THE EFFECT OF ORGANIZATIONAL CONFLICT ON JOB ALIENATION IN THE GENERAL AUTHORITY OF AL BASEL HOSPITAL IN TARTOUS- CASE STUDY

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ABSTRACT

This study aims to identify the impact of the organizational conflict on job alienation among the employees of the General Authority of Al Basel Hospital in Tartous. The researcher used the descriptive approach based on the questionnaire to obtain the views of the study sample of which led to the following results:

- There is a relationship between ambiguity of role, work pressure, and job alienation in the hospital.

- There are no relationship between organizational climate and job alienation.

The study recommended the importance of working to reduce the impact of some of the causes of job alienation, especially those related to work stress and ambiguity role and pressures resulting from the weakness in salaries and wages ,and recommended to research on other causes of job alienation within hospitals**.**

Keywords: conflict organization, job alienation, work stress, ambiguity of role, work climate.

1. INTRODUCTION

Human resources are the most important resources that reflect the efficiency of the organization and achieve its goals and objectives. Organizations acting their various activities throughout interrelated relationships between the employees whose bring together different interests

according to their organization, which make a difference among employees according to their individual abilities and organizational nature, the nature of organizations contain different elements of human resources in ways of thinking which may lead to conflict (Abu Rous, 2017), the behavior that supports the humanitarian aspects and cooperation falls on the end of the line that describes how individuals and groups work with each other, the conflict certainly falls on the other end of the line (Greenberg, Baron, 2004). The technological development and the competition that witnessed by the organizations led to the organizational conflict which is one of the important indicators to support decisions and policies which aimed to developing work and achieving Objectives (Madhoun, 2017), conflict is a natural, behavioral, regular and continuous process that results from interaction among individuals and organizations (Hussein & Hussein, 2007), administrative schools differed about conflict, considered by traditional schools to be a reflection of the bad phenomenon and in contrast modern school which considered conflict as inevitable in various aspects of life in Organization (Abawi, 2006), the presence of conflict significantly affects cooperation and impedes the efficiency and development of organizations. The moderate amount of conflict is required (Omayyan, 2013). The ability of organizations to achieve their objectives come from its skill in coordinating the various activities that exercise and its ability to integrate between them (al salem, 2009). To maintain a positive conflict, there must be strategies in order to effectively manage organizational conflict to increase the efficiency of the organization (Zanati, 2015).

Experts are also interested in other sides of human behavior, which is changing the feelings of the organization's employees towards the work through the lack of adaptation to the environment and the spirit of initiation and lack of harmony and sense of loneliness, which reflects the idea of alienation to his behavior. In light of this, they see that the contemporary human crisis is due to essence alienation from nature and from others, and even from itself. Therefore, conflict and tension occur between the individual and his external reality (Ben Zahi, 2007). The feeling of alienation, loss of power, contumacy and alienation from the self, the results will be reflected negatively on the performance of employees and on the quality of achieving the objectives of the Organization (Al-Attar, 2010). And here comes the idea of this research to study the effect of the organizational conflicts on the job alienation by applying on service sector which is hospital sector in Tartous city precisely in the General Authority of Al Basel Hospital.

There are many previous literary studies that investigated with both the organizational conflict and the job alienation such as studies the study of (lars & laura, 2013) about the effects of work alienation on organizational commitment, work effort and work-to-family enrichment which aimed to analyze the effects of work alienation on organizational commitment, work effort and work-to-family enrichment, and the results findings indicated that work alienation

