

Administrative Transparency and its Impact on Reducing Levels of Job Alienation: An Analytical Research of the Opinions of a Sample of Workers in Al-Muthanna Governmental Cement Plant

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Abstract

The research aims at testing the relationship between administrative transparency as an independent variable in the level of organizational alienation of the employees of the studied organization as a dependent variable through the study and analysis of the opinions of a sample of workers in the Muthanna Cement Plant. For the purpose of identifying statistical differences between both research variables and reaching a set of conclusions and drafting recommendations, a questionnaire was drafted that included 33 items and collected data from 245 respondents from the various departments representing the study community and then collecting and analyzing the data and test the hypotheses using SPSS software through the use of descriptive statistic methods (percentages, arithmetic means, variance, materiality, simple correlation coefficient, simple linear regression). The research found that the existence of a relationship, an association and an influence with high p-values of administrative transparency in reducing the levels of organizational alienation and creating a climate of work through publicity in procedures and reasons for making decisions and issuing clear instructions will contribute in reducing the culture of confidentiality and monopoly of information. The most important thing recommended by the research is the need for senior management to identify the most important practical concepts that are needed to be clarified for working individuals in order to reduce administrative routine and clarify decisions and instructions and discuss them with all administrative levels in the organization and that could

possibly contribute in enhancing the levels of employees' job satisfaction in a way that can directly affect to reduce their levels of organizational alienation.

Keywords

Administrative Transparency, Organizational Alienation, Disability, Meaninglessness, Self-Alienation.

Introduction

As a result of the great development in the external and internal environment of the organizations, and their desire to stay and expand their activities to keep up with these changes as well as to ensure that they get the available opportunities, administrations seek to sustain their strengths through their commitment to clarity in adopting future plans and to manage the relationship between them and the employees in a way that enables them to remove the ambiguity they have and clarify for them the natural course of decisions and the distribution of powers, responsibilities and workloads in a way that contributes in enhancing levels of job satisfaction, which reflects positively on the raising their performance and loyalty to the organization at levels that enable administrations to achieve their ambitions to expand and grow and also to avoid the negative effects of adopting ambiguous policy, lack of awareness, lack of information, poor perception and the ambiguity of the role that can lead to disability and lag among some workers, which is called job alienation. Through this research, we will try to study the importance of adopting administrative transparency in all aspects of work within the organization and then show the extent of its affect in reducing the levels of job alienation by taking the opinions of a sample of workers in a number of departments in Al-Muthanna Cement Plant.

In order to achieve its objective, the research included three sections. The first one included the research methodology and the second dealt with the theoretical aspect of the concepts of administrative transparency and job alienation, while in the third section we discussed the practical aspect by analyzing the answers of the workers in the questionnaire that was given to the research sample and then coming up with a set of conclusions and recommendations.

Research Methodology

Research Problem

One of the most important problems facing organizations today is the poor stability in their surrounding circumstances, the different organizational working environment and its

cultures and different laws and procedures that control workers. And because of the negative reflections of this issue on both personnel and organization, these and other things led to an administrative and organizational gap that cast a shadow on the workplace, in a way that led to increasing its problems and their psychological, social, behavioral and health effects on them. All that called on the researcher to pay attention and highlight the great psychological impact of the so-called organizational alienation as it is one of the biggest challenges facing workers in their workplaces. Therefore, the organizations used to a set of administrative means that can create a working environment that contributes to some extent in reducing the levels of organizational alienation among employees and reducing its negative effects on their performance levels. One of those means is that the researcher believes that adopting the principles of administrative transparency can contribute significantly in reducing the levels of organizational alienation to reasonable levels that can be handled and decreasing their effects gradually to create a working environment that may be closer to the ideal environment specifications for employees.

The main research problem is established on the following question (Does administrative transparency affect in decreasing the levels of organizational alienation in the studied organization?). And the following sub-questions emerged from this question:

1. What are the most important intellectual and philosophical concepts of research variables?
2. What are the most important dimensions of administrative transparency and the dimensions of the organizational alienation in the studied organization? How interested is the research sample in these variables and their dimensions?
3. Are there any differences in the of the respondents' responses about the search variables?
4. Is there any correlation or impact between administrative transparency and organizational alienation? Is there a statistical significance relationship or differences among the research variables?

