The impact of work alienation on organizational citizenship behavior in Algerian Directorate of Education (Central Directorate in Bechar)

أثر الاغتراب الوظيفي على سلوك المواطنة التنظيمية في مديرية التربية الجزائرية (المديرية المركزية ببشار)

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ملخص

الهدف من هذه الدراسة هو تحديد أثر الاغتراب عن العمل على سلوك المواطنة التنظيمية في مديرية التربية. بحيث أجريت هذه الدراسة على جميع الموظفين من مختلف المستويات الإدارية في هذا القطاع، وقد تم استخدام الطريقة التحليلية الوصفية لاختبار فرضيات الدراسة، وتم جمع البيانات من خلال استبيان مصمم لهذا الغرض. لتحقيق أهداف الدراسة، تم جمع البيانات من خلال اختيار عينة عشوائية من العاملين في مديرية التربية والتعليم لولاية بشار من مختلف المستويات. اين قمنا بتوزيع 150 استبانة على مجموعة العينة المستهدفة. ومع ذلك تم استرداد 137 استبانة صالحة للدراسة.وقد استخدم البرنامج الإحصائي SPSS 19 لاختبار هذه العلاقة. ولقد خلصت الدراسة إلى وجود تأثير إيجابي لتغريب العمل بأبعاده المختلفة عل سلوك المواطنة التنظيمية في مديرية التربية والتعليم .

الكلمات المفاتيح: اغتراب الوظيفي؛ سلوك المواطنة التنظيمية؛ اغتراب الذات؛ مديرية التربية والتعليم.

التصنيف: M12 ، M52

Abstract : The aim of this study is to identify Impact of work alienation on organizational citizenship behavior in Directorate of Education. This study was conducted on all employees of several administrative levels in this sector .Descriptive analytical method has been used to test the hypotheses of the study, and data were collected through a questionnaire designed for this purpose. To achieve the study objectives, data were collected through the selection of a random sample of workers in Directorate of Education in willaya Bechar from various levels. 150 copies of the designed questionnaire were distributed over the targeted sample group. However, only 137 copies of the questionnaire were recovered. Was this relationship is tested using SPSS 19 statistical program .The study concluded that there is a positive impact of work alienation with its various dimensions on organizational citizenship behavior in Directorate of Education.

Key words: work alienation; Self-estrangement; organizational citizenship behavior; Directorate of Education

Jel Classification Codes : M12, M52

Introduction:

On the other hand, congruence between organization and its employees is considered as potential criterion of individual job decision-making, job attitudes, and job turnover (Hackman & Oldham, 1976, pp. 159-170). Based on these approaches can be said that higher levels of congruence between person and organization leads to employees' willingness for participation in the organizational citizenship behavior. However, it is suggested that the effect of personorganization congruence on the organizational citizenship behavior is indirect. In addition, previous effects of person-organization congruence on the job satisfaction or other mediating factors will be investigated (Nair & Vohara, 2010, pp. 660- 615). Solo et al. (2010) investigated the mediating role of work alienation. The roots of work alienation could be found in the notes of Marx. He refers to job alienation as the result of conflict between job roles and humanity entity (Banai & Reisel, 2007, pp. 463-476). work alienation is one of the most important factors influences employees' physical and psychological health considerably. Indeed, job alienation is considered as one of the main results of unsuccessful socialization at both individual and social levels (Aiken & Hage, 2001, pp. 72-92). When work alienation can be found that employees loss their control on the product and production process and thereby cannot express themselves in the job and workplace . The underlying reason of mediating role of work alienation in the relationship between personorganization congruence and organizational citizenship behavior seems a rational reason. If organizational justice can provide employees with a supportive environment which leads to organizational citizenship behavior, then the environments, in which there is not any personorganization congruence, cannot create such organizational citizenship behavior. Employees' work alienation, which derives from lack of congruence between person and organization, should limit employees' volunteer behaviors. But work alienation also prevents employees from organizational citizenship behaviors (Mohseni Tabrizi, Zanjani, & Taleghani, 2011, pp. 2051-2058). This is why that the present study aimed to investigate the effect of work alienation (inability, meaningless, and work alienation) on the organizational citizenship behavior of employees.

