

**JIMMA UNIVERSITY**

**COLLEGE OF SOCIAL SCIENCES AND HUMANITIES**

**DEPARTMENT OF SOCIOLOGY**

**MA PROGRAM IN SOCIOLOGY AND SOCIAL POLICY**

**WORK ALIENATION AMONG MANUFACTURING WORKERS; THE  
CASE OF SELECTED MANUFACTURING INDUSTRIES AT ADAMA,  
ETHIOPIA**

A THESIS SUBMITTED TO DEPARTMENT OF SOCIOLOGY, FOR PARTIAL  
FULFILMENT OF THE REQUIREMENTS OF MA DEGREE IN SOCIOLOGY AND  
SOCIAL POLICY

**By: Mahlet Hailu**

**October 2017**

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**By: Mahlet Hailu**

**Advisors: Mikiyas Abera (PhD)**

**Dereje Wonde (MA)**

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**APPROVED BY:**

_____	_____	_____
<b>Advisor</b>	<b>Signature</b>	<b>Date</b>
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<b>Advisor</b>	<b>Signature</b>	<b>Date</b>
_____	_____	_____
<b>Examiner</b>		

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## **LIST OF ACRONYMS**

**ACSB** : Adama City Statistics Bureau

**ASTU** : Adama Science and Technology University

**CDM** : Centralization of Decision Making

**CSA** : Central Statistical Agency

**ETB**: Ethiopian Birr

**FRP** : Formalization of Rules and Procedures

**MNEs** : Multinational Enterprises

**MoFED** : Ministry of Finance and Economic Development

**SPSS** : Statistical package for Social Science

**WWII** : Second World War



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## ABSTRACT

*The study was conducted to investigate work alienation among manufacturing workers at selected manufacturing industries of Adama Town. The study employed quantitative and qualitative research method; and data was collected through questionnaire and in-depth interview guides. The questionnaire was mixture of close ended questions consisting of five point scale response and open ended questions. Interview guide was utilized for the purpose of in depth interview. Respondents of the study were from four selected manufacturing industries of Adama town. The study purposively selected 10% of manufacturing industries of Adama taking financial constraints and convenience into consideration. The data was collected from one hundred eighty six (186) randomly selected study participants using list of employees from each selected manufacturing industries. In addition, 12 in depth interviewees were conducted with purposively selected interviewees. Descriptive analyses were utilized to analyze quantitative data and qualitative data were thematically analyzed. The study findings revealed that majority (61.8%) of the respondents were alienated and centralization, formalization, lack of autonomy, and physical working condition were important predictors of work alienation. The study also found that work schedule (night shift), lack of transportation, low salary and promotion as other factors determining workers experience of alienation. In trying to investigate the relationship between workers' well-being and experience of alienation absenteeism-induced low pay, depression, de-skilling and dissatisfaction are mentioned. On the other hand, upgrading educational level, Absenteeism, changing department and job termination are mentioned as coping strategies to escape from work alienation and its effects. Generally, even though employees in the studied manufacturing industries experience work alienation and it affects their well-being in different ways, they used different coping strategies to escape from work alienation. Management/owners of manufacturing industries, better to give attention to their workers and use various mechanisms in such a way that can alleviate their negative attitudes towards the work and work related activities*



## **CHAPTER ONE:**

### **INTRODUCTION**

#### **1.1 Background of the Study**

The phenomenon of globalization has influenced existing political, cultural, and economic systems in countries around the world (Giddens, 1999). The rising level of globalization has promoted economic integration of developing countries into the global market and changed production patterns around the world during the last decades. Multinational enterprises (MNEs) have started to restructure their supply chains by outsourcing labor-intensive production activities to cheaper, less advanced economies (Mayer and Pickles, 2010). As a result, shifting production activities to developing countries has challenged nation-states with weak regulatory institutions to regulate business activities effectively. Developing countries are affected by this “governance deficit” (Gereffi and Mayer, 2006). Such industrial development contradicts the voices claiming that the manufacturing industry, being labor-intensive, offers little space for innovation and upgrading. This line of thinking predicts “race to the bottom” of the manufacturing industry, owing to its reliance on cheap labor, cost-cutting competition, wage reductions and deterioration of workers’ welfare (Tonelson, 2002).

In the Ethiopian growth and transformation plan, it is highlighted that strengthening the manufacturing industry, to promote off-farm employment (MoFED, 2010). As a result, the Ethiopian government vigorously promotes the manufacturing sector, hoping to spur industrialization, create jobs that will lift many out of poverty and thereby achieve its goal of becoming a lower middle-income country by 2025 (MoFED, 2010).

Consequently, manufacturing firms in the large and medium-sized group expanded their share of job creation, gross value of output and value added between 2000/01 and 2010/11(CSA, 2011). The employment share of manufacturing industries in total manufacturing employment within the large and medium-sized group increased from 41.9% in 2000/01 to 73.9% in 2010/1(Tadele and Shiferaw, 2015).

In spite of the above remarkable contributions, manufacturing industries have often caught attention around the world due to imbalanced employment relationship with exploitative wages and working hours, arbitrary supervisory methods, suppression of workers' rights and frequent industrial accidents (Jeff Wheeler and Keith Goddard, 2013). According to Marx, the abusive work condition inherent to the imbalanced employment relationship causes workers (employees) to experience work alienation (Deery and Plowman, 1991). For Marx, alienation is an outcome of repression in the context of industrial society (Fromm, 1961). According to Marx, capitalists (employers) acquire the right to control all aspects of labour for the purposes of organizing work for efficiency and minimizing costs so that a profit can be made. Because the labour process requires employees to surrender the right to control their labour, alienation is thus an intrinsic part of the capitalist system. This subordination of employees to their employers thereby makes the activity of work a dehumanizing, degrading and thus alienating experience (Marx cited in Fox, 1974: 224). 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, 2001). However work alienation considered as multi-dimensional phenomenon of an industrial society, there are most common manifestations for work alienation (Farahbod et al.,2012). Accordingly, this study is devoted to carry out an assessment of alienation and associated factors among workers at manufacturing industries of Adama, Ethiopia.

## **1.2 Statement of the Problem**

Work, according to Marx, is a means by which humans gain meaning and satisfaction in life (Fromm, 1961). In performing the labor that they have already conceptualized, humans realized their true nature and feel fulfilled and gratified (Dudley, 1994). In fact, for Marx, work is not simply one means among others of achieving meaning and purpose but, it is the principal means by which humans achieve meaning and fulfilled their true nature. Throughout history, people have actually lived under conditions in which they could work in a self-fulfilling way (Rubin, 1996). Under primitive communism (hunter and gatherers), hunters, stalking and killing their game and bringing it back camp to divide for all, are fulfilled workers (Elwell,Nd). Even typical peasants, despite their oppression and exploitation, are fulfilled workers in a very basic sense. They work in harmony with nature and seasons, have considerable self-determination in their work activities, and live off what they produce.

But, industrialization sparked an onslaught of socio-economic change, bringing millions of former subsistence farmers, artisans and craftsmen into the factories (Breverman, 1975). This permanently altered the nature of labor (Joanna Li, 2009). Marx suggested that industrial working conditions, which had become increasingly centralized, routinized and managed, had unprecedented impacts on workers' psychology (Breverman, 1975). According to Marx, typical industrial workers carry out tasks conceptualized by others. In addition, the work process is broken down into separate, isolated steps, and workers perform only one of these steps. Under industrial capitalism, workers loss control over work activities and production process, the tools and procedures of work, the product they make, products being owned by someone else and sold by their owners in a market. Because the structural position of workers was most vulnerable to the uncertainties of capitalism, they were unable to clarify their own interests (Divorah and

Lauren, 2013). As it is argued by Marx, when social conditions do not permit humans to realize their nature through work, a pathological condition of alienation comes to exist. When workers are alienated, they do not receive meaning and gratification from their work, but find only frustration and emptiness, and they are in the strictest sense, dehumanized workers.

In the years, since industrialization has flourished in the Europe and America, The notion of work alienation and its consequences has fascinated scholars and practitioners for a long time (Fromm, 1991). As a result, While Marx looked upon work alienation as an objective concept, while contemporary scholars examine subjective work alienation, that is, the degree to which workers feel alienated from their work (Kanungo, 1982:19). Also in the public administration literature, alienation has been a topic of research (Dehart Davis and Pandey, 2005). As a result, several studies have been conducted in Europe and America. For instance, Shepard (1973) interviewed 305 factory workers--craftsmen, final assembly-line workers, and control-room operators--and found that less specialization leads to less alienation. Kirsch and Lengermann (1971), Vamplew (1973), and Fullan (1970) studied work alienation among Canadian factory workers, and found that the more specialized the job, the more the employee feels alienated and dissatisfied with his job.

However the aforementioned studies have been merely concerned to the cases of Europe and north America, the developing countries are currently undergoing a perhaps industrial revolution with its outcome on the labor condition has given new credibility and life to the concept of work alienation (Jameson, 1991). During years of 1970s, the number of researches about alienation reached to its peak point, but had decreasing trend in recent years, though employees' face work alienation in the lately industrializing societies (Farzin Farahbod, et al. 2012).



For this reason, and lack of empirical evidences of labor condition and concept of work alienation, obviously require us to rethinking of labor conditions and work alienation in the lately industrializing nation, as of Ethiopia. Therefore, this particular study is devoted to uncover the experience of work alienation and associated factors among manufacturing workers; with a special reference will be made to the case of manufacturing industries at Adama, Ethiopia.

### **1.3 Objective of the Study**

#### **1.3.1 General objective**

The general objective of the study is to explain the experience of work alienation by manufacturing workers at Adama, Ethiopia.

#### **1.3.2 Specific Objectives**

Based on the general objective, the study also concerned on addressing the following specific objectives:

- To identify the factors associated with experience of work alienation by manufacturing workers.
- To explain work alienation experienced by manufacturing workers.
- To explain the relation between work alienation and workers' wellbeing.
- To identify the coping strategies of manufacturing workers.

### **1.4 Scope of the Study**

The scope of the study is limited in terms of coverage owing to financial and time resources available. In terms of location, this study is only confined to those selected manufacturing industries at Adama, Ethiopia. In its focus, the study is also limited to analyze the experience of work alienation by manufacturing workers. Furthermore, the study focused to describe the relationship between work alienation and workers' wellbeing and describe the coping strategies by manufacturing workers.

## **1.5 Significance of the Study**

The findings of the study are believed to be helpful in the following ways. Firstly, the study findings will be helpful for further studies in the area of work alienation and its determining factors. In addition, it provides an important inputs concerning work alienation experienced by manufacturing workers, drivers of work alienation, its relationship with workers wellbeing and coping strategies used by manufacturing workers. It also helps those labor unions, non-governmental as well as governmental organizations which particularly work on industrial relation and workers right to devise significant interventions to improve working conditions, solve uncertainties of workers at their work place and increase their productivity. Furthermore, it also paves the way for employers to reevaluate the labor process and take measures to reduce alienation among their employees.

## **1.6 Limitations of the Study**

The major limitations of the study were related to quantitative research approach particularly survey employed in the study.

During the process of data collection, the researcher faced problem to collect all distributed self-administered questionnaires from each respondents of selected manufacturing industry but the researcher tried to overcome it through using their work department as a means of returning back the questionnaires. Besides, to obtain information from the respondents was somehow difficult due to the busy nature of their work schedule. Similarly, the study faced problem related to unwillingness of the respondents to provide information which is relevant to the study. Even though the study had produced important insights in the area of work alienation, it was limited to specific organizations and area to assess the issue under consideration. On the other hand, lack of

research materials explaining general working condition and particularly work alienation in Ethiopia was one among major drawbacks of the study.

### **1.7 Conceptualization of Key Terms**

**Work:** in this study, work is defined as a means by which people realize their true nature and fulfill their needs (Duddly, 1994).

**Work Alienation:** Work alienation represents an estrangement, or a disconnection between a person and his or her work (Nair and Vohra, 2009).

**Organizational Structure:** The degrees of centralization of decision makings and formalization of rules and procedures make up the structure of the organization (Greene, 1978).

**Nature of the Work:** The nature of work refers to the characteristics of work such as workers' decision making autonomy over the design and production of their work, variety of tasks, and workers' creativity on their work, and meaningfulness of the work (Fineman, 1983).

**Work Relationships:** Work relationships encompass both work place relationships among co-workers, and supervisors (Gersick et al. 2000).

## **CHAPTER TWO:**

### **REVIEW OF RELATED LITERATURE**

#### **2.1 Introduction**

Identifying relevant previous work is an essential skill in social research. The massive expansion in the volume and type of information, together with the increasing complexity of interrelated branches of knowledge, has given added importance to the need for systematic searching, and for critical appraisal and synthesized accounts of previous research (Robert, Miller, John, and Brewer 2003). This entry addresses the task of searching for relevant literature in the information age. Hence, in this section of the paper, an endeavor was made to review existing literatures and past studies related to the subject under study. In doing so, the researcher has made consideration and sharpened his idea on the existing concepts, theories, and empirical literatures relevant to the subject under study.

#### **2.2 The Concept of Alienation**

While the term “alienation” is a prominent word in the history of social thought; but, thinkers are in dispute with each other about the history and age of this concept. Some thinkers believe that alienation is a phenomenon which belongs to post-modern and industrial societies; on the other hand, some of the other thinkers such as Furer, Fromm, Mezarous, Marcuse, Papenheim and Kaufmann have considered alienation not as a novel term and innovation, but as an old and historical concept (Mohseni Tabriz, 1991:27). Therefore, human alienation is not restricted to past, present and future, but it has been alongside human being since the beginning of his creation; of course, the type and amount of alienation change with respect to social and historical conditions (Bakhti, 2009:2).

Although, “alienation” as an anti-social phenomenon, has increasing growth for human societies along with industrialization of Western societies, but it was not a new phenomenon which has been emerged unexpectedly (A. Hosseini and Robbani, 2005:165). In periods after Renaissance, i.e. since 14th century, many of philosophers, social thinkers, authors, poets, writers and intellectuals paid attention to the word alienation. Perhaps, the broadest application of this word has been by founders of social contract school, i.e. Hobe, Locke and Rousseau. John Locke defined alienation as “the fraud of human” in social contract. The legal meaning of alienation has been introduced in the same direction and it means conveying of right, from someone to someone else (Talebi, 1993:3).

Since Hegelian period of time, i.e. 18th century, almost in all domains of the humanities, such as sociology, psychology, management, philosophy and even psychiatry, the concept of alienation has been applied as damage and crisis that has aimed human identity and not only makes him to be far from the course of success, but also threatens his health (Sadaghati and Abdollah, 2009:12). Alienation began with Hegel’s philosophy and became a common concept by Marx. Hegel applied alienation in respect to the soul and essence of human being and following him, Marx added material dimensions to alienation and suggested that human being is affected by self-alienation in the capitalistic society (Mohseni Tabriz, 1991:30).