(powerlessness and meaninglessness) influence organizational commitment, work effort and – to a less extent- work-to-family enrichment. High work meaninglessness, in particular, has negative effects on these outcomes. And the study of (Dağh & Averbek, 2017) about the Relationship between the Organizational Alienation and the Organizational Citizenship Behaviors of Primary School Teachers which aimed to determine the relationship between the organizational alienation and the organizational citizenship behaviors of primary school teachers, and the results findings indicated that alienation refers to a sense of separation of the individual from his or her own needs and from other people, both in work and non-work areas. Alienation is a concept with sociological, psychological and educational roots Individuals have some problems in work and family lives, which causes increased worry, apathy for self-realization, decreased rationality and decreased motivational changes, personal and social alienation. Thus, different kinds of behaviors can be observed such as the individual's apathy for the real world and less judgment ability, unwillingness to express himself/ herself, self-realization in low levels and apathy for the surroundings. Also there is the study of (Masadeh, 2018) Analysis of the Relationship between the Job Alienation and the Organizational Conflict a case study, the study aimed to identifying the relationship between the job alienation and the organizational conflict in Jordanian telecom companies: A case study of Jordan Telecom Group (Orange). The results of a descriptive analysis showed that the employees estimates of the assessment level of all job alienation dimensions which are relationship of employee with the direct management, relationship of employee with the working colleagues, relationship of employee with the customers, and working conditions surrounding the employee) were (high) from their perspective .And the study of (Ben Zahi, 2007) The Sense of job Alienation and its Relation to the Motivation of Achievement in the Central Administrations of the Fuel Sector The study aimed to identify the level of feeling of job alienation characteristic of the central departments of the Algerian fuel sector, and the level of motivation for their achievement, the study included the dimensions of job alienation: disability, isolationism, illiteracy, confusion, pessimism, and illiteracy. The most important results of the study: The level of feeling of alienation was slightly below the average among the sample, and that the level of motivation for achievement was very high among the central departments of the hydrocarbons sector. Finally, there is a negative correlation between statistical sense of expatriation and the factors motivated by motivation to achieve.

The difference between the previous studies and this study is by applying on hospital sector, studying the causes of organizational conflict and how the effect on job alienation.
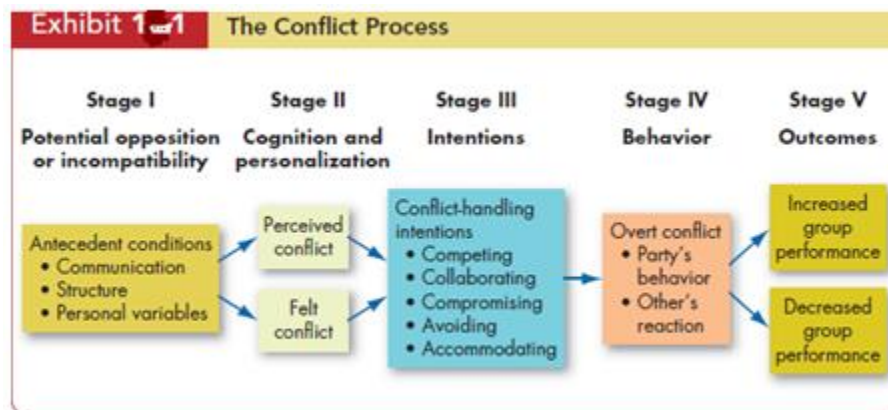
Concept of Organizational Conflict:

Conflicts are part of human consciousness in all aspects of life. One cannot avoid conflict, whether at home, at the office, or while watching television news. The consequences of

organizational conflict reach further today than ever before as the interface between work and home blurs and organizations experiment with flatter and more decentralized structures. In addition, the complexity of conflict increases as organizations become more open and diverse. (Aula & Siira, 2010). So some researches defined conflict as Thomas (2005) defined conflict as a "disagreement in opinions between people or groups, due to differences in attitudes, beliefs, values or needs. In the business world, differences in such characteristics as work experience, personality, peer group, environment and situation, all lead to difference in personal attitudes, beliefs, values or needs". (Omisore,2014)

And al-Madhoun (2017) defined the conflict as a problem in the organizational structure a competitive position between two or two opposing groups in which the parties to the conflict are aware to conflict with each other at a time when both of them wish to have status or authority force, contrary to the wishes of the other party (Madhoun, 2017)

From the above definitions, it is obvious that there are so many definitions of conflict. Each person has an individual way of thinking and behaves differently from others in similar situations, and the figure (1-1) below shows the conflict process: (Robbins & Judge, 2013)

figure (1-1) the conflict process

And they say about the organizational conflict that: "organizational conflict occurs when members engage in activities that are incompatible with those of colleagues within their network, members of other collectivities, or unaffiliated individuals who utilize the services or products of the organization" (p. 19). This definition is consistent with the one just presented. Some of the manifestations of conflict behavior are expressing disagreement with the opponent, yelling, verbal abuse, interference, and so on. (Rahim, 2001)