Considering the above, the aim of this paper is to answer the question:

What is the impact of job alienation on the behavior of citizenship?

Research Hypotheses: The study is based on the following hypotheses:

H_0 : There is no statistically significant effect for the application of work alienation on organizational citizenship behavior in Directorate of Education.

$H_0 1$: There is no statistically significant effect for **Powerlessness** on organizational citizenship behavior

$H_0 2$: There is no statistically significant effect for **Isolation** on organizational citizenship behavior

$H_0 3$: There is no statistically significant effect for **Meaninglessness** on organizational citizenship behavior

$H_0 4$: There is no statistically significant effect for **Self-estrangement** on organizational citizenship behavior

$H_0 5$: There is no statistically significant effect for **Normlessness** on organizational citizenship behavior

I-LITERATURE REVIEW:

I-1- The Concept of Work alienation:

"Karl Marx" has presented work alienation for the first time in order to criticize capitalistic societies. Marx believes the history of human being has dual dimension. It means, on one hand history has observed the creative role of human in nature, and on the other hand history has shown that human is getting alienated from his work more and more (Coser, 1999, p. 84).

In a more precise word, human essence changes in process of creating his environment and then trying to reach coordination with it and then would recreate it and with the pass of time a state would emerge in which this environment would gain a real solidarity and would appear unchangeable. It seems as if the system which we have created, has taken us under its control and thereby has made us to be alienated from collective essence of our surrounding world (Kribe, 1999, p. 23). Marx believes this situation is a result of capitalistic system. Marx has called work as "manifestation of life". Such life manifestation may lead to "life alienation". This problem emerges when motivation of work is "external needs" rather than "inner needs". It means sometimes human has no choice but to sell his labor and himself like a goods, in order to be able to continue his life. Marx cited some types of alienation which exist in capitalistic system and particularly in process of production: self-alienation, alienation from others (colleagues and other humans) and alienation from society that each of these varieties has a directed or undirected relation with "work alienation" (Mojtaba & Maryam, 2009, p. 12). When work alienation dominates, human would be alienated from outside environment and from other humans, and when faces himself, it seems as if he has faced a strange person and would have a sense of alienation towards himself (Habiballah, 2003, p. 377). The sense of Abnormalities, powerlessness, meaninglessness, social isolation and self-alienation are forms of alienation. If an individual considers his labor as an alien affair, this labor is literally a factor of alienation emergence (Gharehdaghi & MohammadReza, 2010, p. 2). Organizational relationships, particularly in the third world are in such a way that ignore or destroy human and moral aspects of labor, and result in work alienation (Sabridashti & Khosro, 2001, p. 1). Self-creating and social creating human, would be affected by the products of his labor which have been realized in form of organizations and socio-economic structures. After the creation of these external factors they comprise human as an iron cage, they limit him like a chain and reduce the human's dignity as if he is like insignificant and little gears of a machine. In other word, as Right Mills has said, they change human into a "cheerful robot" and take human life under the limitations of their influence. In this situation human will finally go under "alienation" (Hossein & Raha, 2008, p. 23).

The alienation of work has been conceptualized as "an effect – inclusive phenomenon that describes a level of positive affect for the world of work (Kobasa, Maddi, & Kahn, 1982, pp. 168-177). In other words, it represents the degree to which employees felt alienated from their work (Kanungo, 1982).

Notably, the concept of alienation has some issues in scientific value. For instance, Lee (1972) iterated that alienation concept has "died of overweening claims and overwork". Although the researchers drafted many definitions, but they failed to reduce the ambiguity and uncertainty surrounding it about what the concept actually means (Seybolt & Gruenfeld, 1976, pp. 193-202). The essential meaning of alienation has been specified with a dissociative state of the individual in relation to some other factors in their environment (Kanungo, R. N, 1979, pp. 119-138) (Schacht, 1970). In details, Horowitz (1966) defines alienation as "an intense separation first from objects of the world, second from people, and third from ideas about the word held by other people. Fromm (1955) refers to alienation as "the mode of experience as an alien, or in other meaning becomes estranged from the self". On the other hand, Marx (1963) asserted that alienation refers to the estrangement of employees from the results of his work process, his fellows, and ultimately himself. Similarly, Horowitz (1966) noted that alienation means separation from objects of the world, second from people, and third from ideas about the world held by other people. Furthermore, Overend (1975) divided alienation into two types: separation/estrangement that person feels toward the citizen body. Hence, we can conclude that the alienation concept can be termed as separation or estrangement (Vohra & Vohra, 2009 2010 2015, pp. 293-309 600-615).