It is said that alienation is one of the most difficult and complicated words in language, and for a long time it has been used in three domains of meaning, i.e. legal meaning, psychological meaning, and sociological meaning. In legal sense, it implies convey and transfer of rights and properties. In psychological sense, it implies ecstasy, delight and bliss. In sociology, it means to have a sense of hatred and separation towards oneself, society, work and so on. For centuries, alienation was used in sense of mental alienation. Till 1940s, alienation was applied in all three

mentioned meanings, but since WWII, its meaning, concept and application underwent some changes in such a way that was taken into account as a basic concept by philosophers, authors, poets, sociologists, psychologists and social critics; and it was defined and interpreted in different methods (Adibi Sade, and Moazeni, 2003:41). With exception of separation of oneself, alienation always refer to the relation between one subject and some concrete or abstract aspects of another issues, like environment, essence, God, work, work outputs, production means, colleagues, different social structures, processes and organizations(Geyer,1994:202). Fromm (1955), discussed alienation as an experience in which the person consider himself as an alien creature, or in other word he hates himself. Horowitz (1966) has described three meaning for alienation: first, alienation as intense separation from world; second, alienation as separation from people; and third, alienation as separation from others' ideas toward the world. Kanungo (1979) believes that the main meaning of alienation is the separation of a person from other components of his environment. Overend (1975) has classified alienation as separation and hatred of a person towards citizens, nature, productions, other people and finally, towards himself (Nair and Vohra, 2010:601).

In general, based on fields and domains of research, we can classify the concepts and theories of alienation into two theoretical domains of sociology and psychology (Mohseni Tabriz, 1991). In domain of psychoanalysis, self-alienation has been seen as a type of psychological diseases, which would emerge as a result of some disorders in one of the three layers of individual's character, or in relations between them (Zaki, 2009:32). There's no a complete agreement and unanimity between sociologists about the meaning of alienation, but it is obvious that they have complete agreement about the role of social external factors in emergence of alienation (Mohseni Tabriz, 1991:2). While alienation comprises a variety of issues, sociologists are mainly willing to

investigate social alienation, political alienation, and work alienation. Self alienation, however, has been the concern of some of sociologist like Marx, Weber, Manheim and Mills (Mohseni, 1991:33).

### **2.2.1 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, 1999:84). 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, 1999:23). 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” (Sedaghatifard and Abdallahzadeh, 2009:12). If an individual considers his labor as an alien affair, this labor is literally a factor of alienation emergence (Gharehdaghi Tanurlouee, 2010:2). 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. Nair and Vohra (2009) argued that the heart of work alienation is estrangement, or a disconnection between a person and his or her work. They defined work alienation as, "estrangement, or disconnection from work" (Nair and Vohra, 2009:296). This definition is supported by Marx's writing, whereby he stated that in the process of creating products, a person's self is tied up with the object that is produced. In this situation human will finally go under "work alienation" (Aghajani and Javadi, 2008).

### **2.3 Factors Associated with Work Alienation**

In trying to understand what causes alienation, the variables that have been discussed in the literature have largely been the structural elements of centralization and formalization (Allen and LaFollette, 1977; Greene, 1978). The nature of work or task that grant less autonomy, variety, creativity, meaningfulness and self-expressive have also been discussed as contributing factors to alienation (Blauner, 1964; Mottaz, 1981). Work relationships have also been shown to be related to the emergence of work alienation (Wilhelm et al., 1993). A few authors have explored the effect of individual level differences on work alienation (Dean, 1961; Korman et al., 1981; Lang, 1985; Mottaz, 1981). While these studies have examined some variables in relation to alienation, a comprehensive model capable of explaining work alienation is still missing in the literature.

#### **2.3.1 Structure of the Organization**

Both centralization of decision makings and formalization of work rules and procedures have been linked to greater work alienation (Allen and LaFollette, 1977; Greene, 1978). Albrow



(1970) suggested that a number of studies were designed as replies to Weber's (1948) discourse on bureaucracy. Some of these studies revealed the undesirable and unanticipated consequences of bureaucracy. Most of them have focused on two forms of bureaucratic control that contribute to feelings of alienation, namely, centralization of decision making (Blauner, 1964), and formalization of rules and procedures (Aiken and Hage, 1966). The relationship between alienation and formalization yields mixed results in the literature. Some, (Allen and LaFollette, 1977; Greene, 1978) have found alienation to be directly related to formalization and centralization, while others (Organ and Greene, 1981) observe the effect of formalization as a reduction in alienation through a decrease in role ambiguity.

### **2.3.2 Nature of the Work**

Characteristics of the work, such as autonomy, variety, creativity, and meaningfulness of the work have also been pointed out to be of value for workers (Fineman, 1983). With regard to autonomy, Marx argued that people become alienated from work itself because they do not have discretion over the design and production of their work. Seeman (1959) drew from this argument in suggesting that alienation is a result of a person's powerlessness and frustration for the need for autonomy. Indeed, bureaucratic control has long been suspected of fostering alienation by reducing individual work freedom (and producing feelings of disempowerment (Aiken and Hage, 1966; Blauner, 1964). Decision-making autonomy refers to "the degree to which the job provides substantial freedom, independence, and discretion to the employee in scheduling the work and in determining the procedures to be used in carrying it out" (Hackman and Oldham, 1975:162). Research has revealed that autonomy is positively associated with desirable job attitudes and behaviors. This is because autonomy in one's work provides the job holder with psychologically positive outcomes (Wrzesniewski and Dutton, 2001) since it elicits a sense of possible gain,

agency and a means to act (Lazarus and Folkman, 1984). There are studies that have examined the effect of job autonomy on alienation. Although Nair and Vohra (2010) did not find a significant relationship between the two using a sample of Indian knowledge workers, Banai and Reisel (2004) found that job autonomy was inversely related to alienation from work in a group of Russian workers. Although the latter two studies used Korman et al.'s (1981) measure of alienation, which has subsequently been criticized for being too broad and not specific to work alienation (Nair and Vohra, 2009), the results provide some indication that decision making autonomy is negatively related to work alienation.

In addition, according to Marx, employees who must complete a sequence of discrete, repetitive, and trivial tasks are more likely to be alienated at work. Braverman (1974) gave an account of the devastating effects of the detailed division of labor on human life, and the role of organizations in spreading this division. Empirical studies have demonstrated that repetitive jobs lead job holders to experience psychological distress (Melamed, Ben-Avi, Luz, and Green, 1995), which may in turn cause them to cognitively disengage from work. Individuals who feel that they engage in a variety of tasks, on the other hand, believe that their work is interesting (Morgeson and Humphrey, 2006) and motivational (Ryan and Deci, 2000). Although Nair and Vohra (2010) did not find a significant relationship between the two, Banai and Reisel (2007) found that task variety was negatively associated with alienation in samples of Eastern European workers.

In the course reviewing literature, task identity or meaningfulness has been discussed as one of the common antecedents of work alienation. Marx stated that a person's value consists of the ability to conceive of the ends of actions as purposeful ideas that are distinct and knowable at all points in the making of the product or idea. People desire to not only objectify the intentional

efforts of them, but also see the entire product which is produced. Drawing from Marx, Seeman (1959) argued that individuals are alienated when they cannot see the relationship between their work and larger systems and processes. The extent to which workers relate to their tasks is a function of being able to see the end-to-end connection of their work; this resonates with Seeman's (1959) conceptualization of meaningfulness of work, and identification with work.

Scholars have examined this issue and coined it, task identity. As a property of a job, task identity is defined as the extent to which a job involves the completion – from beginning to end – of an identifiable and visible piece of work (Hackman and Oldham, 1980). For example, a job that involves the completion of a piece of work on a manufacturing assembly line has low levels of task identity. In support of this, a study conducted by Fried and Ferris (1987) found that task identity or meaningfulness was the job characteristic most strongly related to job performance. Previous studies by Banai and Reisel (2007) found that task identity was negatively related to alienation among Cuban and Russian employees.

### **2.3.3 Work Place Relationships**

According to Marx, individuals become alienated from their work when they do not have a social connection with others who are involved in the production of work. Hence, a lack of meaningful relationships with other workers is the fourth driver of alienation. Alienation is driven by a lack of inter-connectedness with others who jointly create a product. Marx suggested that capitalism reduces labor to a commercial activity that can be traded, rather than a social relationship amongst people who are involved in a common effort. Hence, feeling disconnected from others at work may lead to alienation from a person's job.

Research is beginning to accumulate that identifies social characteristics as important components of work (Morgeson and Humphrey, 2006). For example, the relationships among workers are one of the most important determinants of well-being and perceptions of meaningful work (Gersick, Dutton, and Bartunek, 2000). Supportive social relationships at work are expected to reduce job stress (Karasek, Triandis, and Chaudhry, 1982) and increase pro-social motivation (Grant, 2007). As a result, a study conducted by Korman et al. (1981) found that individuals who were dissatisfied with their relationships with others were more alienated. Similarly, Nair and Vohra (2010) found a negative relationship between satisfaction with work relationships and alienation.

## **2.4 Sociological Views of Alienation**

Karl Marx, the philosopher most closely associated with the modern concept, developed his idea of alienation in his early manuscripts of 1844. While Marx identified three forms of alienation (separation from species, man, and work and labor), I will concentrate on his conception of man's separation from one's work and labor. Influenced by Hegel's (1807/1952) theological view of man's unity of spirit with the world, he described a condition in which man's essence, or essential nature, is determined through the kind of activities which one undertakes (Fromm, 1961). Consequently, one need not necessarily feel alienated when producing a good, as long as the product is an extension of the laborer's self. However, when a person becomes merely an instrument for the production of a good, she will feel alienated because her labor ceases to reflect her own personality and interests. As evidenced by his more famous works *Das Kapital* (1867/1967) and *The Communist Manifesto* (1848/1950), Marx criticized capitalism as a system that separated workers from their products by treating them as machinery, and thus robbed them of their human essence. Incited by the societal injustices he perceived in the Industrial

Revolution, Marx “presented a protest against man’s alienation, his loss of himself and his transformation into a thing; it was a movement against the dehumanization and automatization of man” (Kaufmann, 1970:20). Although Marx would disparage talk of alienation in his later works, his early writings, which clearly state his idea of alienated labor, would prove to inspire future social scientists during periods of economic and societal transition (Schacht, 1970).

As a result, the French sociologist Emile Durkheim (1893/1964) was not quite as critical of capitalism as was Marx. He believed that capitalism provides individuals with the opportunity to enrich themselves through the development of skills and the acquisition of goods that provide for a comfortable life. However, Durkheim also recognized the dangers that can occur if a society becomes driven by an unfettered thirst for consumption. In this situation, growing markets can "reduce human relations to a new lowest common denominator: the cash nexus" (Derber, 1996:15). According to Durkheim, if acquisition becomes the chief goal in a society, anomie, a state of societal normlessness, could occur: Traditional social bonds and moral codes breakdown, feelings of isolation become prevalent, and people maintain little recognition for how their actions affect others. He warned that if this condition continues unchecked by a government, crime, confusion, and suicide will increase as a result of the "raging appetites encouraged by markets" (Lane, 1991:596).

Another seminal contributor to classical sociological thought, Max Weber, provided perhaps the most famous image of the condition of alienated labor—the “iron cage” (1904-5/1958:181). While Marx wrote about the worker’s separation from the product, Weber recognized that one could become alienated from the organization as well. He believed that the bureaucratic organizations which generated such high efficiency and productivity in the industrial era could also generate general disenchantment among its members. By placing the source of authority in

the system itself and not in relationships, the rationalized nature of activities in bureaucracies creates impersonal, rigid work environments (Schaff, 1980; Antonio and Glassman, 1985; Barker, 1993).

## **2.5 Conceptual Framework of the Study**

On the basis of those literature discussed above, I drew the conclusion that work alienation is a global concept which is determined by various factors. Those factors can be categorized into three groups: structure of the organization, nature of the work and work relationships.

Under structure of the organization, centralization of decision makings and formalization of work rules and procedures have been linked to greater work alienation (Allen and LaFollette, 1977; Greene, 1978). Some studies revealed the undesirable and unanticipated consequences of bureaucracy. Most of them have focused on two forms of bureaucratic control that contribute to feelings of alienation, namely, centralization of decision making (Blauner, 1964), and formalization of rules and procedures (Aiken and Hage, 1966). The relationship between alienation and formalization yields mixed results in the literature. Some (Allen and LaFollette, 1977; Greene, 1978) have found alienation to be directly related to formalization and centralization, while others (Organ and Greene, 1981) observe the effect of formalization as a reduction in alienation through a decrease in role ambiguity. As a result, in this study, the structure of the study organizations conceptualized as centralization of decision makings, and the way work rules and procedures formalized; to indicate the experience of work alienation among manufacturing workers.

In addition, Characteristics of the work, such as autonomy, task variety, creativity, and meaningfulness of the work have also been pointed out to be of value for workers (Fineman,

1983). With regard to autonomy, Marx argued that people become alienated from work itself because they do not have discretion over the design and production of their work. Seeman (1959) drew from this argument in suggesting that alienation is a result of a person's powerlessness and frustration for the need for autonomy, while decision-making autonomy refers to "the degree to which the job provides substantial freedom, independence, and discretion to the employee in scheduling the work and in determining the procedures to be used in carrying it out" (Hackman and Oldham, 1975:162).

In addition, according to Marx, employees who must complete a sequence of discrete, repetitive, and trivial tasks are more likely to be alienated at work. Empirical studies have demonstrated that repetitive jobs lead job holders to experience psychological distress (Melamed, Ben-Avi, Luz, and Green, 1995), which may in turn cause them to cognitively disengage from work. Individuals who feel that they engage in a variety of tasks, on the other hand, believe that their work is interesting (Morgeson and Humphrey, 2006) and motivational (Ryan and Deci, 2000).

Similarly, task identity or meaningfulness has been discussed as one of the common antecedents of work alienation. Marx stated that a person's value consists of the ability to conceive of the ends of actions as purposeful ideas that are distinct and knowable at all points in the making of the product or idea. Drawing from Marx, Seeman (1959) argued that individuals are alienated when they cannot see the relationship between their work and larger systems and processes. For example, a job that involves the completion of a piece of work on a manufacturing assembly line has low levels of task identity. In support of this, a study conducted by Fried and Ferris (1987) found that task identity or meaningfulness was the job characteristic most strongly related to alienation. Consequently, in this particular study, the nature of the work/task conceptualized as

autonomy, task variety, creativity, and meaningfulness of the work; to indicate the experience of work alienation among manufacturing workers in the study area.