Research Significance

The importance of research usually emerges from the importance of the variables included and the chosen sample on which the practical aspect will be applied. And because the research variables are important as they affect workers as they are a wide segment of society and work in a governmental factory, and because the sample members represent an important segment that affects and be affected by events and circumstances that are

experienced by organizations today. Moreover, the research variables are phenomena that organizations and their management must pay attention to and not ignore, in order to avoid negative consequences for employees.

Therefore, the importance of research is highlighted as follows:

1. The importance of the studied sample itself, as it deals with workers in Samawah governmental cement plant and the target sample is considered as an approximate representative for the workers as a whole in various similar government organizations having the same working conditions.
2. This research is a modest scientific contribution in enhancing communication among the human sciences by studying variables that combine administrative and psychological sciences.
3. This research sheds the light on the most important ways and means to deal with the negative effects of organizational alienation on the human resources, which are the precious resources of organizations, and the way they get to know these organizations, and to get benefit from the results and recommendations that will be reached for the studied organization, through the possibility of adopting these results and recommendations.
4. This research determines the impact of the dimensions of administrative transparency on the organizational alienation of the research sample showing the relationship between them and the impact of the results of this relationship on the sample and the research community.

Research Objectives

The research aims at the following:-

1. To provide a theoretical framework for research variables, and complete what previous researchers began in the fields of linking administrative transparency with organizational alienation.
2. To measure the level of administrative transparency and organizational alienation in the research sample.
3. To know the most influential dimension of administrative transparency on organizational alienation.
4. To learn about the most important dimensions of organizational alienation in the research sample and the extent to which it affects their personalities.

5. To indicate the nature of the relationship between administrative transparency and organizational alienation and their impact on the research sample.

Research Hypothetical Diagram

The dimensions of the variables were chosen depending on the resources available for the researcher as the following:-

1. The independent variable (administrative transparency) (Gelber.2012) which are: (communication, clarity of procedures, disclosure of information)
2. The dependent variable (organizational alienation) (Shehada, Khafaj, 2018) represented by its dimensions (disability (powerlessness), meaninglessness (loss of purpose), anomie, social isolation, self-alienation).

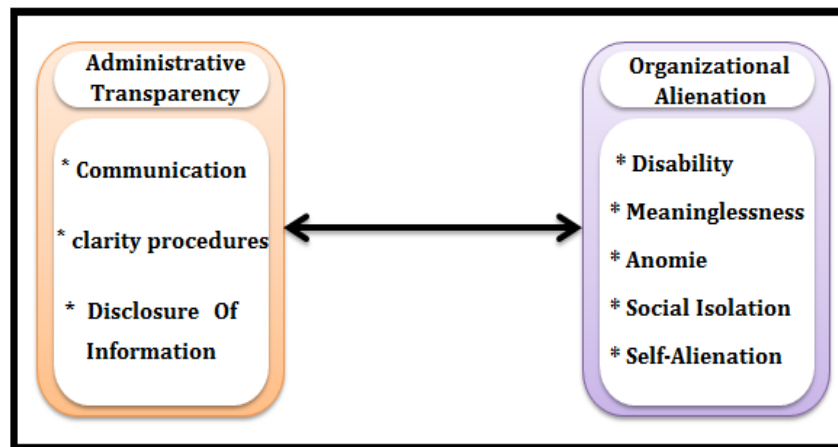


Figure 1 Research hypothetical diagram

Research Hypotheses

The research depends on a main hypothesis which says that ((there an impact and linking correlation with significance level between the administrative transparency and organizational alienation)) from which the following sub-hypotheses emerge:

1. There is an impact and linking relationship with a significance level between communication and organizational alienation with its dimensions.
2. There is an impact and linking relationship with a significance level between clarity of procedures and organizational alienation with its dimensions.
3. There is an impact and linking relationship with a significance level between disclosure of information and organizational alienation with its dimensions.

Research Methodology and Style

The research relied on the analytical descriptive method to cover the theoretical and practical aspect, as this was done through an analysis of opinions (an intended sample to survey the opinions of the total workers in the study community through the questionnaire form, which was given to them and the relationship and impact were extracted after analysis according to the statistical software (SPSS) which helped to test the hypothesis.