Although researchers have not agreed on a specific definition for work alienation, there is wide agreement on many of its facets and dimensions, which they reached through their thorough investigation of this concept. The most prominent of these was (Seeman, 1959, pp. 783-791)who defined the meaning of alienation and identified five dimensions of alienation:

1) **Powerlessness:** This dimension refers to the individual's inability to control the events, to influence the social attitudes to which he is exposed, and to control his actions and desires.
2) **Isolation:** This dimension refers to the individual's sense of alienation and isolation from those around him, both inside and outside the organization; thus his sense of belonging to the group with which he works decreases and so does his effectiveness in achieving organizational goals.
3) **Meaninglessness:** This dimension refers to the individual's feeling that he lacks a guide or a director for his behavior and belief.
4) **Self-estrangement:** This dimension refers to the individual's separation from and lack of conformity with himself.
5) **Normlessness:** This dimension refers to the individual's feeling that the standards have lost their organizational power in the social or professional environment and that these standards are no longer respected socially or professionally.

I-2- The Concept of Organizational Citizenship Behavior:

Organizational conflict can arise in different types like intrapersonal, interpersonal, intergroup and inter-organizational conflicts. Negative outcomes are likely to be generated by Conflict, so it must be decreased. Few studies find that organizational citizenship behavior can be a main factor to reduce it. Organizational citizenship behavior is considered very crucial for organization to survive. (Moorman, 1993, p. 846). An inclusive study about organizational citizenship behavior and understanding of job performance has given in this article. According to this article OCB is positioned as the organizational equivalent of citizen responsibilities, of which there are three categories: obedience, loyalty and political participation. (Podsakoff PM, MacKenzie SB, Paine JB, Bachrach DG, 2000, p. 516).

Organs DW (1990) indicate that organizational citizenship behavior refers to fair and voluntary actions such as assist colleagues on working issues, polite behavior with personnel and competently described the organization to outside people which will improve the effectiveness of the organization. (Organ, 1990, p. 50) According to researches, the importance of organizational citizenship behavior and the relationship of this behavior with success, productivity and organizational effectiveness are considerable. (Podsakoff PM, MacKenzie SB, Paine JB, Bachrach DG, 2000, p. 518) Many researchers have focused on identifying the preconditions for organizational citizenship behavior. In this regard, many variables have been identified such as job satisfaction, organizational justice, personality, leadership, role perceptions, organizational commitment and age of workers.

Research show that employee perceptions of fairness in the workplace are related with a positive view of organizational citizenship behavior. Organ said that employee perceptions of justice manifested by the increase or decrease of organizational citizenship behavior.

Therefore, decreasing the organizational citizenship behavior can be one answer to not existing of justice in organization. Organ 1990 states that justice perceptions have important roles to develop organizational citizenship behaviors. Organ defines the organizational citizenship behaviors as "the voluntary individual action which is not defined clearly in the formal reward and punishment system of the organization but supporting the effectiveness and efficiency of the organization as whole." By the help of distributive and procedural justice, it is easy to improve the organizational citizenship behavior among the employees

who will feel the organization more supportive. The mostly emphasized cognitive factor which stimulates the OCB is the justice perception of employees.(Organ, 1990, p. 52).

I-3- The Concept Directorate of Education

According to Executive Decree No 90/174. June 9, 1990, the Directorate of Education is a public administration that is not independent of the education sector at the national level

II- Methods and Materials:

II-1- Study Population and Sample :
II-1-1- The studypopulation: all workers in **Directorate of Education**
II-1-2- Sample Size :The study sample represented by **Directorate of Education (in willaya Bechar)** Employees' was chosen. The sample is determined to be random in order that all individuals have equal opportunity. Questionnaires were distributed over 150 male and female employees from all sections of these fondation at all administrative levels. 137 copies of the questionnaires were recovered, which is equivalent to 91.33 % of the sample size.