Regarding to work place relationships, according to Marx, individuals become alienated from their work when they do not have a social connection with others who are involved in the production of work. Hence, a lack of meaningful relationships with other workers is the fourth driver of alienation. Marx suggested that capitalism reduces labor to a commercial activity that can be traded, rather than a social relationship amongst people who are involved in a common effort. The relationships among workers are one of the most important determinants of well-being and perceptions of meaningful work (Gersick, Dutton, and Bartunek, 2000). As a result, a study conducted by Korman et al. (1981) found that individuals who were dissatisfied with their relationships with others were more alienated. Similarly, Nair and Vohra (2010) found a negative relationship between satisfaction with work relationships and alienation. As a result, in this study, work relationship treated as worker-worker, and worker-supervisor relationships at work; just to indicate work alienation among manufacturing workers in the study area.



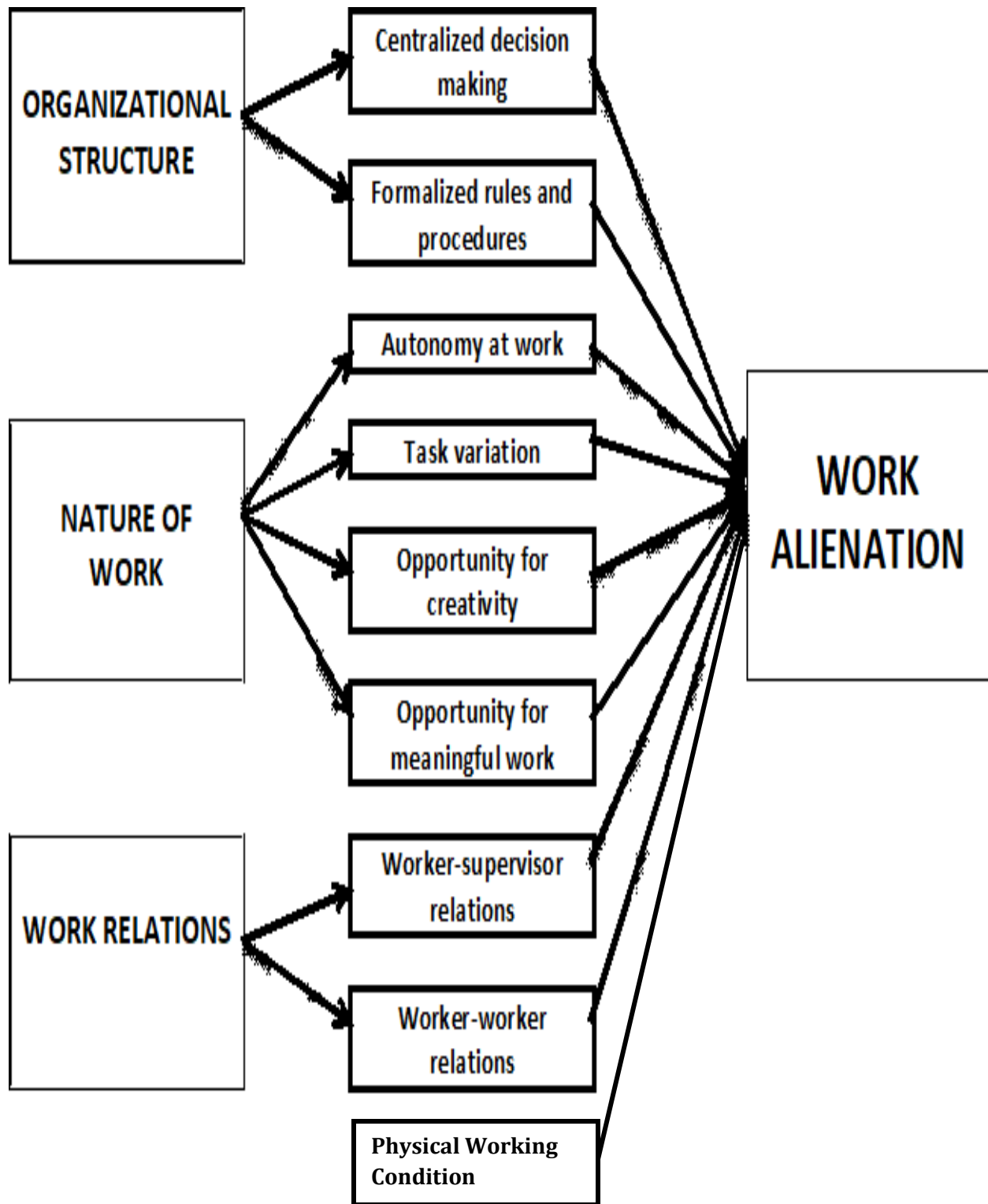


Figure 3.1 Conceptual Framework of the Study

## **CHAPTER THREE:**

### **RESEARCH METHODS**

Under this chapter, detail description of research design, research approach, study population, sampling design and sample size determination, data collection instruments and method of data analysis that were employed in the study discussed.

#### **3.1 Background of the Study Area**

Here, the background information about the study area is presented.

##### **3.1.1 Profile of Adama City**

Adama (Nazreth) is one of the largest cities of Oromiya and of the country with a total population of 282,976 (male: 139,919) in 2013 (Adama City Statistics Bureau, 2013) covering 13,666.5 hectares (133.6 km<sup>2</sup>) (Adama city Administration, 2017). It is located 100 km south east of Addis Ababa. It was founded in 1924 along the road that connects Addis Ababa with an important trading center of the East, Dire Dawa. Additionally, the Adama Science and Technology University (ASTU) (formerly Adama Technical Teachers college) is located in the city.

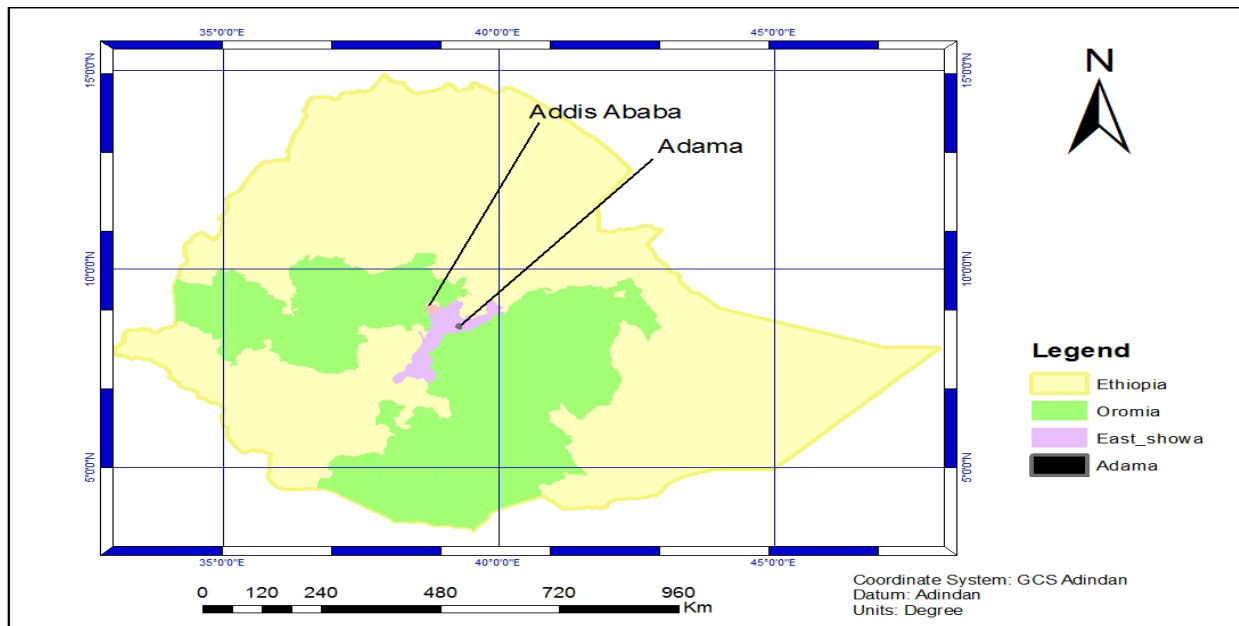


Figure 3.1 Actual Location of Adama City

### 3.1.1.1 Socio-Economic Background of Adama

Adama is an economic center for trade and products that are paid for by ways that radiate from it and the necessary transaction involved in this exchange are proved by it. Economically, the city has been serving as a major focal point for trade and small, medium and large scale manufacturing industries. The major business sectors in Adama are hotels, trade and industry. The city is pulling migrants, who came following the trade route in search of jobs and livelihood. The city is an important center of distribution of goods that are manufactured locally by various industries in the city and its suburbs. It is still a relay point for goods produced and manufactured in the country and imported from abroad to the small towns and rural areas in the region. As a result, it seems the two primary market places namely “Amede” and “Arada” is characterized by whole sale trade side by side the retail for the city dwellers (Adama City Administration, 2015).

Trade and Industry, Adama has one industrial zone with adequate site and service, whereas small sized industries have been scattered all over the city. There are about 39 large and medium scale manufacturing industries in the city.

With regard to composition and diversity of the sub-sector, it is dominated by food industries (47.6% of total) showing the response of investors to available agricultural raw materials. The second dominant manufacturing type is manufacture of machineries and equipment with 23.8% share followed by textile industries.

### **3.2 Research Design**

This study employed cross-sectional research design in order to obtain data concerning the issues under study. Cross-sectional design entails a collection of data at a single point in time from a sample selected to describe some large population at that time (Bryman 2004). Accordingly, in order to obtain data regarding the experience of work alienation by manufacturing workers, the major factors associated with work alienation, the relationship between work alienation and workers' wellbeing, coping strategies by manufacturing workers and workers' socio-economic characteristics, cross-sectional research design is the most appropriate one.

### **3.3 Research Approach**

In this study the researcher employed mixed methods approaches (triangulation). Triangulation is primarily a way of assuring the validity of research results through the use of different methods and approaches. Besides, in this study, it has had additional advantage of allowing the researcher to cover different aspects of her research objectives by employing different sources, data and research methods. Similarly, Bryman (2004) indicated that, mixed methods (i.e. triangulation) gives flexibility of combining different sources and methods at various stages of the research process by obtaining both quantitative data that are considered to be accurate, creditable and scientifically consistent; and qualitative data considered to be constructed, compressive and contextual. Therefore, the rationale of triangulating data sources and methods in this study was, primarily to address various aspects of research objectives of the study.

In addition, it allowed the researcher to substantiate quantitative data with qualitative one as each of them has their own pitfall.

### **3.4 Primary Data Collection Methods**

Three major data collection methods were employed to gather relevant data from sample respondents concerning issues under investigation.

#### **3.4.1 Survey**

Data concerning socio-economic characteristics of the respondents, the experience of work alienation, factors associated with work alienation, work alienation-well-being relationships and coping strategies by manufacturing workers were collected through structured questionnaire. The first part of the questionnaire asked the socio-economic characteristics of the respondents. The second part contained questions related to workers' experience of work alienation and associated factors. The third section of the questionnaire deals with questions related with work alienation-wellbeing relationship and coping strategies by manufacturing workers.

Table 3.1 Operationalization of Concepts and Variables

<b>Concept</b>	<b>Variable</b>	<b>Indicator/s</b>	<b>Measurement</b>
<b>Socio-Economic Background</b>	Gender	Gender of the person	<b>Nominal</b> (Male/Female)
	Age	Length of time the person has lived	<b>Scale</b> (completed years)
	Educational qualification	Level of education attained	<b>Ordinal</b> (can read & write, primary education, secondary education, college and above)
	Religion	Religion of the person	<b>Nominal</b> (Catholic/Muslim/Orthodox/Protestant /other)
	Marital status	Marital status of the person	<b>Nominal</b> (Single/Married/Divorced/Widowed)
	Salary	Total amount of money per month	<b>Scale</b> (Net amount of Birr)
	Work experience	Length of time a person has been working	<b>Scale</b> (completed years)
<b>Alienation</b>	Work alienation	Worker's score of the scale to measure work alienation	<b>Scale</b> (Likert-scale score)
<b>Factors Associated with Work Alienation</b>	Centralization of decision makings	Worker's score of the scale to measure centralization of decision makings	<b>Scale</b> (Likert-scale score)
	Formalization of work rules and procedures	Worker's score of the scale to measure formalization of work rules and procedures	<b>Scale</b> (Likert-scale score)
	Autonomy	Worker's score of the scale to measure workers' autonomy	<b>Scale</b> (Likert scale-score)
	Task variety	Worker's score of the scale to measure task variety	<b>Scale</b> (Likert scale-score)

	Creativity	Worker's score of the scale to measure creativity	<b>Scale</b> (Likert scale-score)
	Meaningfulness of the work	Worker's score of the scale to measure meaningfulness of the work	<b>Scale</b> (Likert scale-score)
	Work place relationships	Worker's score of the scale to measure work place relationships	<b>Scale</b> (Likert scale-score)
	Physical working Environment	Worker's score of the scale to measure the physical working condition	<b>Scale</b> (Likert scale-score)

### 3.4.2 In-depth Interview

In depth interview was conducted with sample interviewees. This data collection method was used to generate in-depth information about the relationship between work alienation and workers' wellbeing and the major coping strategies by manufacturing workers as well as to substantiate data obtained from survey.

### 3.4.3 Observation

In addition to the above two methods of data collection, the study also used direct observation as a means of data collection. This method is one of the widely held very important techniques in order to gain the deepest insight about the local realities. It is then very vital in this particular study, so as to observe the physical working environment and conditions.

### 3.5 Sources of Data

In this study both primary and secondary data sources were utilized in order to obtain relevant data for the study. Primary data was collected from sample respondents through the aid of survey instruments and in-depth interviews. Furthermore, secondary data was obtained from the organizations' archival documents, official reports, research reports, articles and books etc.

### 3.6 Sample Size and Sampling Technique

The researcher employed both probability and non-probability sampling techniques in the way to sample manufacturing industries and sample respondents. From non-probability sampling techniques, purposive sampling technique was used that allowed the researcher to collect data from those selected groups based on her judgment. Accordingly, the researcher purposively selected only four (4) manufacturing industries from the total manufacturing industries at Adama, because of inadequate financial resource to include more samples. From the selected manufacturing industries, list of seven hundred (512) employees were obtained and among all of the total workers 226, 110, 95 and 81 of them were employees of ETUR Textile Factory, Adama Steel Factory, T.M Food Complex and Belayab cable factory respectively. In doing so, the lists of manufacturing workers were obtained from each purposively selected manufacturing industry. As a result, the researcher determined sample size using **Yamane's** sample size determination formula for 95% confidence level and  $P = .5$  to select appropriate number of respondents from selected manufacturing industries.

$$n = N / [1 + N (e)^2]$$

Where  $n$  is the sample size,  $N$  is the population size, and  $e$  is the level of precision. Based on this, the total number of workers in all sample manufacturing industries is 512.



$$n = 512 / [1 + 512(0.05)^2]$$

$$n = 186$$

Consequently, the researcher proportionately calculated the required sample size from each sample manufacturing industry and determined 82, 40, 34 and 30 samples from ETUR Textile Factory, Adama Steel Factory, T.M Food Complex and Belayab Cable Factory respectively. Then after, sample respondents were selected using simple random sampling technique from each industry by utilizing lists of employees obtained from each purposively selected manufacturing industry.