The Theoretical Aspect

i. Administrative Transparency

a. The concept of Administrative Transparency

Administrative transparency is considered as one of the modern and advanced administrative concepts that knowledgeable managements must follow because of their importance in the fight against administrative corruption (Al-Subai'i, 2017) in addition to their contribution in the development of administrative organizations and reach an adequate organizational structure which is able to face the new challenges and surrounding changes (Ajili and Al-Mandeel, 2018). Many of pioneers of management thought called for the need to make efforts to handle administrative problems and identify the obstacles facing administrative development such as the absence of role, boredom and intended concealment of information and ambiguity in the methods and procedures of work. That's why the attempts to apply transparency in administrative processes were obligatory and important to be taken into consideration in administrative practices in governmental institutions. (Al-Momani, 2018:4).

In order for transparency to practice an outstanding role in the fight against corruption and to facilitate the successful administrative development process, the necessary requirements should be met as a fundamental condition for administrative transparency to succeed in achieving its objectives, such as commitment to work requirements or reference conditions, the principle of equal opportunities for all, the ease and simplicity of executive procedures and not being able to be circumvented and unreasonably prolonged as well as integrity in its implementation (Al-Louzi, 2000).

b. The Importance of Administrative Transparency

1. Transparency management is one of the most important cornerstones and axes of sustainable development success, as it provides work in a fully transparent environment and that leads to quality human and institutional performance and thus clarity, disclosure,

- participation, credibility and transparency that enables development partners (government, private sector, civil society organizations and citizens) to reach the goals and push the movement of progress and advancement of society forward (Tuki, 2009)
2. Transparency participates in decision-making, makes citizens aware of the options available, achieves justice in assessing the workers' performance and it also participates in reaching the so-called open system, as well as being a mechanism for achieving accountability (Al-Subai'i, 2010).
 3. Transparency fights corruption in all its images and forms, as the transparency of legislation and their inability of to be interpreted helps prevent delinquency and limits breakage. The transparency of legislation also helps to remove obstacles and simplify procedures, enabling increased efficiency and effectiveness of performance (Kharabsha, 1997).
 4. Transparency achieves integrity for the employee, moving away from personal diligence in interpreting laws and regulations, expanding decentralization, simple organizational structure of institutions, easy delivery of information from the top to the bottom and vice versa and feedback. Therefore, clear and transparent legislation leads to the development and preservation of trust for all segments of society (Kharabsha, 1997).
 5. Transparency is required in administrative organizations among leaders with each other on one hand and between leaders and employees on the other hand, so that the organization is not ambiguous in its orientation which causes the reduction of the spirit of belonging to it. Therefore, disclosure and clarity of information among working leaders enhances the role of loyalty among employees and increases their productivity when they know everything about it, as being a part of this organization (Al-Rashidi, 2007).
 6. Administrative transparency, openness policy to employees, participation and availability of information all make workers believe more in their ability to influence works results, and their interest shifts from focusing on achieving safety and self-esteem needs to paying attention to performance and production (Abu Bakr, 2001).
 7. Administrative transparency contributes in the success of development and change plans as organization leaders face many challenges that resist their quest for desired change. To ensure the participation of workers, they should be persuaded of the contents and reasons for change. Therefore, the administration, which adopts the principle of administrative transparency and announces its policies and plans, reduced the negative energies of workers to resist change and turned them into positive outcomes (Amaira, 2008).
 8. Administrative transparency enhances self-censorship as individuals working in administrative organizations that apply the concept of administrative transparency are more independent in carrying out their job duties as everything is clear to employees and who have sufficient powers to make decisions about the scope of -14 – of their work

within the rules and regulations of work, and that enhances self-censorship rather than continuous administrative control (Hoffmaster, 2001).

9. Administrative transparency develops the functions of administrative units from specialized administrative units, to work teams that perform their tasks better, clearer and more transparent, because they share efforts of all members of the administrative unit (Al-Louzi, 2002). That leads to the establishing the values of cooperation, concerted efforts and clarity of results, as the work performance is collective (Al-Rashidi, 2007).
10. Transparency promises a safer life for workers through governmental strict control of all elements that cause any kind of risk. It encourages better exploitation of the organization's assets (2008), Garsten & Montoya).
11. Transparency demonstrates the credibility of the administration before the government and public opinion, by following credibility in its work, announcing its activity, objectives and funding sources and opening doors of management to the people, as the quality of work increases and the opportunities for corruption decrease whenever there are elements of disclosure and clarity, otherwise, this credibility disappears when the administration adopts blackout in its work (Tiwari, 2004).

c. Dimensions of Administrative Transparency

(Abdul Khaleq, Majeed Al- Ali and Al-Afandi, 2009) explained that the dimensions of transparency appears through the reflection of its applications on the performance of the administration and its decision-making mechanism, especially decisions concerning human rights, as the administration must commit to transparency to ensure that its performance is compatible with legal legislation, (Mahmoud and Hamdani, 2011).