II-2- Study Model:

Figure n°1: Study Model
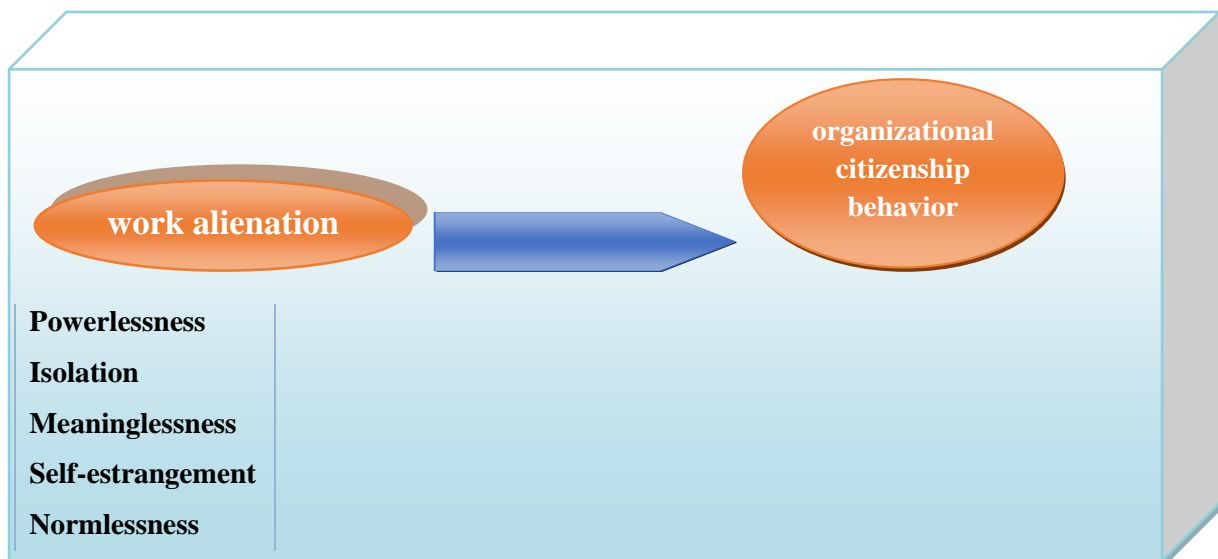
Source: Prepared by the researchers

II-2- Reliability Analysis Cronbach's Alpha:

Table n°1: Values of Cronbach's alpha

Cronbach's Alpha	Number of elements
0,712	31

Source: the preparation of researchers and the adoption of the spss19

A reliability test was carried out using Cronbach's alpha, which measures the internal consistency of a construct. The recommended minimum acceptable limit of reliability measure, as reported by Sekaran, (Sekaran, 2003) is 0.60. As shown in Table 1, the reliability test of questionnaire is estimated at **0'712**%, which is 71.2%. This means that the questionnaire is valid for being greater than 0.60 indicating greater stability of the

measuring instrument. If it is returned in another time and place for the same sample, the same results will be obtained

III- Results and discussion :

III.1. Description of the Study Sample

The results of Table 1 show that most respondents to the study were females with an average of **60.58**%, while **54** respondents representing (**39.42**%) are males, and the age category is from 31-40 years old amounting to **46.72**% and that's because the majority of the employees of this sector their age range between (31-40), also the analysis showed that the majority of respondents are within the group who hold a University degreesat the average of **64.96**%, The majority of them have less than 9 years of experience degreesat the average of **54.01**%while 63 respondents representing (**45.99**%) have gathered 10 years experience & above. also the analysis showed that66 of respondents belong to Executive management, and where the income is from the income group above than 50.000 D.A monthly, the average is **61.31**%.