So the "organizational conflict is an important topic for both managers and scientists interested

in understanding the nature of organizational behavior and organizational processes" (Rahim, 2001) Through the previous definitions the researcher find, there are many definitions of conflict and a variety of opinions and views on this phenomenon. Therefore, we can say that organizational conflict is an organized behavioral process that arises between individuals and groups as a result of conflict of interests and objectives and increase their frequency depending on the different positions of individuals. The results may be disappointing or motivating by degree and intensity of conflict.

Concept of Job Alienation:

Alienation is a concept that has a great influence on the works of a large number of researchers in organization and management field. Among them, three experts discussed the highlights of the above concept, including: Karl Marx, Max Weber and Karl Mannheim that each of them enjoyed the weighty ideas about job alienation and has extensively discussed individual, social and organizational effects of it. Both Marx and Weber point out that job alienation means a feeling or state that personal job is considered as external factor in the mind of person and he doesn't feel internal independence at work. However, because of the difficulty of defining this state of alienation exactly, since then many different interpretations of this concept has been offered.(Amirhosein & Safikhani, 2015). Also it can be described as a sense of estrangement from other human beings, from society and its values, and from the self, particularly from those parts of the self that link it to others, and to society at large (Yadav & Nagle, 2012).

Human alienation often occurs when a person has a negative attitude towards people and the world and experiences a feeling that leads to unhappiness. One can be alienated from one's family, society, religion or culture. Oliver (2004) refers to human alienation as 'a zone of nonbeing'; since a person's being is affirmed by being accepted and valued by other members of his/her own community or family, that person feels worthless when rejected (Raselekoane, 2008). The symptoms of alienation are estrangement, apathy, inability to be deeply committed to anything, lack of work engagement, retreating, disconnection in relationships and isolation (Raselekoane, 2008). So the Job alienation is a very serious phenomenon and an indicator of the company's passing through a real crisis that may accelerate to decline and decline. The expatriation means that the employees of the institution reach a decision that the institution they work in is no longer the right place to continue working with them. A dangerous decision that affects the employee's relationship with the institution in which he works and his loyalty to it, and has serious consequences for both parties, and ends up ending the relationship between them unsatisfactory end (Abbas, 2008).

Job alienation is defined as the sense of estrangement by employees, which is manifested by their

weak relationship with the organization and their sense that their job is meaningless and useless in other aspects of their lives. Employment alienation causes several factors such as lack of opportunity to participate in decision-making, and the lack of opportunity for promotion and growth, as well as the sense of helplessness within the organization (Zahran, 2004).

While the researcher believes that job alienation is the sense of worker by not belonging to the place where he works, which creates a sense of disorder and boredom of place and work in which he/she works.

Factors Leading to Job Alienation:

First: The Factors Related to the Organization (Ben Zahi, 2007)

- The revolution of modern technology, and the great mechanization and automation.
- Poor management effectiveness, and dysfunctions in performance adequacy reports.
- The weakness of the incentive system, subject to courtesies and personal relations.
- Retain information and experience, that is not transfered to employees and the second tier of leaders.
- The size of the organization and the dispersion of the efforts of managers between administrative work and supervision.
- The fierce competition between workers and beyond the right rules; to obtain the greatest benefit of material and moral.
- The absence of the role of the individual in the organization, and subjected to some kind of marginalization.
- Poor level of staff training and work in isolated locations.

Second: Factors that Belong to Individuals (Masadeh, 2018)

- Fear and job insecurity.
- Lack of efficiency of staff in the organization.
- Long leisure time for FAO staff.
- Inconformity and adaptation.
- Non-specialization in work.
- The inappropriate values of work with individual values and trends.