The dimensions of administrative transparency were determined depending on the (Gelber. 2012) model which are: (Communication, clarity of procedures and disclosure of information) (Saeed, Abbas, 2016).

ii. Job-alienation

a. The Concept of Job-alienation

Alienation is a very deep term, and its origin is deeply rooted back to the dawn of all humanity, as it dates back to that transcendent moment when paradise alienated its bliss from Adam (peace be upon him) and he descended to earth as an expatriate, the bliss that he had it before disobeying God's order, this was truly the first feeling of alienation (Khalifa, 2003).

As for job- alienation, (Vandenberghe, 2002) defined it as the weak relationship between the individual, the job and the level of integration, and this integration could be intellectual, psychological or professional. (Al-Hamad, 2004) pointed out that the job-alienation in its simple concept means the employee's feeling of alienation in his/her worksite, as the employee loses his/her job and organizational interaction due to indulging in bureaucracy, dissatisfaction feeling, the employee's lack of social interaction within the working environment and the lack of human relations. Bureaucracy obliges the employee to apply and obey regulations and laws, although in many of these cases he/she does not know or understand the meaning of those laws, leading to his/her alienation. Depending on the above, it can be said that job- alienation is a psychological status that the individual suffers from and feels irrelevant to the reality surrounding him as a result of being exposed to subjective or environmental influences or factors that he is unable to adapt with, leading to the individual's introversion, isolation, and self-disparagement because of the lack of sense of importance of his works within the working environment.

c. Dimensions of Job-alienation

Lufthansa (1973) emphasized that: the administrative alienation has many dimensions from which we choose:

1. Weakness: The employee loses his freedom under strict central authority.
2. Meaningless: The staff member feels that all his work and contributions within the organization are not appreciated and feels that he/she subject to injustice.
3. Anomie: The employee feels that all the values and traditions he believes in are distorted and ignored.
4. Isolation: The staff member feels ostracized whether by the management of the organization in which he works or by his colleagues.
5. Self-alienation: the employee loses his identity and is convinced that he is not fit for anything.

d. Negative effects of Job-alienation

It can be said that everything or field or topic except has positive and negative effects. Regarding the negative effects of job-alienation, they can be summarized as the following: (Mansour, 1997) (Al-Saigh, 2001, 199) (Al-Saraira, 2005):

1. The mental, intellectual and innovative abilities of the individual or group of individuals cannot be invested, but alienation even goes further by destroying and collapsing those capabilities of individuals.

2. It leads to unrest, tension and inability to carry out the tasks assigned to working individuals with high efficiency.
3. It causes interaction loss among working individuals and separation from society and its culture, customs and traditions.
4. It causes lack of harmony and emotional warmth between them and the rest of the society in which they live, which makes them feel that they do not belong to this society.
5. The working individual does not feel free in any field except his/her other fields of jobs, and does not feel important as a human being with feelings and emotions, but he/she feels lack of effect on social attitudes, as values here become relative, contradictory, changing and unstable.
6. It causes isolation and aversion to the society in which they live and this has a negative impact on the entity, present and future of the society as a whole.

The Practical Aspect

Preface

This research deals with the analytical aspect of the opinions of the research sample represented by a number of workers in the Al-Muthanna Cement Plant and from its various departments. The sample involved (245) technicians, they were given questionnaire forms and a statistical analysis was conducted for their answers to determine the extent of the ability of administrative transparency to reduce the level of job alienation among employees. And in order to know how analysis is done, the most important characteristics of the research sample should be identified as shown in the following table:

Description of the Research Sample

Table 1 Sample description

No.	Department Name	Number
1	planning and control	24
2	central maintenance	98
3	Administrative Affairs	24
4	Marketing	13
5	industrial management	49
6	Accounts	11
7	quality control	9
8	systems and information	17
Total		245

a. Age

Table 2 Research sample distribution according to age

Categories	planning and control	central maintenance	Administrative Affairs	Marketing	industrial management	Accounts	quality control	systems and information
30-25	6	24	4	0	16	3	1	3
40-35	7	51	9	7	14	5	1	2
55-40	9	14	7	4	11	3	5	7
60-55	2	9	4	2	3	0	0	2
Total	24	98	24	13	44	11	7	14