Tablen° 2: Respondent's Demographic Analysis

Variable	Levels	Number	%
Gender	Male	54	39.42
	Female	83	60.58
Age	Less than 30 years	23	16.79
	31 to less than 40 years	64	46.72
	41to less than 55 years	42	30.66
	56 years and over	8	5.84
Qualification	Secondary	13	9.49
	Academic	89	64.96
	Graduate studies	35	25.55
Work Experience	0 – 9 years	74	54.01
	9.1 - 20 years	37	26.00
	20 years and above	26	18.98
Income	less than 25.000 DA	30	21.90
	25.001 DA - 50.000 DA	23	16.79
	50.001 DA and above	84	61.31
Function	Director manager	12	8.89
	Line managers	27	19.71
	Executive management	66	48.89
	Other functions	32	23.36
Total		**137**	**100**

Source: the preparation of researcher and the adoption of the spss19.

III-2- Test the hypotheses of the study:

III-2-1- First hypothesis: The relationship between Powerlessness & organizational

citizenship behavior:

- **H$_0$**: There are no significant differences between Powerlessness and organizational citizenship behavior
- **H$_1$**: There are significant differences between Powerlessness and organizational citizenship behavior

Table n°3: The relationship between Training&organizational citizenship behavior:

Independent variables : Powerlessness	The correlation coefficient	The regression line	The dependent variable : **organizational citizenship behavior**		
			R	**R^2**	**Sig**
	-0.068	1.644	-0.05	0.0025	**0.037**

Source: the preparation of researcher and the adoption of the spss19

Analysis: The table above shows, reveals that the bilateral lin<k value (R) between Powerlessnessand the organizational citizenship behavior was(-0.05), representing value of (-5%) Is a very weak negative link, as was the coefficient of determination (R^2 =0.0025) that is (0.25%) of changeorganizational citizenship behavior in the due to the change in the Powerlessness. Note that the significance level (Sig=0.037) is less than the level of significance (α =0.05) This shows that there is no statistically significant differences between organizational citizenship behavior and Powerlessness, We accept the alternative hypothesis H_1 and reject the null hypothesis H_0 in the sense that there is a statistically significant relationship between the organizational citizenship behavior and Powerlessness. Tutar (Tutar, 2014) points out the fact that an individual whose life is directed by others feels weak and even powerless in case of powerlessness. This individual behaves with the feeling of inability to handle with his/her supervisors and rules, which causes the negative effect on organizational citizenship behaviors. Thus, regression equation between Powerlessness (X_1) and organizational citizenship behavior (y) as follows: **Y= 1.644-0.068X_1**

III-2-2- Second Hypothesis: The relationship betweenIsolation & organizational citizenship behavior:

H_0: There is no statistically significant relationship between Isolation and organizational citizenship behavior

H_1: There is statistically significant relationship between Isolation and organizational citizenship behavior

Table n° 4: the relationship between Isolation&organizational citizenship behavior:

Independent variables : Isolation	The correlation coefficient	The regression line	The dependent variable **organizational citizenship behavior**		
			R	**R^2**	**Sig**
	-0.151	0.568	**-0.127**	0.016	0.435

Source: the preparation of researchers and the adoption of the spss19**.**

Analysis: The table above shows, reveals that the Pearson correlation (r) between Isolationand organizational citizenship behavior was (-0.127), which is (-12.7%) Is a very weak negative link, as was the coefficient of determination (R^2 =0.016) that is (1.6%) of changeorganizational citizenship behaviorin the due to the change in the Isolation. Note that the significance level (Sig =0.435) is less than the level of significance (α =0.05) This shows that there is no statistically significant differences between organizational citizenship behaviorand Isolation, We accept the alternative hypothesis H_1 and reject the null hypothesis H_0 in the sense that there is a statistically significant relationship between the the organizational citizenship behavior and Isolation. Individuals cannot make friends, interact with people and they live socially away from the community. Employees cannot participate in groups and build a relationship in harmony within the organization (Tutar, 2014). It is not expected from this kind of employees to perform organizational citizenship behaviors. Thus,

regression equation between Isolation (X_2) and organizational citizenship behavior (y) as follows**: Y=0.568-0.151X$_2$**

III-2-3- The third hypothesis: The relationship between Meaninglessness & organizational citizenship behavior

H$_0$: There is no significant relationship between Meaninglessness and organizational citizenship behavior

H$_1$: There is significant differences between Meaninglessness and organizational citizenship behavior

Table n° 5: the relationship between Meaninglessness &Job Involvement

Independent variables : Meaninglessness	The correlation coefficient	The regression line	The dependent variable : **organizational citizenship behavior**		
			R	**R^2**	**Sig**
	-0.182	2.893	-0.335	0.112	0.049

Source: the preparation of researchers and the adoption of the spss19.

