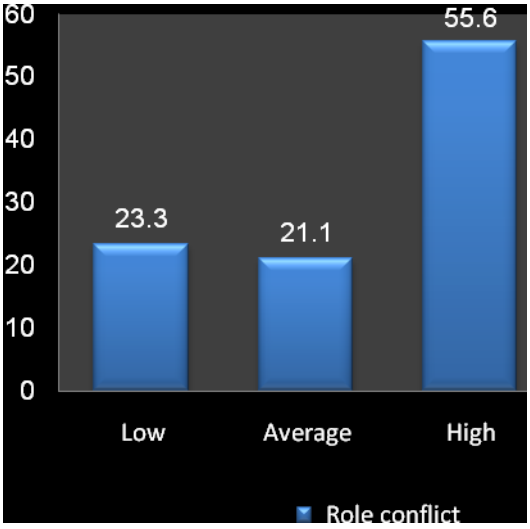


Figure 4. Bar chart of abundance distribution of the respondents based on role conflict

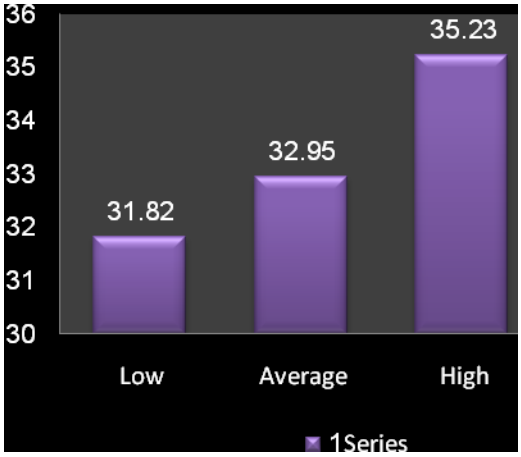
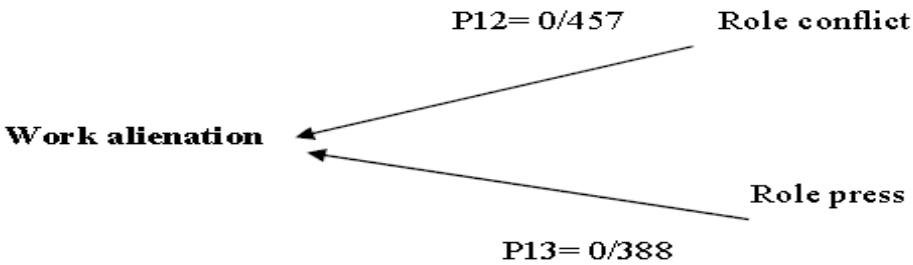


Figure 5. Bar chart of abundance distribution of the respondents based on role stress



Total direct impact: P12+P13

=0/457+0/388=0/845R^2

Figure 6. The overall impact of role conflict and press on work alienation