Additionally, in-depth interviewees were selected from each study companies by utilizing purposive sampling technique from relevant departments. This process was kept continuing until the data became repetitive i.e. data saturation after 12 interviews.

### **3.7 Method of Data Entry and Analysis**

In order to analyze quantitative data, the collected data was cleaned, coded and entered into statistical package for Social Science (SPSS-20) for analysis. The descriptive analyses were involved use of frequencies, percentage, cross tab, and mean distribution. Furthermore, tables and charts were employed for data presentation. In addition, Multiple Regression was applied to statistically test the level of significance of factors associated with work alienation in predicting work alienation among manufacturing workers. .

Qualitative data gathered through interviews was presented and analyzed alongside quantitative data gathered through survey. In addition, qualitative data concerning of the relationship between work alienation and workers' wellbeing and coping strategies by manufacturing workers was

analyzed separately through thematic way since it is separate specific objective of the study and in doing so, the researcher focused on meaning rather than quantification.

### **3.8 Reliability and Validity of data**

Although threats to research reliability and validity can never be totally eliminated, researcher tried to minimize this problem as much as possible and ensured the reliability and validity of the data.

#### **3.8.1 Reliability of data**

The researcher was piloted questionnaire to 30 respondents and analyzed their response. Then checked the significance of the finding by using cron bach Alpha before the main study is conducted to ensure the appropriateness of research instruments and its reliability, as it was 0.8.

#### **3.8.2 Validity of data**

On the other hand, the researcher was employed two way translation to ensure the validity of data. In doing so, first the researcher asked experts in the area particularly those sociologists to translate the tool in to Amharic and Afan Oromo language and then compared the sameness of translated version with that of the tool written in English and ensured the validity of the tools.

### **3.9 Ethical Consideration**

Any research has a moral obligation to consider ethical situation that concern the research subject. Thus, this section highlights some important ethical concerns associated with this research.

It is argued that, any researcher should respect the dignity, right and wellbeing of the people included in the research (Nicholas 2006). One of the main ethical concerns during conducting research is informed consent (W. Lawrence 2007). Accordingly, the researcher was clearly

introduced himself to all of the respondents and indicated the purpose of the research prior to starting the interviews. Based on this, only voluntary individuals were included in the study.

Furthermore, in any research especially in social science, anonymity and confidentiality of informants has to be seriously considered (W. Lawrence 2007). Thus, before commencing the interview, it was assured that the information that they are going to provide was used only for academic purpose.

### **3.10 Procedure of the Data Collection**

Before directly commencing data collection, the researcher was consulted and gave the letter of cooperation given by Jimma University, the department of Sociology to Adama city Administration. Up on the request of Adama city Administration office, the city's trade and industry office issued a letter to the researcher to allow undertaking the study in the area and requested the cooperation of the selected companies' administration. Having convinced the manager\s of each company about the aim of the study, the researcher obtained list of employees from each company. Then, the study participants were informed about the purpose of the study by their respective managers and supervisors and they were interviewed based on their willingness.

## **CHAPTER FOUR:**

### **FINDINGS AND DISCUSSION**

#### **4.1 Introduction**

In this chapter, the results of the data analysis are presented and discussed. This chapter consists of five sections, and the first section of the chapter dealt with presenting the data related with socio-economic characteristics of respondents. The second section deals with the presentation of data about work alienation experienced by manufacturing workers. In the third section of this chapter, associated factors of alienation and their significance to indicate work alienation among manufacturing workers is discussed. The fourth section deals with the relationship between work alienation and wellbeing of manufacturing workers while the final section deals with the coping strategies by the manufacturing workers.

#### **4.2 Socio-Economic Characteristics of Respondents**

Throughout this section, statistical data related to the socio-economic characteristics of the respondents such as gender, age, marital status, educational qualification, and religion, salary of the respondents and the length of time (work experience in completed years) they have been in the manufacturing industry discussed.

Table 4.1 Socio - Economic Characteristics of Respondents

<b>N.O</b>	<b>Variables</b>	<b>Frequency</b>	<b>Percentage</b>
<b>1</b>	<b>Gender</b>		
	Male	84	45.2
	Female	102	54.8
	Total	186	100.0
<b>2</b>	<b>Age of workers</b>		
	20-25	55	30.1
	26-30	87	47.8
	31-35	38	18.8
	36-40	6	3.2
	Total	186	100
<b>3</b>	<b>Marital Status</b>		
	Single	97	52
	Married	67	36
	Divorced	17	9
	Widowed	5	3
	Total	186	100
<b>4</b>	<b>Religion</b>		
	Catholic	7	3.8
	Muslim	56	30.1
	Orthodox	69	37.1
	Protestant	54	29
	Total	186	100
<b>5</b>	<b>Educational Status</b>		
	Can read and write	0	0
	Primary Education	6	3.3
	Secondary Education	100	53.7
	College and above	80	43.0
	Total	186	100.0
<b>6</b>	<b>Salary</b>		
	1000-1999	162	87.1
	2000-2999	24	12.9
	Total	186	100.0
<b>7</b>	<b>Work Experience</b>		
	1-3 years	122	65.6
	4-6 years	51	27.4
	7-10 years	13	7
	Total	186	100

Source: Survey 2017

As it is indicated above in Table 4.1, the sample constitutes 54.8 % of female i.e. 102 and 45.2% (84) male. With regards to age of respondents, the above table shows that, age distribution of the respondents ranges from 20 to 40 years old. Of all respondents, 47.8% are distributed within the age group of 26-30. On the other hand, 30.1%, 18.8% and 3.2% of the respondents fell in the age groups of 20 – 25, 31-35, and 36-40 years respectively. The data also indicates that respondents those are found in the age group of 26-30 years old constitute a larger portion of the responses with 47.8%, as little portion of the responses are given by those are in the age group of 36-40 years old that is 3.2% of the total respondents.

In the above table, it is also indicated that 97(52.1%) are single while 67(36.02%) of the respondents are married. The remaining 17(9.14%) and 5(2.74%) respondents are divorced and widowed respectively. Hence, according to the data, the larger portion of the responses is given by the respondents those who are single and the least is given by those who are widowed.

Table 4.1 indicates that of all respondents, 37.1% are orthodox Christians, 30.1% Muslim, 29% protestant and 3.8% are Catholics. The data also tells us that the larger portion of the response was given by orthodox Christians with 37.1% share and the least was given by catholic Christians with only 3.8%.

In addition, with regard to respondents' educational status, table 4.1 shows that respondents distributed into three categories of educational qualifications; primary education, secondary education and college and above. Of all respondents 53.8% (100) found at the educational status of "secondary education" while 43% (80), and 3.3% (6) are with educational qualification of "college and above" and "primary education" respectively.

As to the above table, salary (net amount of birr) of respondents is ranges from 1000-2999 birr. Of all respondents 162(87.1%) earn monthly salary of 1000-1999 birr. The remaining 24 (12.9%) of respondents receive 2000-2999 birr per month. The data demonstrates that among the respondents those earn 1000-1999 birr monthly salary share the larger portion the responses given for the present study.

Finally, in the above table 4.1, it is indicated that the respondents' length of time at their respective manufacturing industries. Among the total respondents, 65.6% have been working in their particular industries for the last 1-3 years. In addition, 27.4% of the respondents have 3-6 years of working experience, and the rest 7% of the respondents have been working in their particular industry for 6-10 years. The above data also shows that the larger portion of the responses was given by the workers those have 1-3 years of working experience in their organization. Hence, the findings based on the data obtained from the present survey, more represents workers with 1-3 years of working experience in manufacturing industries.

### **4.3 Factors Associated with Work Alienation**

This section explains about factors associated with work alienation among manufacturing workers. Based on the review of related literature and previous studies, the present study identified eight factors associated with workers experience of alienation .These factors include: Centralization of decision making, formalization of work rules and procedures, Autonomy, Task Variety, Creativity, meaningfulness of the work, Work Condition, and work place relationships. All the data set used for this analysis was derived from responses generated from five-point likert scale. Therefore, for the purpose of this study, five-point likert scale consisting of four items under each associated factor is used to measure the contribution of each factor to indicate workers' experience in work alienation among manufacturing workers in the study area.

The findings are presented using frequency and percentage tables and charts in order to provide simplified picture of the data.

#### **4.3.1 Centralization of Decision Making and Workers' Alienation**

One of the most widely used instruments for measuring organizational structure is the scale developed by Aiken and Hage (1966), with centralization operationalized as Hierarchy of authority and level of Participation in decision making. In doing so, the role of centralized decision makings in determining work alienation among manufacturing workers is measured using the five-point likert scale consists of four items. The scale consists both positively and negatively stated items i.e. Management in this organization does not solicit inputs and feedbacks from employees on decision makings, Employees in this organization are encouraged to involve in decision making, even small matters have to be referred to someone higher up for a final answer, and I don't have to ask my boss before i do almost anything. Items were used with the response rate of strongly agree, agree, fair, disagree and strongly disagree to measure to what extent that centralized decision making is understood as a factor associated with work alienation among the respondents.

As a result, for the statement; I don't have to ask my boss before i do almost anything which is positive to indicate the nature of decision making in the organization, 1.6% and 7% of the respondents were strongly agreed and agreed respectively, and 32.8% of the respondents were fair with the statement. In addition, the remaining 44.6% and 14% of the respondents were disagreed and strongly disagreed with the statement.

With regard to the statement; Even small matters have to be referred to someone higher up for a final answer that is negative to indicate the nature of decision making, among the total



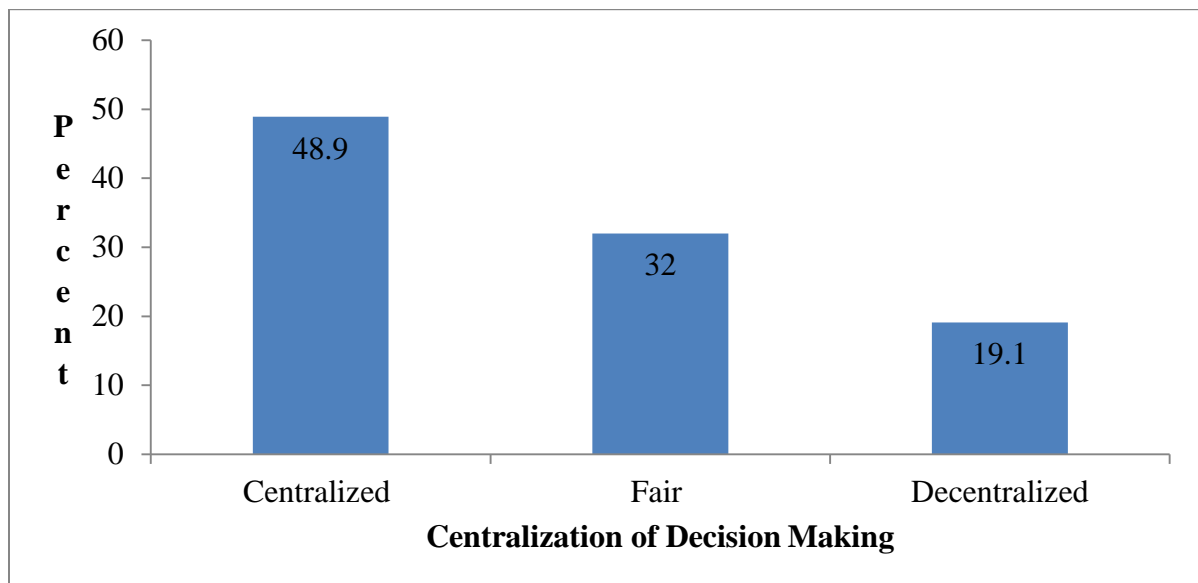
respondents 13.4%, 44.6%, 30.6%, 10.2%, and 1.1% were strongly agree, agree, fair, disagree , and strongly disagree respectively.

With the statement; Employees in this organization are encouraged to involve in decision making that can positively indicate the decision making process in the organization, 2.7% and 8.1% of the respondents were strongly agree and agree respectively, while 30.1% were fair. The remaining 45.2% and 14% are remained as disagreed and strongly disagreed with the statement.

As part of the data related to centralization of decision making, 11.8% and 47.8% of the respondents were strongly agreed and agreed with the statement; Management in this organization does not solicit inputs and feedbacks from employees on decision makings which indicates the centrality of decision making in the organization, while 31.2% remained fair. The remaining 8.1% and 1.1% of the respondents were disagreed and strongly disagreed with the statement.

Based on the respondents' level of agreement with each statement and sum-score of the scale, respondents with scores 1-6 are understood to think that there is high level of centralized decision making, while those with scores 7-13 and 14-20 are understood to see fair level of centralization of decision making and decentralized decision making in their organization respectively.

Figure 4.1 Distribution of respondents by their scores on scale for Centralization of Decision Making



Source: Survey, 2017

The above figure displays that the level of centralization of decision makings in the study organizations. As a result, among the total respondents, 48.9% of respondents understood that there is a centralized decision making in their organization. The data in the above figure also shows that 32% of the respondents understood that there is a fair centralization of decision making, while the rest 19.1% of the respondents agreed that there is decentralized decision making in their manufacturing industries.

The study found out that in the manufacturing industries, the nature of decision making is centralized and workers lack opportunity to participate in the decision making process concerning their work. Centralization of decision making has been linked to greater work alienation (Aiken and Hage, 1966; Allen and LaFollette, 1977; Greene, 1978). In other words this is to mean that there is direct relationship between centralized decision making and work alienation. The more the decision making is centralized and workers lack opportunities to

participate in the decision making process concerning their work, the more the employees are prone to work alienation.

#### **4.3.2 Formalization of Work Rules and Procedures**

This sub section of the chapter is concerned on presenting the data related to the contribution of formalization of work rules and procedures to workers' experience of work alienation. In doing so, the role of formalization of work rules and procedures in determining work alienation by manufacturing workers was measured using the five-point likert scale consists of four items i.e. I feel that i am my own boss in most matters, I can't make my own rules and procedures to accomplish my job, workers, in this organization are allowed to do as they please, and Rules and procedures on my job are entirely made by my boss. Items were used with the response rate of strongly agree, agree, fair, disagree and strongly disagree to measure to what extent that formalization of work rules and procedures is understood as a factor associated with work alienation among the respondents.

As a result, 10.8% and 47.8% of the respondents are strongly agreed and agreed respectively, while 32.3% are remained fair with the statement; Rules and procedures on my job are entirely made by my boss which is negative to indicate the way work rules and procedures are formalized. The remaining 7% and 2.2% are disagreed and strongly disagreed with the statement.