The concept of the General Authority of the Basel Hospital in Tartous;

Al-Basel Hospital is located in the south east of Tartous city within the gardens of 55000 m 2 with a mountainous sea view, it was first opened and started working at the end of 1995. The

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hospital was considered a public body enjoying legal personality and financial and legal independence under Legislative Decree No. 65 of 2003.

The hospital consists of three buildings: The main mass of 25685 m 2 distributed on seven floors calculated among these ground and technician floors- Doctors' residence 3952 m 2 spread over three floors- The Medical Hotel is an area of 1530 m2 distributed over four floors. Hospital Departments: Central and ambulatory laboratory/ Central Pharmacy/ Radiology department/ Distinguished burns section/ Department of comprehensive clinics/ Department of Internal medicine/ Department of artificial kidney/ Lithotripsy of stones/ Department of Surgery/ Magnetic resonance imaging/ Department of cardiovascular Surgery/ Department of pediatric (Thalassemia)/ Department of cardiac and ambulatory care/ Department of external ambulance/ Accidents and Emergency room/ Department of Labor/ University Rehabilitation /Department Continuous Nursing Training Office/ Lecture hall Hall for scientific courses and seminars. (http://tartoushealth.sy).

2. THE OBJECTIVES OF THE STUDY: this study aims to:

- Identify the concept of job alienation phenomenon.
- Identify the concept of organizational conflict and its causes.
- Measuring the variables the causes of organizational conflict (the ambiguity of the role, organizational climate, the stress of work) and how they affect job alienation.
- Recognizing the effect of organizational conflict on job alienation in Al Basel Hospital.
- Provide a new addition in the field of scientific research.

3. RESEARCH HYPOTHESES: this study aims to analysis the causes of organizational conflict and how it affects on job alienation ,and to achieve this aim the following hypotheses are testing the organizational conflict in general and the causes of this conflict on job alienation, so research hypotheses are as follows:

1: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the organizational conflict and job alienation in AL-Basel hospital.

Sub- hypotheses:

01: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the ambiguity of the role and job alienation in AL-Basel hospital.

02: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the organizational climate and job alienation in AL-Basel hospital.

03: There is a statistically significant relationship at the level of significance ($\alpha \leq 0.05$)

between the stress of work and job alienation in AL-Basel hospital.

4. RESEARCH METHODOLOGY:

In light of research nature and the data be obtained, the descriptive approach / case study/ was used, which describes the phenomenon studied as it is in fact. A practical study will be carried out by designing a questionnaire to measure the effect of organizational conflict on job alienation in the General Authority of Al-Basel Hospital in Tartous, where the (10) phrases for job alienation and (3) phrases for role ambiguity (5) phrases for organizational climate and (4) phrases to the stress of work. The questionnaire was distributed to a random sample of hospital staff during the third quarter of the year (2018). A total of (375) were distributed and (344) questionnaires were retrieved and received by hand after verifying the structural validity of the scale (internal consistency), by calculating the coefficient alpha Cronbach for each dimension. Through 5-point Likert scale varying from 1 (highly disagree) to 5 (highly agree) was used to prepare the study tool, data has been done in SPSS (version 20.0) software, where the mean, standard deviations, and hypothesis testing were found.

5. DATA ANALYSIS:

a. The Tool's Credibility

To verify the authenticity of the study tool, the study was given to a number of arbitrators from the faculty of economics in Tartous University with experience in the field of business management, scientific research methodology and applied statistics. The arbitrators agreed on the substance of the study with the recommendation to make some modifications in the language of some paragraphs, to delete others and to replace them with other paragraphs that correspond to the study variables.

b. Stability of the Tool

To verify the stability of the study instrument, the researcher used the Kronbach alpha to measure the internal consistency of resolution paragraphs, (0 .848) which is the value of the total instrument. This value is very good for administrative and human research.

Table 1: Alpha Cronbach Coefficients

Reliability Statistics

Cronbach's Alpha	N of Items
.848	27

c. Natural distribution test (Kulmgruff-Smirnoff test 1-SAMPLE K-S)

The purpose of this test is to determine whether the research variables are subjected to normal distribution, and therefore the need for applying parametric tests, or that these variables are not subject to distribution for normal distribution, and therefore the need for non-parametric tests.