Analysis: The table above shows, reveals that the Pearson correlation (r) between Meaninglessness and organizational citizenship behavior was (-0.335), which is (-33.5%) Is a weak negative link, as was the coefficient of determination (R^2 =0.112) that is (11.2%) of changeorganizational citizenship behavior in th5e due to the change in the Meaninglessness. Note that the significance level (Sig=0.049) is less than the level of significance (α =0.05) This shows that there is statistically significant differences between organizational citizenship behavior and Meaninglessness, We accept the alternative hypothesis H$_1$ and reject the null hypothesis H$_0$ in the sense that there is a statistically significant relationship between the organizational citizenship behavior and Meaninglessness. It can be observed that an individual with meaningless has the inability to evaluate himself/herself actually and that there seems to be a disharmony caused by the thought that his/her behaviors are directed by other people's will and the perception of powerlessness with the feeling of inability to control the results of his/her actions (Tutar, 2014) [15]. Accordingly, it is not expected for employees to perform organizational citizenship behaviors. Thus, regression equation between Meaninglessness (X_3) and organizational citizenship behavior (y) as follows: **Y= 2.893-0.182X$_3$**

III-2-4- The fourth hypothesis: The relationship between Self-estrangement & organizational citizenship behavior

H$_0$: There is no statistically significant relationship between Self-estrangement and organizational citizenship behavior

H$_1$: There is no statistically significant relationship between Self-estrangement and organizational citizenship behavior

Table n° 6: the relationship between Self-estrangement t &organizational citizenship behavior

Independent variables : Self-estrangement	The correlation coefficient	The regression line	The dependent variable : **organizational citizenship behavior**		
			R	**R^2**	**Sig**
	-0.344	3.02	-0.300	0.09	0.044

Source: the preparation of researchers and the adoption of the spss19.

Analysis: The table above shows, reveals that the Pearson correlation (r) between Self-estrangementand organizational citizenship behavior was (-0.344), representing value of (-

34.4%) Is a weak negative link, as was the coefficient of determination (R^2 =0.09) that is (9%) of changeorganizational citizenship behavior in the due to the change in the Self-estrangement. Note that the significance level (Sig=0.044) is less than the level of significance (α =0.05) This shows that there is statistically significant differences between organizational citizenship behavior and Self-estrangement, We accept the alternative hypothesis H_1 and reject the null hypothesis H_0 in the sense that there is a statistically significant relationship between organizational citizenship behaviorand Self-estrangement. Individuals are estranged from their selves. An alienated person is not satisfied with the factors that are normally satisfying or s/he is not interested in those factors (Tutar, 2014). An individual with this feeling cannot perform organizational citizenship behaviors. Thus, regression equation between Self-estrangement (X_4) and organizational citizenship behavior (y) as follows: **Y=2.99+0.163X_4**

III-2-4- The fifth hypothesis: The relationship between Normlessness & organizational citizenship behavior

H_0: There is no statistically significant relationship between Normlessness and organizational citizenship behavior

H_1: There is no statistically significant relationship between Normlessness organizational citizenship behavior

Table n° 7: the relationship between Normlessness & organizational citizenship behavior

Independent variables : **Normlessness**	The correlation coefficient	The regression line	The dependent variable : **organizational citizenship behavior**		
			R	**R^2**	**Sig**
	-0.163	2.993	-0.286	**0.081**	**0.009**

Source: the preparation of researchers and the adoption of the spss19.