Likert 5scale model was used in order to analyze the answers of the questionnaire forms as shown in the following:

Table 3 Likert 5scale model

answer level	answer level	I totally agree	I agree neutral	Disagree	disagree Strongly
coding	1	2	3	4	5

The Analysis of Employees’ Responses to Questionnaire Contents

In order to reach the objectives of the research and test the hypothesis, the answers of the questionnaire form will be analyzed, they were previously given to the members of the research sample. The answers represented a sample of workers in Al- Muthanna Cement Plant from its different departments. In order to analyze them, the answers were divided into four axes as follows:

a. Administrative Transparency

Table 4 Analysis of sample’s individual’s responses for the first axis

No.	answer level	I totally agree	I agree neutral	Disagree	disagree Strongly	mean	S.D	response rate
Q1	9.67	39.82	33.67	23.20	7.3	2.03	0.92	62.6
Q2	12.9	42.6	47.4	21.78	4.09	3.08	0.90	60.6
Q3	11.5	45.34	30.16	24.88	5.88	4.01	0.94	62.2
Q4	10.7	40.53	55.79	22.07	4.09	4.16	0.91	61.2
General Average	10.3	41.5	40.51	22.97	4.86	3.91	0.93	60.8

Table (4) above shows the analysis of the workers’ answers, to whom the questionnaire was given, to the questions mentioned in the form, annex (1), which showed that the compatibility rates were (51.8%) agree and strongly agree (10.3+41.5) and a rate of (27.5%) of incompatibility (22.97+4.86), and rate of (40.51%) neutral with an arithmetic mean of (3.91), and a standard deviation of (0.93) and response rate of (60.8%). **That**

means that the response level of the sample members reached the second level of scale area, which is an indication of the importance of administrative transparency.

b. Job-alienation

Table 5 Analysis of sample’s individual’s responses for the second axis

NO.	answer level	I totally agree	I agree neutral	Disagree	disagree Strongly	mean	S.D	response rate
Q1	4.61	30.39	40.73	20.5	3.4	11.3	0.76	62.2
Q2	6.24	23.02	39.09	29.40	6.12	2.93	2.94	58.6
Q3	5.12	25.61	36.16	22.33	4.43	2.04	0.94	60.8
Q4	8.15	43.08	19.04	8.64	0.88	3.95	0.87	79
General Average	15.28	35.02	32.53	20.96	3.7	3.15	1.90	63

The analysis of the response of the sample members to the job-alienation axis reached through the distribution of the questionnaire form included in annex (1) which showed that the compatibility rates of (50.3%) agree and strongly agree (15.28+35.02) and the rate of (23.66%) incompatibility (20.96+3.7), neutral of (34.53%), with an arithmetic mean of (3.15), with a standard deviation of (1.90) and response ratio of (63%). **This means that the level of workers’ perception has reached the second level of the scale area, which is an important indicator of the presence of job-alienation among workers within the departments that were included the distribution of questionnaires within the research sample.**

c. Administrative Transparency

Table 6 Analysis of sample’s individual’s responses for the third axis

NO.	answer level	I totally agree	I agree neutral	Disagree	disagree Strongly	mean	S.D	response rate
Q1	4.61	25.29	51.73	21.5	3.4	11.2	1.76	60.2
Q2	35.5	22.4	25.16	12	9.2	30.5	1.03	51.3
Q3	1.24	33.02	33.09	20.40	5.12	2.93	0.54	48.6
Q4	5.12	26.61	26.26	25.33	3.43	1.04	0.84	61.8
General Average	13.28	33.2	24.13	21.4	4.7	4.15	1.95	64

The analysis of the response of the sample members to the axis of the ability of administrative transparency to reduce levels of job-alienation was noted from table (6) above. It was reached through the distribution of the questionnaire form included shown included in annex (1), which showed that the compatibility rate is (51.3%) agree and strongly agree (13.28+33.02) and the rate of (25.1%) incompatibility (24.4+2.7), and rate

of (24.13%) neutral with an arithmetic mean of (4.15), and a standard deviation of (1.95) and response rate (64%). This means that the level of individual perception reached the second level of scale area, which is an indication of the importance of administrative transparency within the research sample.