Table 2: One-Sample Kolmogorov-Smirnov Test

		organizational conflict	Ambiguity Role	Organizational climate	work stress	job alienatio
N		344	344	344	344	
Normal Parameters[a,b]	Mean	37.44	7.98	15.53	13.93	30
	Std. Deviation	5.452	2.419	2.217	2.577	7.0
	Absolute	.157	.147	.130	.129	.1
Most Extreme Differences	Positive	.157	.147	.130	.129	.1
	Negative	-.066-	-.132-	-.079-	-.082-	-.0
Kolmogorov-Smirnov Z		2.910	2.733	2.415	2.398	2.1
Asymp. Sig. (2-tailed)		.000	.000	.000	.000	.0

a. Test distribution is Normal.

b. Calculated from data.

From the previous table, the researcher shows that the samples of the study follow the natural distribution because the mean of the variables is greater than (0.05). Therefore, the researcher uses the scientific tests in processing the data.

d. Frequency and percentage of demographic variables:

The sample of the study is distributed by gender:

Table 3: Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	176	51.2	51.2	51.2
	Female	168	48.8	48.8	100.0
	Total	344	100.0	100.0	

We note from table (3) that the largest percentage of the sample is for male with 51.2% While the percentage of female is 48.8%.

The sample of the study is distributed by age:

Table 4: Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-35	160	46.5	46.5	46.5
	35-45	160	46.5	46.5	93.0
	45-55	24	7.0	7.0	100.0
	Total	344	100.0	100.0	

We note from table (4) that the highest percentage is equal between age group of 25-35 and 35-45 and amounted to 46.5% and the lowest proportion is for age group more than 45 and amounted to 7%.

The sample of the study is distributed by functional status:

Table 5: Functional status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	doctor	64	18.6	18.6	18.6
	technician	88	25.6	25.6	44.2
	administrative	56	16.3	16.3	60.5
	nursing	136	39.5	39.5	100.0
	Total	344	100.0	100.0	

We note from table (5)that the largest percentage of the sample is for nursing and reach 39.5%.

e. Means & standard deviations:

After using the five-dimensional Likert scale in the preparation of the study instrument, the researcher adopted the criterion mentioned (Abdel-Fattah, 2008: 539) to judge the trend when using the five- dimensional Likert scale.

Table (6)

Very high	High	intermediate	Weak	Very weak	The level
More than 4.20	From (3.40):(4.19)	From (2.60(:)3.39(	From (1.80):)2.59)	Less than 1.80	SMA

Table (7) shows the means and standard deviations of the search variables:

Table 7: Descriptive Statistics

	N	Mean	Std. Deviation	Direction
organizational conflict	344	37.44	5.452	Very high
Ambiguity Role	344	7.98	2.419	intermediate
Organizational climate	344	15.53	2.217	weak
work stress	344	13.93	2.677	intermediate
job alienation	344	30.65	7.028	Very high
Valid N (listwise)	344			

So, we can note from Table (7) that:

- The existence of a high level of organizational conflict in the General Authority of Al-Basel hospital due to the multiplicity of departments and the multiplicity of tasks and workers.
- There is a high level of functional alienation because of the high level of organizational conflicts within the hospital, which reflect on the worker's psyche and cause changes in his personality and mode.

- There is an average level of ambiguity this can be explained by the fact that the multiple tasks and responsibilities of the individual lead to a state of tension, which in turn is reflected in the organization in which the individual works and when the individual interacts with his colleague and boss at work there is a misunderstanding of the role he should play and in turn leads to frustration and a high rate of organizational conflict Within the organization..

- A low level of organizational climate this can be explained by the fact that staff in the hospital are dissatisfied with the nature of the wages, the compensation system and the pensions they receive and are in hospital., which in turn encourages the increasing frequency of conflicts within the hospital.