Analysis: The table above shows, reveals that the Pearson correlation (r) between Normlessness and organizational citizenship behavior was(-0.286), representing value of (28.6%) Is a weak negative link, as was the coefficient of determination (R^2 =0.081) that is (8.1%) of changeorganizational citizenship behavior in the due to the change in the Normlessness. Note that the significance level (Sig=0.009) is less than the level of significance (α =0.05) This shows that there is statistically significant differences between organizational citizenship behavior and Normlessness, We accept the alternative hypothesis H_1 and reject the null hypothesis H_0 in the sense that there is a statistically significant relationship between organizational citizenship behaviorand Normlessness. As mentioned before, an individual with normlessness loses his ties with the society's regulating rules and behaves in a way that is not accepted socially (Tutar, 2014). Socially unaccepted behaviors are adopted in order to achieve goals (Tolan, 1981). Thus, employees cannot perform reliable organizational citizenship behaviors. Thus, regression equation between Normlessness (X_5) and organizational citizenship behavior (y) as follows: **Y=2.993-0.163X_5**

III.2.5. The main Hypothesis: the relationship between work alienation & organizational citizenship behavior

H_0: There is no statistically significant relationship between work alienation and organizational citizenship behavior

H_1: There is no statistically significant relationship between work alienation and organizational citizenship behavior

Table 8: the relationship between work alienation & organizational citizenship behavior

Independent variables : **work alienation**	The correlation coefficient	The regression line	The dependent variable : **organizational citizenship behavior**		
			R	**R²**	**Sig**
	-0.142	3.07	-0.249	**0.062**	**0.012**

Source: the preparation of researchers and the adoption of the spss19.

Analysis: The table above shows, reveals that The Pearson correlation (r) between work alienation and organizational citizenship behavior was (-0.249), which is (-24.9%) Is a weak negative link, as was the coefficient of determination (R^2 = 0.062) that is (6.2%) of changeorganizational citizenship behavior in the due to the change in work alienation. Note that the significance level (Sig=0.012) is less than the level of significance (α =0.05) This shows that there is statistically significant differences between organizational citizenship behavior and work alienation. We accept the alternative hypothesis H_1 and reject the null hypothesis H_0 in the sense that there is a statistically significant relationship between organizational citizenship behaviorand work alienation. Thus, regression equation between work alienation (X) and employees organizational citizenship behavior (y) as follows: Y= 3.07-0.142X

-Conclusion:
According to the study's results,The more employees have negative feelings, emotional burnout and doubts, the less organizational citizenship behaviors they perform. If employees have positive perceptions about their organizations, organizational support, equality, job satisfaction, organizational commitment, organizational trust, organizational justice, organizational identity, organizational identification, salary satisfaction, work, interest in the organization, the feeling of social responsibility and motivation, they will tend to perform organizational citizenship behaviors. Furthermore, organizational citizenship behaviors are affected by status at work, role identity, culture (values, norms and individualism-communitarians), the perception of ethical conduct, ethical climate, activity perception, administrator impression of work autonomy, leadership, leader- member exchange, the factors of the transformational leadership. The more sharing between leaders and members and the more qualities of transformational leadership, the more tendency of organizational citizenship behaviors (Polat, S, 2007). Podsakoff and MacKenzie (Podsakoff & McKenzie, 1997, pp. 133-151) suggest that one of the pioneering studies on organizational citizenship behavior and team effectiveness was carried out by Karambayya (1990), who concluded that high performance teams are made up of employees that exhibit high organizational citizenship behavior. Organizational citizenship behavior contributes to team effectiveness through its impact on the context in which the task is performed (Mahembe & Engelbrecht, 2014).

As a result of the study, a mid-level, and negative oriented correlation was found between organizational alienation and organizational citizenship behaviors. The less organizational alienation, the more organizational citizenship behaviors. Mendoza-Suárezand Lara (Mendoza-Suárez & Lara, 2007, pp. 56-76) suggests that the strategy to prevent work alienation strengthens healthy relationship and behaviors among employees. They point out the fact that work alienation affects behaviors in the organization negatively and administrators should establish working conditions that are compatible with humanitarian needs.

– Recommendations:
Based on the findings of this study, the following recommendations were made:

1. Organization should improve the internal working environment; provide opportunities for employees to participate in decision-making mechanisms; and use real systems that provide material and moral incentives for the employees.

2. Providing training programs that will enhance the expertise and knowledge of the employees in carrying out the tasks and responsibilities assigned to them.

3. Organization should strengthen the bonds of cooperation and solidarity among the employees and take care of social responsibility programs for them and their families so that the employees can achieve a high level of productivity based on the required quality standards.

4. There is the need to address the causes and negative effects of alienation by improving the internal work environment.

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