d. Job-alienation

Table 7 Analysis of sample’s individual’s responses for the fourth axis

NO.	answer level	I totally agree	I agree neutral	Disagree	disagree Strongly	mean	S.D	response rate
Q1	12.65	33.3	32.9	29.6	16.2	2.59	0.95	51.8
Q2	15.36	34.8	11.59	13.58	6.45	3.27	0.85	65.4
Q3	15.3	36.3	18.34	25.46	7.80	3.93	1.90	58
Q4	12.71	35.78	17.68	28.16	8.44	4.83	2.99	56.4
General Average	14.99	35.01	17.87	25.7	8.97	3.70	1.92	58.6

The analysis of the response of the sample members to the axis of the ability of administrative transparency to handle job-alienation and satisfaction which was reached through the distribution of the questionnaire form included in annex (1) which showed that the compatibility rate is of (50%) agree and strongly agree (14.99+35.01) and (34.43%) incompatibility (25.7+8.97), and a rate of (17.87%) neutral, with an arithmetic mean of (3.70), and a standard deviation of (1.92) and response rate of (58.6%). This reflects the potential impact of employees’ job-alienation.

In order to test the hypothesis, the arithmetic mean of the research variables extracted from tables (4,5,6,7) will be analyzed and they will be subject to the statistical analysis using the (SPSS) statistical software as shown in the following table:

Table 8 The extracted arithmetic means from the questionnaire form of the research variables

Form axes	Administrative transparency	career alienation	Administrative transparency and determining the levels of expatriation	Administrative transparency, addressing alienation, and achieving satisfaction
mean	3.91	3.15	4.15	3.70

The table above shows the arithmetic means of the research variables that will be analyzed to test the hypothesis as follows:

Table 9 Statistical analysis among analysis averages of the answers of the questionnaire form

Details	Statistical analysis indicators
Views	2
modulus (T)	5.320
modulus (F)	7.541
B	3.320
link size	-0.885
Sig.	0.021

The Questionnaire

From table (9) above, there is an inverse link correlation between administrative transparency and its ability to determine and handle the level of job-alienation. The value of the link (-0.885) with a significance level of (0.021) which is less than the size of the significance (5%). And this relationship led the volume of impact through the factor (B) to reach (3.320), which indicates that increasing the level of administrative transparency by one unit leads to a reduction of job-alienation to the extent which achieves the main research hypothesis which says that **(there is an impact relationship and a direct link between administrative transparency and organizational alienation)**. It leads us to conclude that the administrative transparency is important to reduce the levels of organizational alienation among the employees of Al-Muthanna Cement Plant as described in the conclusions.

Conclusions and Recommendations

Conclusions

1. Administrative transparency is one of the important administrative concepts to which modern management is resorts in order to achieve clarity in work in a way that achieves the required efficiency.
2. Administrative transparency can be used to clarify the administrative work of working individuals in a way that relieves their psychological stress, reduces boredom and increases their love for their jobs.
3. The presence of blurry in the various departments of the studied organization helps to meet the job needs of the workers by providing a good work environment of valid vacations to reduce work momentum and make administrative changes to achieve efficiency and other's observation.
4. The clarity of work procedures and the justifications for administrative decisions positively affect the reduction of differences among employees and reduce the levels of

meaninglessness as one of the indicators of the presence of job-alienation among employees.

5. Administrative transparency contributes in clarifying the work procedures and thus prevents any lack of information or lack of clarity in the implementation of the decisions of the senior management of the studied organization (Al-Muthanna Governmental Cement Plant).

Recommendations

Through the conclusions above, the researcher recommend the following:

1. The need for senior management to adopt the concepts of administrative transparency, which must be clarified to the working individuals in order to reduce their administrative blurry.
2. The senior management of the studied organization drafted a functional work guide that shows the series of procedures for each of the studied departments to reduce administrative routine and clarify the work procedures of technicians, employees and customers.
3. The senior management of the organization makes changes in the administrative positions of its employees and changes them periodically in order to achieve self-censorship and reduce mistakes and problems.
4. The need to activate the ideal disclosure of administrative instructions and conduct regular meetings among senior, middle and lower managements and remove administrative differences in order for the employee to feel respected in his workplace.
5. The need for the senior management of the studied organization to conduct fast procedures to develop clear and fair instructions to ensure that none of the workers is oppressed, to appreciate the efforts of all for the benefit of the organization and work progress, and to achieve the goals.

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