In addition, 1.1%, 5.9% and 32.8% are strongly agreed, agreed and fair respectively with the statement workers in this organization are allowed to do as they please which is positive about workers' feeling on formalization of work rules and procedures. With the same statement, among the total respondents, 46.2% and 14% are disagreed and strongly disagreed.

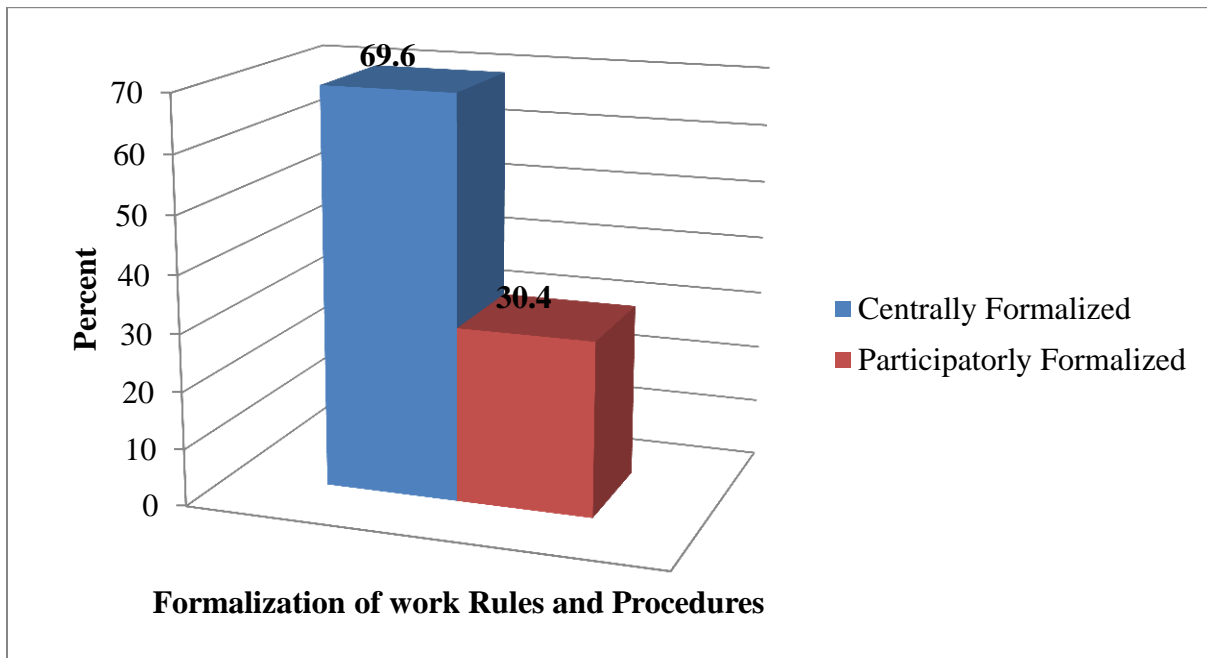
As part of the data related with formalization of work rules and procedures, 14.5% and 45.7% of the respondents were strongly agreed and agreed respectively with the statement *I can't make my own rules and procedures to accomplish my job* that is negative about the formalization of work rules and procedures in the organization. With the same statement, 32.8% of the respondents are to feel fair. While the remaining 5.9% and 1.1% remained disagreed and strongly disagreed.

Furthermore, among the total respondents, no one is strongly agreed with the statement; I feel that i am my own boss in most matters that is positive to indicate of the way work rules and procedures were formalized. Only 6.5% of the respondents agreed to the statement, while 33.9% remained to feel fair, and 47.8% and 11.8% of the respondents disagreed and strongly disagreed respectively.

Generally, the data tells us that positively articulated statements have received greater disagreements while more agreements were to negatively stated questions associated the way work rules and procedures are formalized in the study organizations.

Based on respondents' level agreement with each item and their sum-score of the scale, respondents scored 1-10 understood as they are working with centrally formalized work rules and procedures and 11-20 understood as they are working with participatorly formalized work rules and procedures in their organizations.

Figure 4.2 Distribution of respondents by their scores on scale for Formalization of work rules and procedures



Source: Survey, 2017

Work rules and procedures in manufacturing industries can be formalized centrally by the management or involving workers in participatory manner. Based on the sum-score of the scale prepared to measure formalization of work rules and procedures, responses are categorized into two to indicate the nature of formalization of work rules and procedures in the study organizations.

As it is indicated in the above figure, of all respondents, 69.6% were reportedly working with centrally formalized work rules and procedures in their organization. On the other hand, the rest 30.4% of the respondents reported that they are dealing with participatory formalized work rules and procedures. This group of respondents has participated in formalizing work rules and procedures in their organization.

Dehart Davis and Pandey (2005) stated that bureaucratic control like formalization of work rules and procedures foster work alienation through reducing individual freedoms and creating feeling of powerlessness. Similarly, the present study found out that the majority of respondents were working with work rules and procedures that are centrally formalized in the study organizations. As formalized work rules and procedures involve over controlling mechanisms with strict rules and regulations that limit employees' freedom in their work place which in turn result in separation of workers from their work. Hence, in the study manufacturing industries, formalization of work rules and procedures is among factors associated with and to affect the experience of work alienation among workers.

#### **4.3.3 Autonomy and Workers' Perception of Alienation**

Workers' autonomy in planning or executing their job related responsibilities i.e. whether their work provides substantial freedom, independence, and discretion affects the experience of work alienation. In this study, autonomy is also measured using five-point scale consists four positively and negatively stated items i.e. the job does not allow me to decide on the order in which things are done on the job; the job gives me a chance to use my personal initiative or judgment in carrying out my tasks; the job does not allow me to decide about what methods i use to complete my work, and the job gives me a considerable opportunity for independently decide how i do the work with a response rate from strongly agree to strongly disagree.

Based on this, with the statement, the job gives me a considerable opportunity for independently decide how i do the work which is positive to indicate workers' perception about autonomy over their work, of all respondents, 0.5% and 4.3% of were strongly agree and agree. While 34.9%, 40.9 % and 19.4% of them were fair, disagree and strongly disagree respectively.

In addition, with the statement the job does not allow me to decide about what methods i use to complete my work which is negative to indicate respondents' perception about their autonomy over the work they are doing, 22% and 34.9% of the respondents responded strongly agree and agree, while, 34.9% of the respondents perceived as it is fair. The remaining 7.0% and 1.1% of respondents were disagreed and strongly disagreed with the same statement.

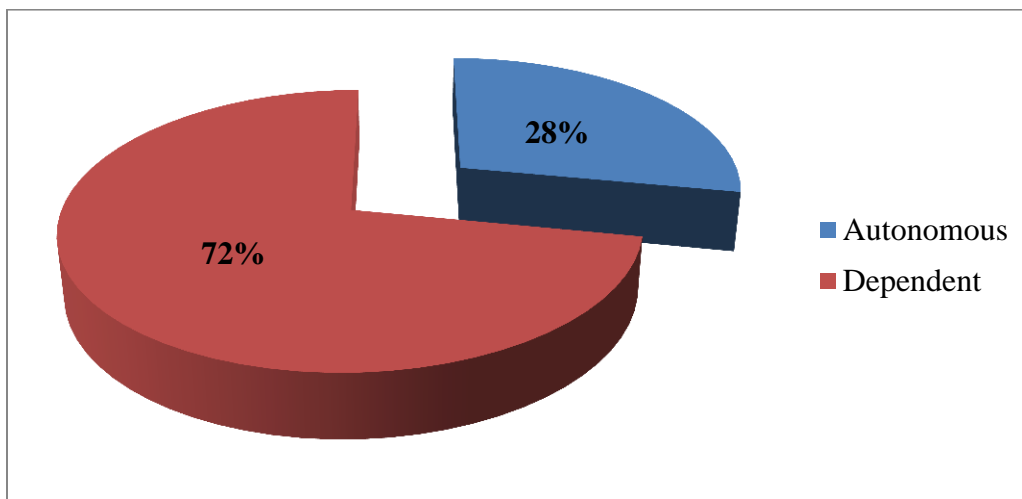
For the statement; the job gives me a chance to use my personal initiative or judgment in carrying out my tasks which is positive to indicate respondents perception about their autonomy, 1.1%, 4.8% and 36% of the respondents were strongly agree, agree and perceived as fair respectively. Other 39.2% and 18.8% of respondents were disagreed and strongly disagreed with the same statement.

Furthermore, for the statement; the job does not allow me to decide on the order in which things are done on the job which is negatively indicate the perception of respondents about their autonomy over their work, 19.9% and 37.1% of respondents were strongly agree and agree, while 34.9% of respondents perceived as fair and the rest 7.0 % and 1.1% of respondents were disagreed and strongly disagreed with the same statement.

As it is indicated in the above data related with respondents' perception about their autonomy over their work, positive statements that indicate respondents' positive perception have received more disagreements while negatively articulated statements received more agreements. Besides, this data indicates that the majority of respondents, their work does not provides substantial freedom, independence, and discretion and affects the experience of work alienation among workers.

Depending on respondents sum-score of the scale to measure respondents' perception about their autonomy, respondents with score 1-10 are understood as they perceived as their, their work does not provides substantial freedom, independence, and discretion to accomplish tasks and 11-20 as autonomous and have discretional power over their work.

Figure 4.2 Distribution of respondents by their scores on scale for perception on autonomy over their work



Source: Survey, 2017

The above figure presents data related with workers' perception about autonomy over their work which is the degree to which the job provides substantial freedom and discretion to the workers to decide on the procedures in carrying out the activities and scheduling the work they are doing.

Accordingly, the majority, 72% of respondents perceived their work as it does not provides substantial freedom, dependency and discretion to decide on methods and procedures in carrying out activities. This means, they are dependent on others to accomplish their work. Only 28% of manufacturing workers reported that they enjoy discretion in their work.



Therefore, for the majority of manufacturing industries workers, work does not provide a substantial freedom and autonomy to decide over work rules and methods used to accomplish tasks. Tummers and Dulk (2007) stated that when workers lack discretion or power to exercise over their work, they feel as they are manipulated by others and have no influence on relevant decisions of the work and result in work alienation. Similarly, the study finding suggests that majority of manufacturing workers are not autonomous over their work, and therefore, autonomy can be significant to indicate work alienation among the study manufacturing workers.

#### **4.3.4 Task Variety, Creativity and Meaningfulness of the Work**

For the purpose of this particular study, task variety is operationalized as to what extent that the work involves variety of tasks. Similarly, as the other factors associated with work alienation, the involvement of variety of tasks is also measured using five-point scale containing four positively and negatively articulated items with a response rate from strongly disagree to strongly agree.

Accordingly, 3.8% and 33.9% of the respondents were strongly agreed and agreed respectively, with the statement; my job involves performing similar tasks that negatively indicates the involvement of variety of tasks in their job, while, majority of the respondents i.e. 53.2% perceived as it is fair. Other 8.1% and 1.1% of the respondents disagreed and strongly disagreed with the same statement.

Of all respondents, 1.6%, 8.1%, 52.2% of the respondents strongly agreed, agreed and perceived as it is fair respectively with the statement; the job involves wide range of tasks that is positive to indicate task variety. In addition, the rest 34.9% and 3.2% disagreed and strongly disagreed with the same statement.

With regard to the statement; the job doesn't involve doing a number of different *things* that negatively indicates the job involves performing different tasks by the workers, 5.4% of the respondents were strongly agreed and 33.3% of them agreed. Other 53.2% and 8.1% of the respondents reported as it is fair and disagree respectively, with the same statement.

Furthermore, among all of the respondents 1.1% and 5.4% of were reportedly strongly agreed and agreed with the statement "the job involves a great deal of task variety" that positively indicates task variety, while, majority, 53.2% respondents perceived as it is fair. The rest 39.2% and 1.1% respondents were disagreed and strongly disagreed with the same statement.

Unlike the above factors associated with work alienation, for the four statements used to measure task variety, the majority of the respondents reportedly perceived as their job fairly involve variety tasks.

Similarly as the above discussed factors associated with work alienation, creativity is also measured using five-point scale consists four items with response rate from strongly agree to strongly disagree. Accordingly, in this study, creativity operationalized as the extent to which the job provides substantial opportunity for workers to use their potential and create something new.

As a result, 73.1% of respondents were agreed with the statement; the job does not allow me to use different complex or high-level skills that negatively indicate the extent the work provides substantial opportunity to workers to use their potential and to be creative. For the same statement, no respondent were strongly agreed and strongly disagreed. In addition, 7% of the respondents were disagreed and 19.9% of respondents perceived as it is fair.

The scale also includes the statement; *the job requires a variety of skills* that is positively indicates the extent that the work provide substantial opportunity to use their potential and to be creative. As a result, 74.7% of respondents perceived as fair that their job requires a variety of skills. Other 24.2% and 1.1% of the respondents were disagreed and strongly disagreed with the same statement.

For the statement; the job does not require unique ideas or solutions to problems while achieving tasks that negatively indicate workers' opportunity to be creative, 73.1% of respondents perceived as it is fair, while 22.1% and 4.8% of the respondents were agreed and disagreed with the statement. In addition, as the data tells us no respondent was neither strongly agreed nor strongly dis agreed with the same statement.

Furthermore, 4.3% of respondents were agreed with the statement; the job requires me to be creative that is positively indicates to what extent that the work provides opportunity to workers to use their personal potential to accomplish tasks. The data is also show that 22.6% of respondents were disagreed and 73.1% of respondents perceived as it is fair, while no respondent was strongly agreed and strongly disagreed with the same statement.

Generally, with regards to the association between creativity and work alienation, the data indicates, for the four statements used to measure task variety, the majority of the respondents reportedly perceived as their job fairly provide opportunity to use their personal potential to accomplish tasks and to be creative.

Like the above factors associated with work alienation, meaningfulness of the work was measured using the five-point likert scale consists of four positively and negatively stated items with a response rate from strongly agree to strongly disagree. Particularly to this study,

meaningfulness of the work is operationalized as the extent to which the work gives notable meaning for manufacturing workers.

Accordingly, 3.8% and 33.9% of respondents were strongly agreed and agreed with the statement; my work has no a significant impact on my life and other people that is negatively indicate the meaningfulness of the work for workers. Other 15.1% and 2.2% of respondents were disagreed and strongly disagreed with the same statement, while 45.2% of the respondents perceived as fair.

In addition, with the statement; the results of my work are likely to significantly affect the organization and the lives of other people that is positively indicate meaningfulness of the work, 1.6% and 15.1% of the respondents were strongly agreed and agreed, while other 37.1% and 4.8% of respondents were disagreed and strongly disagreed. And, other 40.9% perceived the statement as it is fair.

On the other hand, 4.8% and 50% of respondents were strongly agreed and agreed respectively with the statement; the job does not allow me to complete the work i start that negatively indicates meaningfulness of the work. With the same statement, 12.9% and 1.1% of respondents were disagreed and strongly disagreed, while 31.2% of respondents have perceived as it is fair to indicate meaningfulness of their work.