- There is an average level of work pressure through the responses of the study sample. All show that they are unable to rest during work, in addition to doing their utmost during work and through increasing complexity of tasks over time. This is an important factor in raising the levels of organizational conflict.

f. Results related to testing hypotheses:

Table 8

Field	Pearson correlation	(Sig.)
Ambiguity Role and job alienation	0.569	0.000
Organizational climate and job alienation	-0.024-	0.658
Work stress and job alienation	0. 384	0.000

The table (8) shows that the coefficient of correlation between the ambiguity role and job alienation is .569 and the probability value is 0.00, it is less than α = 0.05. Thus there is a statistically significant relationship between the ambiguity role and job alienation.

Also shows that the correlation coefficient between the organizational climate and job alienation is - 0.024 and the probability value is 0.658, it is more than α = 0.05, so we can say there an inverse and negative relationship between organizational climate and job alienation.

The correlation coefficient between the work stress and job alienation is 0.384 and the probability value is 0.00 and it is less than α = 0.05. So There is a statistically significant relationship between the work stress and job alienation.

To determine the effect organizational conflict on job alienation, multiple regression analysis is performed:

Table 9: Multiple regression analysis results

Leadership styles	R2	b	Anova			
			T Test		F Test	
			T	Sig	F	Sig
Ambiguity Role	0.323	17.442	16.226	0.00	163.532	0.00
Organizational climate	0.001	31.829	11.835	0.658	0.196	0.658
Work stress	0.147	16.077	8.334	0.00	50.030	0.00

To determine the effect of each independent variable on the dependent variable, we note from the table (9) that the values are significant at the level of (0.00) for Ambiguity Role and Work stress, (0 .658) for Organizational climate, which means that the model is statistically significant at the level of significance indicated except organizational climate. Thus, the independent variables are influential in the dependent variable except organizational climate and thus the model represented by (Ambiguity Role, Work stress) is acceptable to predict the effect of organizational conflict on job alienation in the General Authority of the Basel Hospital in Tartous. Accordingly, the hypothesis that say there is an impact of organizational conflict on job alienation for employees in General Authority of the Basel Hospital in Tartous is acceptable expect the one that says there is a relationship between the Organizational climate and job alienation is not acceptable.

The results of regression can be said to be:

- Job alienation for employees in the public General Authority of the Basel Hospital in Tartous under the influence of the ambiguity role is increasing by(0.323).
- Job alienation for employees in the public General Authority of the Basel Hospital in Tartous under the influence of the work stress is increasing by (0.147).
- There is a relationship between the organizational conflict and job alienation.

CONCLUSIONS AND RECOMMENDATIONS:

The main findings of the research:

1. The results of the statistical analysis of the study sample show the high level of organizational conflict among the employees of the General Authority of Al-Basel

Hospital, which reflect on job alienation.

2. The results show a significant positive effect for both the ambiguity of the role and the pressures of work on job alienation from the point of view of workers in the General Authority of Al-Basel Hospital.

3. The results of the study show that there is no significant effect of the prevailing organizational climate on job alienation from the point of view of workers in the General Authority of Al-Basel Hospital.

4. The sample of the study show that there is a general consensus by the workers in the study sample that they are not satisfied with the wages and salaries due in the hospital. Everyone expressed the need to look for another job due to the insufficient salary they receive, which makes them puzzled. It is important for them to integrate into the workplace where they work and to enhance their feelings of expatriation, which are reflected in the overall performance of the workers.

5. The results of the study show that workers care about hospital reputation.

6. The results show a high level of stress among the hospital staff from the burden of their role, inability to take time to rest during work, doing more than one task at the same time, in addition to stress at work, and the lack of a suitable opportunity for promotion in the hospital where they work except for doctors who have shown positive towards the promotion item.

7. There is a lack of agreement on the system of communication in the hospital, where some expressed satisfaction with the system of communication in force, and some expressed dissatisfaction and reservations about this system and this has encouraged a sense of expatriation of employees.

Recommendations:

- Trying to minimize the reasons for job alienation within the hospital, especially those related to work stress and ambiguity of the role through specialization in work and assigning employees specific tasks, and the allocation of time to rest and reduce the burdens resulting from work.

- Improving the system of motivations and rewards in the hospital and ensure that it is as fair and objective as possible to fit the prevailing conditions.

- Investigating in more reasons leading to job alienation in hospitals.

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