Furthermore, the survey result reveals that 2.2% and 5.9% of respondents were strongly agreed and agreed respectively, with the statement; the job is not arranged so that i can do an entire piece of work from beginning to end that positively indicate meaningfulness of the work. Other 55.9% and 2.2% of respondents were disagreed and strongly disagreed with the same statement, while 33.9% perceived as it was fair to indicate meaningfulness of their work.

Based on the above presented survey results and respondents' level of agreement and disagreement with each item, in this study, respondents with sum-score of **1-6**, are understood as their job involves low variety of tasks and provide opportunity for creativity. In addition, respondents scored **7-13** are understood as their work involves medium variety of tasks and opportunity for creativity, and **14-20** high task varieties and creativity. For meaningfulness of the work, respondents scored **1-10** are understood as those who perceived their work as meaningless and **11-20** understood as they are working a meaningful work.

Table 4.2 Distribution of respondents by their scores on scale for perception on task variety and meaningfulness of the work

Variables	Clusters			Total
	Low	Medium	High	
<b>Task Variety</b>	61 (32.8%)	72 (38.7%)	53 (28.5%)	186 (100%)
<b>Creativity</b>	57 (30.6%)	69 (37.1%)	60 (32.3%)	186 (100%)
<b>Meaningfulness of the Work</b>	Meaningless	Meaningful	186 (100%)	
	119 (64%)	67 (36%)		

Source: Survey, 2017

Based on their sum-score at the scale used to measure task variety, and as it is indicated in the above table, 32.8% of respondents reportedly perceived that their work involves low task variety. On the other hand, majority of respondents perceived that their job involves medium variation in performing tasks. The rest 28.5% of respondents believed that their work involves high level of task variety.

Regarding task variety and its association with work alienation among manufacturing workers, according to the study findings, by the majority of manufacturing workers, their work was understood as it fairly involves variety of tasks. Therefore, task variety does not play significant role to indicate work alienation among manufacturing workers of the study area. However, Ramaswami, Agarwal and Bhargava (1993) investigated the role of task variety in predicting workers alienation and found task variety to be significant in determining work alienation.

In the above table, it is also presented the data related with creativity, which is the extent to which the job provides substantial opportunity for workers to use their potential and create something new and its association with the experience of work alienation among manufacturing workers. As a result, the data in the above table shows that of all respondents, 30.6% of them respond that their work provides low opportunity to use their potential and create something new. The majority, 37.1% of manufacturing workers in the study organizations respond that their work provides medium opportunity to use their potential and be creative while accomplishing tasks. The rest 32.3% respondents have reportedly perceived that their job provides high opportunity to use their potential and be creative. Here, also the majority of respondents reportedly believed that their work fairly provides opportunity to use their potential to accomplish tasks and to be creative.

Despite, stimulating human minds through diversity of challenges will engage the employee's creative instincts and improve their performance Govender (2013); the study found out that creativity is not directly associated with work alienation among manufacturing workers at the study manufacturing industries.

The above table is also concerned on presenting the data related to meaningfulness of the work and its association with work alienation among manufacturing workers. Based on the sum-score of the scale used to measure meaningfulness of the work, for 64% respondents, the work is meaningless. This is also supported by the qualitative data obtained from in-depth interview. The qualitative data tells that the majority of manufacturing workers admitted that their work is has no meaning beyond salary. In the above table, it is also indicated that only 36% respondents respond that their work is meaningful.

Research conducted by Shantz, Alfes, Bailey and Soane (2015) showed that task identity/meaningfulness has negative association with work alienation. Similarly, the present study found that there is negative association between meaningfulness of the work and experience in work alienation. As the meaningfulness of the work increases, work alienation decreases. Hence, according to the finding of this particular study, meaningfulness of the work has a negative association with work alienation among manufacturing workers in the study area.

#### **4.3.5 Work Place Relationship and the Physical Working Condition**

Under, this sub-section, the data related with respondents' perception towards work place relationship and its association with experience of work alienation among manufacturing workers is presented. In this study, Work place relationship is operationalized as the quality of relationship among co-workers and supervisors at the working place and time. Similarly, as the above factors associated with work alienation, work place relationship was also measured using five-point scale consists four items with responses rate from strongly disagree to strongly agree.

As a result, 55.9% and 36% of respondents were agreed and strongly agreed with the statement; I have the opportunity to develop close friendships at my work place that positively indicates workers' perception about their work place relationship. In addition, 7% of respondents perceived as it is fair, while 1.1% of respondents were disagreed. The data also shows that none of the respondents were strongly disagreed with the same statement.

As a part of data regarding work place relationship, with the statement; my supervisor is not friendly and not concerned about the welfare of the workers that work for him/her that negatively indicate work place relationship, no respondent was strongly agreed. Only 2.2% of respondents agreed, while 7% of respondents perceived as fair. Other, 64% and 26.9% of respondents were disagreed and strongly disagreed respectively, with the same statement.

In addition, with the statement; People, I work with take a personal interest in me, that positively indicate the quality of work place relationship, 32.8% respondents were strongly agreed and 59.1% agreed, while 8.1% respondents perceived as fair. In addition, data also indicates us that no respondent was neither disagree nor strongly disagree with the same statement.

Furthermore, another statement was; People I work with are not friendly, that negatively indicates the nature of work place relationship, and only 1.1% of respondents were agreed with the statement, while no respondent was strongly agreed. Majority of respondents 61.8% were disagreed and 25.8% were strongly disagreed with the same statement. The rest 11.3% of respondents perceived as it is fair.

Likewise other factors associated with work alienation, the condition of the physical working environment was also measured using a five-point scale consists of four negatively and positively stated items with the response rate from strongly agree to strongly disagree.



Accordingly, 2.7% respondents were strongly agreed, while 8.1% were agreed with the statement; the climate at the work place is comfortable in terms of temperature and humidity that positively indicate the physical working environment. Significant others, 61.8% and 17.2% respondents were disagreed and strongly disagreed respectively with the same statement, while only 10.2% perceived it as fair.

In addition, as the data tells, with the statement; the work place is not free from excessive noise, which negatively indicates the physical working environment, 21% and 54.8% were strongly agreed and agreed respectively. The rest 11.8% and 2.2% respondents were disagreed and strongly disagreed, while 10.2% of respondents perceived as fair.

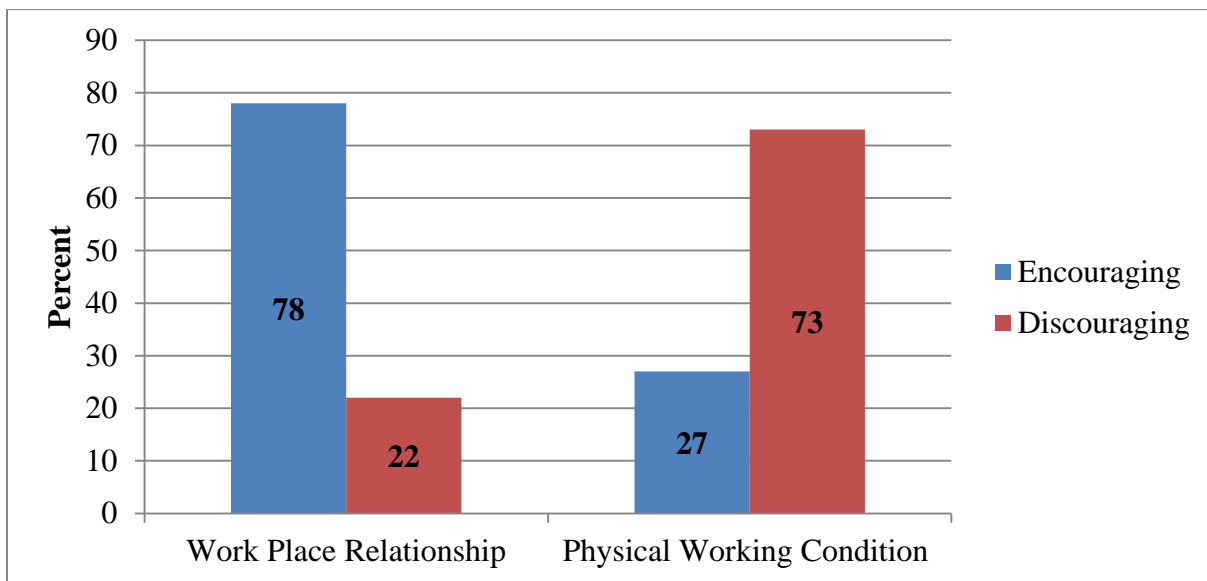
On the other hand, 1.1% and 15.1% of the respondents were strongly agreed and agreed with the statement; the job never requires a lot of physical efforts, which is positive to indicate the physical working environment, while 11.8% perceived as fair. In addition, the majorities 59.1% of respondents were disagreed and 12.9% strongly disagreed with the same statement.

Furthermore, the data also shows that 19.4% and 54.3% of respondents were strongly agreed and agreed respectively, with the statement; the work and machines require a great deal of muscular strength, which is negative to indicate the physical working environment, while 11.3% were perceived as fair. The remaining 14% and 1.1% respondents were disagreed and strongly disagreed respectively, with the same statement provided to measure workers' perception of the physical working environment.

Accordingly, the above presented respondents' level of agreement and disagreement with items provided to measure work place relationship and physical working environment is presented into clusters of encouraging and discouraging based on their sum-score of the scale used to measure

work place relationship and physical working condition. For the purpose of this study, respondents scored **1-10** and **11-20**, on the scale used, are understood as they perceived that they are working with discouraging and encouraging work place relationship and physical working environment respectively.

Figure 4.3 Distribution of respondents by their scores on scale for perception of work place relationship and physical working environment



Source: Survey, 2017

Regarding work place relationship, the above figure displays that among all respondents, 78% of them respond as they are encouraged by the nature of work place relationship with co-workers and even supervisors, but for only 22% of the respondents, the work place relationship is discouraging. Hence, according to the finding of the study, the majority of manufacturing workers are satisfied with the work place relationship. Despite, Nair and Vohra (2010) found a negative relationship between satisfaction with work relationships and alienation; the present

study found that positive association between work place relationship and work experience. In the countries that own collectivistic cultures, workers use their work as a means of satisfying their social needs and creating good relationships with other workers who are involved in the same task. The nature of work place relationship has no an indicating role to work alienation among manufacturing workers in the study area.

On the other hand, the above figure is also displays that among the total respondents, 73% of are discouraged by the physical working environment at the industries they are employed while the rest 27% are encouraged by the physical working condition.

Unlike work place relationship, the study found that the physical working conditions of work were negatively associated with work alienation among manufacturing workers. This finding is in line with the results of Govender (2013) who argued poor working conditions may lead to dissatisfaction and in turn result in decrement of work performance and productivity in the work place and vice versa. Employees are highly motivated with good working conditions as they provide a feeling of safety, comfort and motivation (Singh and Jain 2013). Similarly, the study found out that the majority of respondents are discouraged by the nature of the physical working condition. Therefore, the physical working environment of the industries is not as such good and comfortable to the workers. Due to this, the physical working environment can indicate the experience of work alienation among manufacturing workers.

#### **4.3.6 Other Factors of Alienation Mentioned by Manufacturing Workers**

In addition to the above presented factors associated with work alienation, the study found some other factors associated work alienation mentioned by the study participants.

As a result, this section of the chapter deals with presenting these additional factors associated with work alienation obtained from open-ended questionnaire and in-depth interviews.

In doing so, the data related to those factors and their association with work alienation among manufacturing workers is presented using frequency table below.

Table 4.3: other factors mentioned by respondents

Factors	Frequency	Percent
work Schedule/Night Shift	72	38.7
Transportation	37	19.9
Salary	39	21.0
promotion	38	20.4
Total	186	100.0

Source: Survey, 2017

As it is indicated in the above table, respondents were asked to mention other factors practically associated with experience in work alienation. As a result, work schedule (night shift), lack of transportation services, low salary and absence of promotion were mentioned. Among the total respondents, 38.7% were affected by the work schedule especially by the *night work* schedule to be alienated from their work. The qualitative data obtained from interviewees also goes in line with the above survey result. 33 years old married women explained the issue as follows:

*I do not remember those times that I do not enter into conflict with my family because of night shift.*

During the night, time all members of family wants to spend their time together, discuss on different issues, keep unforgettable memories of their family and perform individuals roles expected from them. So when workers became the night shift, they do not have as such enough time to perform all of these roles at home and this in turn leads them into role conflict as well as disagreement with their family especially for those who are married. A prime reason for the negative effects of shift work appears to be the issue of work-family conflict (Bambra 2011, Frone et al 1997).

In addition, 19.9% of respondents mentioned lack of transportation service as a factor associated with work alienation. The data obtained from in depth interviews demonstrated that because of the absence of transportation service in their organizations, workers were exposed to thieves during the night time and they suffered from unnecessary expenditures for transportation due to the absence of regular transportation with the regular price at the night time.

Similarly, 21% of respondents were affected by low salary. When workers earn inadequate salary in their organizations as compared to others, they develop negative feeling towards their work. In addition, low salary had negative impact on the living standard of employees since they find it difficult to hold their family together and satisfy their own as well as family needs. The reasons mentioned above force employees to experience work alienation. The finding of this study is consistent with results of survey done by kathawala et al. (1990) showed that salary was found to be the prime factor for the motivation and job satisfaction of salaried employees of the automobile industry.

Other 20.4% of respondents were affected by lack of promotion to experience work alienation. As indicated above, the data obtained from the survey, the association between work alienation

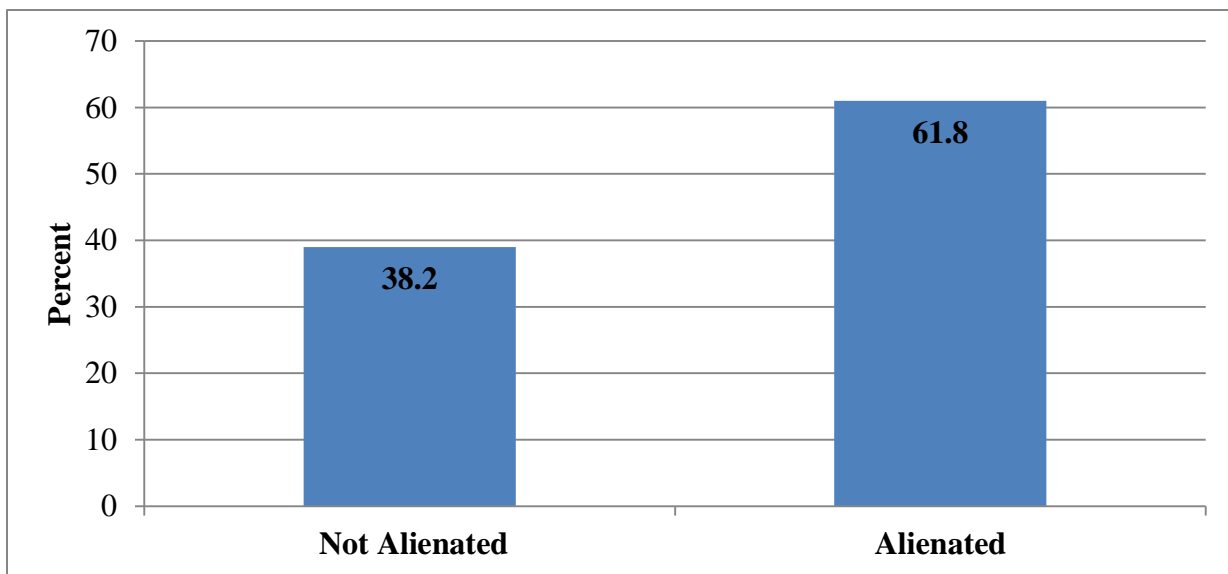
and the above mentioned factors also supported by qualitative data. Lacks of promotion in their organizations prohibited them from a chance of advancement to learn new skills and get better pay.

#### 4.4 The Experience of Work Alienation among Manufacturing Workers

With this section of the chapter, the data related to the experience of work alienation by manufacturing workers is presented. The data was obtained from a cumulative score on the scale used to measure the factors associated with experience of work alienation i.e. Centralization of decision making, formalization of work rules and procedures, Autonomy, Task Variety, Creativity, meaningfulness of the work, Work Condition, and work place relationships.

As a result, for the purpose of presenting the data, workers those cumulatively scored from 1-80 are understood as not alienated from their work, while 81-160 are understood as they are alienated from their work.

Figure 4.4 Distributions of Respondents by their Experience of Work Alienation



Source: Survey, 2017

In the above figure, the experience of work alienation and among manufacturing workers in the study organizations is presented based on their cumulative-score the scale prepared to measure the above discussed factors to indicate the experience of work alienation.

As the data indicates, of all respondents, 38.2% were understood as they are not alienated based on their cumulative score on the scale used to measure factors to indicate the experience of work alienation. On the other hand, majorities 61.8% of respondents were found alienated based on their score on the scale used to measure factors associated with work alienation in the study area. Generally, the study found out that among the total respondents, majorities have experienced work alienation.

#### **4.4.1 Alienation and Socio-Economic Characteristics**

This sub-section deal with presenting data that shows the association between experience of work alienation and socio-economic characteristics of respondents. The major variables discussed under this section are; gender, age, educational status, salary and work experience in relation to experience of work alienation among manufacturing workers.

This section deals with the issues of by how many of male and female respondents, alienation is experienced? In addition, here, it is discussed that the experienced work alienation and its distribution in different age groups of the respondents. Furthermore, throughout this section, the association between educational qualification, work experience, and salary of respondents and the experience work alienation is discussed.

Table 4.4 Experience of Work Alienation and Respondents Distribution by Age and Gender

Variable		Work Alienation		Total
		Not Alienated	Alienated	
Gender	Female	55 (53.9%)	47 (46.1%)	102
	Male	16 (19.0%)	68 (81.0%)	84
	Total	71	115	186
Age	20-25	35 (63.6%)	20 (36.4%)	55
	26-30	22 (25.3%)	65 (74.7%)	87
	31-35	13 (34.2%)	25 (65.8%)	38
	36-40	1 (16.7%)	5 (83.3%)	6
Total		71	115	186
Educ. Qualification	Primary education	6 (100%)	0	6
	Secondary Education	50 (50%)	50 (50%)	100
	College and above	15 (18.75%)	65 (81.25%)	80
Total		71	115	186
Salary	<2000 Birr	54 (33.3%)	108 (66.7%)	162
	2001-3000 Birr	17 (70.8%)	7 (29.2%)	24
Total		71	115	186
Work Experience	< 3 Years	52 (42.6%)	70 (57.4%)	122
	4-6 Years	12 (23.5%)	39 (76.5%)	51
	7-10 Years	7 (53.8%)	6 (46.2%)	13
Total		71	115	186

Source: Survey, 2017

The above table shows those of all respondents, 53.9% and 46.1% were not alienated and alienated respectively, while 19% and 81% of male respondents were not alienated and alienated from their work respectively. Among alienated respondents, 59.1% were male, while 40.9% were female. Therefore, the study finding shows that male manufacturing workers were more alienated than female.



In addition, the association between gender and experience of work alienation, the above table also shows that the experienced work alienation by manufacturing workers and its distribution in different age groups. As a result, of all respondents distributed in the age group of 20-25, 63.6% and 36.4% were not alienated and alienated from their work respectively, while among the total respondents distributed in the age group of 26-30, 25.3% and 74.7% were not-alienated and alienated from their work respectively. The data also indicates, of all respondents distributed in the age group of 31-35, 34.2% and 65.8% were not-alienated and alienated, while those distributed in the age groups of 36-40, 16.7% and 83.3% were not alienated and alienated from their work respectively. Accordingly, manufacturing workers, distributed in the age category of 26-30 are found to be more alienated than workers in other age groups. Workers those are 36-40 years old are less alienated from their work in the study manufacturing industries.

With regards to the association between respondents' educational qualifications and experience of work alienation, all respondents with primary educational qualification, were not-alienated from their work. In addition, among all respondents with secondary educational qualification, 50% were not-alienated, while other 50% of them were alienated from their work. According to the survey result, respondents with college and above educational qualifications, 18.75% and 81.25% were found to be not-alienated and alienated from their work respectively. Accordingly, the survey result indicates that among alienated respondents, the majorities are those who are with college and above educational qualification. The more educated manufacturing workers are the more alienated from their work.

In some previous works, High education status has been associated with increased expectations from work. For instance, Rosner and Putterman (1991) explained that high educational status could be indicative of a desire for greater meaning from work. In line with this, Parker (1983)

points out that meanings of work differ according to the class of work, with low skilled workers primarily seeking monetary compensation and professionals seeking work that grants them a means of self-expression. Similarly, the present study also found that manufacturing workers those with better educational qualification are more alienated than those with low educational status. Those who are with college and above educational status are found to be more alienated than others with secondary education and primary educational qualifications.

With regards the association between salary and work alienation, as it is indicated in the above table, of all respondents those earn <2000 ETB, 33.3% and 66.7% were found to be not alienated and alienated from their work respectively. On the other hand, the data in the above table also shows that among all respondents those earn from 2001-3000 ETB, 70.8% and 29.2% were not alienated and alienated from their work respectively. Accordingly, the survey result tells that those who earn < 2000 ETB were more alienated, while majorities of those earn > 2000 ETB were not alienated from their work. This indicates, according to the finding of this particular study, an increase in salary will result decrease in experience of work alienation by manufacturing workers.

Regarding the association between work experience and work alienation, the above table also shows that among the total respondents those have < 3 years of work experience, 42.6% and 57.4% were not alienated and alienated from their work respectively, while 23.5% and 76.5% of respondents those have 4-6 years of work experience were not alienated and alienated fro their work respectively. On the other hand, the data in the above table also indicates that of all respondents who are with 7-10 years of work experience, 53.8% were not alienated, while 46.2% were alienated from their work. The survey result shows that < 3 years of work experience shares the majorities of both alienated and not alienated respondents. This implies that there is no causal

association between work experience and work alienation particularly to the present study. An increase or decrease in work experience may not lead to a change in the experience of work alienation by manufacturing workers.

In this study the multiple regression tests was performed for the various indicators formulated to test their level of significance in predicting work alienation among manufacturing workers.

Table 4.6 Factors and their level of significance in predicting work alienation

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Centralization of Decision Making	3.054	.433	.430	7.054	.000
Formalization of Rules and Procedures	2.284	.558	.037	6.508	.012
Autonomy	-2.726	.764	-.402	-3.569	.000
Task Variety	-1.212	1.180	-.122	-1.027	.306
Creativity	.284	.558	.037	.508	.612
Meaningfulness	-4.460	.864	-.447	-5.159	.000
Work place Relationships	1.759	1.150	.169	1.529	.128
Physical Working Environment	1.535	.479	.137	3.201	.002

The above table indicates the significance level of the hypothesized predictors of work alienation tested by using the multiple regression model aimed at testing the statistical significance in predicting work alienation among manufacturing workers.

In exploring the factors associated with work alienation, structural elements of centralization and formalization, work characteristics of autonomy, task variety, creativity, meaningfulness of work and, quality of work place relationships and the physical work environment were hypothesized as predictors of work alienation.

Accordingly, as it is indicated in the above table, of all hypothesized factors associated with work alienation namely, centralization of decision making, formalization of work rules and procedures, autonomy, task variety, creativity, meaningfulness of the work, work place relationship and the physical working environment, only centralized decision making, formalized work rules and procedures, autonomy, meaningfulness of the work and the nature of the physical working environment are statistically significant while the remaining other hypothesized factors found statistically insignificant at 95% confidence level, in predicting work alienation among manufacturing workers at the study organizations.

In this study, under structure of the organization, both centralization of decision makings and formalization of work rules and procedures have been linked to greater work alienation. Besides, study found out that both centralization of decision making and formalization of work rules and procedures significant factors to indicate work alienation. Both centralization of decision making and formalization of work rules and procedures can indicate the experience of work alienation among manufacturing workers, with 0.00 and 0.012 level of significance respectively. This means, where there is a more centralized decision making and centrally formalized work rules and procedures there is more work alienation. Therefore, an increase in centralization of decision making and centrally formalized work rules and procedures would result in increase in work alienation.

In addition to the structure of the organization, the study finding suggest that workers' level of autonomy over the design and production of their work have a predicting role in predicting work alienation among manufacturing workers with a 0.00 level of significance. As a result, with this study, it was found out that alienation is a result of a person's powerlessness and frustration for the need for autonomy. Likewise, autonomy is negatively associated with work alienation.

Workers' autonomy at work negatively associated with their experience of work alienation. Therefore, in general terms, according to the findings of the present study, manufacturing workers with more autonomy over the design and the production of their work are the less alienated.

The study also found out that meaningfulness of the work is also negatively associated with work alienation. Workers, those perceived their job as meaningless, were more alienated. Among the factors associated with work alienation, meaningfulness of the work was found to indicate the experience of work alienation, with a 0.00 level of significance.

Furthermore, throughout the study, the physical working environment has been linked to greater work alienation. Besides, study found out that the nature of the physical working environment was significant factor to indicate work alienation at the study area. The nature of the physical working environment can indicate the experience of work alienation among manufacturing workers, with a 0.002 level of significance. This means, where there is a more discouraging physical working environment, there is more work alienation.

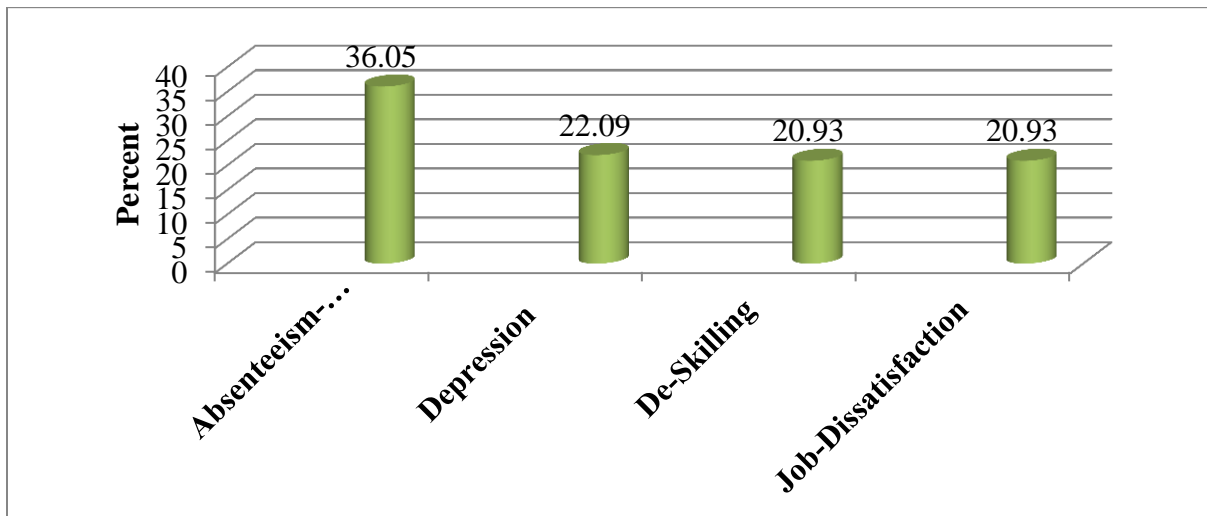
However, in this study, task variety and creativity have been liked with work alienation; it was found out that the work with variety of tasks opportunity to creativity was not statistically significant to predict work alienation among manufacturing workers. Hence, study indicates that there is no meaningful association, and task variety is insignificant to indicate the experience of work alienation among manufacturing workers.

#### 4.5 The Relationship between Alienation and Manufacturing Workers' Well-being

In this section of the chapter, data related with work alienation and its association with the well-being of manufacturing workers is presented. As a result, the quantitative data obtained from an open-ended questionnaire is analyzed supplemented by the qualitative data obtained from in-depth interviews conducted with some purposively selected manufacturing workers.

In line with the data associated with the effects of alienation on workers' well-being, absenteeism-induced low pay, depression, de-skilling and job-dissatisfaction are mentioned throughout both data collection methods. The quantitative data, associated with the effect of work alienation on workers' well-being is presented in the following figure.

Figure 4.5 Effects of work alienation on workers' well-being



Source: Survey, 2017

As the above figure indicates 36.05% of respondents; mentioned absenteeism-induced low pay as an effect of their estrangement from their work. In addition, 22.09% are affected to be depressed at work place because of their alienation from work. Other, 20.93% have mentioned

de-skilling as an effect of alienation from work while other 20.93% are dissatisfied with their job as due to their estrangement from their work.

#### **4.5.1 Absenteeism and Low Pay**

The above 4.1 figure indicates that among the total respondents, 36.05% are affected by low pay as punishment to their absence from work. Employees who are affected by work alienation, we are more likely to observe their absence, delay and misconduct in their work, finally the lack of productivity is the main indicator of work alienation emergence (Rezapour and Mousavian, 2007). The qualitative data obtained from interviews, also support that alienated workers are more likely to be absent and/or delay from work and misconduct at work. As a result absenteeism and delay from work, workers are exposed to suffer from punishments by their employers.

According to the data obtained from in-depth interviews, Absenteeism-induced low pay and benefits are among the major punishments by employers that have negative effect on workers' socio-economic well-being.

A 32 years old employee at **ETUR Textile Factory** explains the issue as follows:

*Sometimes, when I feel bad about my work, I decide to be absent or delay from my work. But, it costs me my salary. For example, when I get absent for a single working day, my employers punish me to work with free for the next two days.*

As the above statement tells us, workers in the study organizations, decide to be absent and delay from their work, because of their bad feeling and estrangement to their work. And, absenteeism will cost them their salary, as the absence of one working day will cause a reduction of two days of payment. Hence, as the data tells us, because of their alienation from work and absenteeism,

workers are forced to receive low wages that can affect their own and family socio-economic well-being.

Pay and other benefits can be seen as vital for workers to achieve well-being (Spencer and Budd, 2015). Since, work is a critical means for supporting income and consumption; and wages must be earned to survive. The well-being of a worker and his or her family are tied to income earned at work. When work fails to support decent living standards, it is not only the worker and his or her family that suffers; there can also be negative consequences for society. Therefore, as an effect of work alienation, the tendency to be absent increases and level of payment and other benefits from work decrease, and this in turn negatively affects the socio-economic well-being of workers' and their family.

#### **4.5.2 Depression and Workplace Hazards**

As can be seen on the above figure, among the total respondents, 22.09% of them are suffered from depression during work because of their estrangement from the work they are engaged. According to Marx, alienation causes negative emotions because work has ceased to be a part of a worker's nature and "consequently the worker has a feeling of misery rather than well-being. In line with the above quantitative data, according to the data obtained from interviews conducted, as a result of work alienation, workers are exposed to experience working time depression that is negative to their psychological well-being.

An interviewee, who was 26 years old and employee of **T.M Food Complex**, explains the issue as follows:

*Most of the times, I feel like depressed and fail to work with the speed of machines. Due to this, I do have a chance to encounter some work place accidents and injuries.*



There is the stress and anxiety of working under high pressure or oppressive conditions, and also the hardship and degradation of performing monotonous and mind-numbing work (Spencer and Budd, 2015). This may in turn cause them to emotionally disengage from work. Similarly, as the above statement reveals that because of their emotional exhaustion, they feel depressed at working, which directly affects the psychological well-being of workers. In addition, as it is indicated in the above statement, due to the nature of the work and workers' emotional disengagement from work can cause a danger to workers' physiological well-being. As the Empirical findings of Shantz, Alfes and Truss (2014) found that alienation is positively related to emotional exhaustion and negatively related to well-being. The depressed individual's behavior is essentially the opposite of that of someone in the manic phase. Instead of being overactive, his mental and physical activity is much slower than normal. As a result of workplace depression, workers' will emotionally disengage from work, and unable to work with the speed of machines that results workplace accidents and injuries, affects workers' physiological well-being negatively.

#### **4.5.3 De-skilling and Job-dissatisfaction**

As can be seen on the above figure, of all respondents, 20.93% of them mentioned de-skilling and dissatisfaction respectively as negative effects of their separation from the work.

In line with the above quantitative data, according to the data obtained from interviews conducted, as a result of work alienation, workers are exposed to experience de skilling in their work. The more the work is centralized and formalized, workers are unable to get opportunities to exercise power over the work roles and limit them solely to do what they are ordered to do. As a result of this, employees are induced to be highly dependent on the decision of others for each and every steps of the work process and they are not allowed to make any kind of modification to

the product they produce as well as to the procedures of the work through utilizing their personal potential, inspiration and skill that they have developed before. Under this circumstance, In addition, employees are restricted from learning new skills that can improve their experience, efficiency and even lose their potentials and skills which they master before. One of my interviewee who is 32 years old explained the issue like this:

*Sometimes, I feel like am insignificant and instrument just used for producing a product because my work neither give me a chance to use my potential nor develop new skill.*

Similarly, the above figure also demonstrated that among the total respondents, 20.93% of them mentioned that they have experienced job dissatisfaction due to their feeling of estrangement towards their work. Alienated employees will experience lower job satisfaction, involvement, and commitment and higher job insecurity, because they are estranged from their jobs and less attached them and their organizations (Armstrong-Stassen,2004; Marshall et al., 2007). The above statement indicate that alienation has direct relationship with job dissatisfaction in other words this means that alienated workers experience lower job satisfaction because of their separation from one self , the products of their labor and others. As cited in Govender, 2013, Luthans postulates that job satisfaction is a result of the employee's perception of how well their job provides those things that are viewed as important. Based on this, if workers feel that they are receiving what they deserve, they will be satisfied with their jobs and vice versa.

#### **4.6 Copping Strategies by Manufacturing Workers**

In this section, findings of the study related with work alienation and coping strategies by manufacturing workers to escape from work alienation and its negative consequences is presented. As a result, the quantitative data obtained from survey is analyzed supplemented by

the qualitative data obtained from in-depth interviews conducted with some purposively selected manufacturing workers.

In line with the data associated with the coping strategies by manufacturing workers, upgrading educational level, Absenteeism, changing department, and job termination were mentioned as coping strategies to escape from work alienation and its negative impacts throughout both data collection methods. The quantitative data, associated with coping strategies by manufacturing workers is presented in the table below.

Table 4.5 Respondents Distribution by their Coping Strategies

<b>Coping Strategies</b>	<b>Frequency</b>	<b>Percent</b>
<b>Up-grading Educational Level</b>	76	40.9
<b>Absence from Work</b>	41	22
<b>Changing Department</b>	35	18.8
<b>Job-Termination</b>	34	18.3
<b>Total</b>	186	100.0

Source: Survey, 2017

As it is indicated in the above table, up-grading their level of education, absence from work, changing the department and even planning to terminate job were mentioned by the study subjects as a coping strategies.

As a result, 40.9% of the respondents mentioned up-grading their level of education to escape from work alienation and its drivers at least associated with low educational status in their particular organization. Likewise, it is also supported by the qualitative data obtained from interviews conducted with some purposively selected manufacturing workers. Up-grading

educational level was the major and used by the majority of manufacturing workers to escape from potential means of alienation perceived as associated with low-educational status in their organization.

In the study organizations, some job departments with relatively; better salary, autonomy, promotion and flexible work rules and procedures, are occupied by workers with better educational status than those who are with low educational status. As a result, according to the qualitative data, workers use up-grading their educational level as a coping strategy and join departments that considered as they are with better salary, autonomy, promotion, and relatively flexible working rules and procedures with suitable work schedule. However, up-grading educational level is used as a coping strategy; the finding of this particular study indicates that among all the alienated manufacturing workers, the majority are with college and above educational status.

The above table also shows that 22% of respondents mentioned absence from work as a coping strategy to escape from alienation and the inevitable result of work place depression. It is also supported by the qualitative data obtained from interviews. Even though, they are aware of that they face punishments by their employers, workers in the study organization use absence from work to escape from work alienation. As to the findings of the study and discussed above, workers in the study organization are punished for their absence from work, though absenteeism is still used as a coping strategy to escape from work alienation.

It is also indicated that 18.8% of the respondents mentioned that changing their job department as a coping strategy to escape from work alienation and its negative impacts on workers' well-being. Similarly, it is also supported by the qualitative data. The interviewees explained that

sometimes they change their departments which are considered to provide opportunities to participate on the decisions affecting their work, relatively flexible work rules and procedures, fair in the distribution of payment, involve task variety and better working environment in comparison to other departments in the organization.

In addition, 18.3% of respondents mentioned job termination as a coping strategy to escape from alienation. It is also supported by the qualitative data obtained from interviews conducted with some purposively selected manufacturing workers. Employees who are alienated are more likely to quit their jobs because they always think to isolate from the existing situation and they do not have reason to stay in the organization. Female who is 31 years old explained her experience like this;

*The organization which I am working now has similar properties with that I quieted before. Therefore, I am not sure about I will continue of working here.*

As cited in Taamneh and AL-Gharaibeh (2014) a study made by Janine and Gert showed a positive relationship between work alienation and turnover. Therefore, we can see that the finding of this study is similar with the study mentioned above. From the above statement we can understand that intension to job termination is plan of the workers to leave their organization in the long run.

## CHAPTER FIVE

### CONCLUSION AND RECOMMENDATION

This section of the chapter brings summary of major findings of the study in relation to best suited theory of work alienation. Likewise, throughout this section important findings of the study were integrated with theory of work alienation. Accordingly, the major findings of some previously conducted and the present study were presented in relation with Marx's theory of alienation.

#### 5.1 Conclusion

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. Nair and Vohra (2009) argued that the heart of work alienation is estrangement, or a disconnection between a person and his or her work. They defined work alienation as, “estrangement, or disconnection from work” (Nair and Vohra, 2009:296). This definition is supported by Marx's writing, whereby he stated that in the process of creating products, a person's self is tied up with the object that is produced. In this situation human will finally go under “work alienation” (Aghajani and Javadi, 2008).

In trying to understand what causes alienation, the variables that have been discussed in the literature have largely been the structural elements of centralization and formalization (Allen and LaFollette, 1977; Greene, 1978). The nature of work or task that grant less autonomy, variety, creativity, meaningfulness and self-expressive have also been discussed as contributing factors to

work alienation (Blauner, 1964; Mottaz, 1981). Work relationships have also been shown to be related to the emergence of work alienation (Wilhelm et al., 1993).

Both centralization of decision makings and formalization of work rules and procedures have been linked to greater work alienation (Allen and LaFollette, 1977; Greene, 1978). Albrow (1970) suggested that a number of studies were designed as replies to Weber's (1948) discourse on bureaucracy. Some of these studies revealed the undesirable and unanticipated consequences of bureaucracy. Most of them have focused on two forms of bureaucratic control that contribute to feelings of alienation, namely, centralization of decision making (Blauner, 1964), and formalization of rules and procedures (Aiken and Hage, 1966). Likewise, this study found that, where there is a more centralized decision making and centrally formalized work rules and procedures there is more work alienation. Therefore, an increase in centralization of decision making and centrally formalized work rules and procedures would result in increase in work alienation.

Characteristics of the work, such as autonomy, variety, creativity, and meaningfulness of the work have also been pointed out to be of value for workers (Fineman, 1983). With regard to autonomy, Marx argued that people become alienated from work itself because they do not have discretion over the design and production of their work. Seeman (1959) drew from this argument in suggesting that alienation is a result of a person's powerlessness and frustration for the need for autonomy. In this regard, in this study, it was found out that alienation is a result of a worker's less autonomy and frustration for the need for autonomy. Likewise, autonomy is negatively associated with work alienation. Workers' autonomy at work negatively associated with their experience of work alienation. Therefore, in general terms, according to the findings

of this study, manufacturing workers with more autonomy over the design and the production of their work are the less alienated.

In addition, meaningfulness has been discussed as one of the common antecedents of work alienation. Marx stated that a person's value consists of the ability to conceive of the ends of actions as purposeful ideas that are distinct and knowable at all points in the making of the product or idea. Drawing from Marx, Seeman (1959) argued that individuals are alienated when they cannot see the relationship between their work and larger systems and processes. For example, a job that involves the completion of a piece of work on a manufacturing assembly line has low levels of task identity. In support of this, a study conducted by Fried and Ferris (1987) found that task identity or meaningfulness was the job characteristic most strongly related to alienation. Similarly this study also found out that meaningfulness of the work is also negatively associated with work alienation. Workers, those perceived their job as meaningless, were more alienated. Among the factors associated with work alienation, meaningfulness of the work was found to indicate the experience of work alienation.

Furthermore, the study also found out that in addition to centralization of decision making, formalization of work rules and procedures, workers' autonomy over their work, and meaningfulness of the work, the physical working environment was also among the major factors to indicate the experience of work alienation among the study manufacturing workers.

Even though, In addition, Characteristics of the work, such as task variety and creativity, and work place relationship have also been pointed out to be of value for workers and to predict work alienation, (Fineman, 1983), according to this study, they were not factors associated with the experienced work alienation in the study area.



Generally, even though employees in the studied manufacturing industries experience work alienation and it affects their well-being in different ways , they used different coping strategies to escape from work alienation.

## **5.2 Recommendation**

Based on the major findings, the researcher suggested some of the recommendations as follows:

- Management/owners of manufacturing industries, better to give attention to their workers and use various mechanisms in such a way that can alleviate their negative attitudes towards the work and work related activities
- Employers of manufacturing industries better to have to reevaluate the labor condition and industrial relation which exist in their organizations.
- Employers/Managers better to have to consider predictors of work alienation in the process of designing and scheduling work.
- Employees better to have a labor association in their organizations in order to have collective voice to improve working condition.
- Employees better to use various coping strategies to escape from work alienation.
- State institutions concerned with labor and industrial relations better to have to follow up and monitor the condition in the organizations.

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## Appendix A

### Survey Instrument (Questionnaire)

This questionnaire is designed for a study whose overall objective is to assess the experience of work alienation and associated factors among manufacturing workers at Adama, Ethiopia. The purpose of the study is for academy. Therefore, you are kindly requested to give genuine responses. Please respond as accurately and honestly as possible. There is no right or wrong responses. I would like to assure you that the information you are going to provide will be exclusively used for academic purpose and will remain confidential. No individual data will be reported back to the organization.

Thank you.

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### Section One: Socio-Economic Characteristics of Respondents

**Instruction: Please Encircle the Number Behind your Choice, or Write your Answer on the Space Provided.**

1. Gender of the respondent
    1. Female
    2. Male
  
  2. How old are you? -----
  
  3. What is your educational status?
    1. Can read and write
  
    2. Primary education
  
    3. Secondary education
  
    4. College and above
  
  4. Religion
    1. Catholic
    2. Muslim
    3. Orthodox
  
    4. Protestant
    5. Other, please specify? -----
  
  5. Marital status
    1. Single
    2. Married
    3. Divorced
    4. Widowed
-

6. What is your Occupational position? -----
7. Work Experience? -----
8. Salary; net amount of money per month? -----

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**Section Two: Five-Point Scale to Measure Work Alienation and Associated Factors.**

**Specific Instructions and Response Scale**

The statements/questions in this section concern characteristic of the centralization of organizational decision makings, formalization of rules and procedures, characteristics of task/work itself and work place relationships. Using the scale below, please indicate the extent to which you agree with each statement. Remember to think only about your organizational structure, task/work itself and work place relationships, rather than your reactions

<b>Items to Measure Indicators of Work Alienation</b>
<b>Centralization of Decision Makings</b>
<p>1. Management in this organization does not solicit inputs and feedbacks from employees especially decisions that affect employees services and wellbeing.  <i>5= strongly disagree   4= disagree   3= fair   2= agree   1= strongly agree</i></p> <p>2. I don't have to ask my boss before I do almost anything.  <i>1= strongly disagree   2= disagree   3= fair   4= agree   5= strongly agree</i></p> <p>3. Even small matters have to be referred to someone higher up for a final answer  <i>5= strongly disagree   4= disagree   3= fair   2= agree   1= strongly agree</i></p> <p>4. Employees in this organization are encouraged to involve in decision making  <i>1= strongly disagree   2= disagree   3= fair   4= agree   5= strongly agree</i></p>
<b>Score-----</b>
<b>Formalization of Work Rules and Procedures</b>

1. I feel that I am my own boss in most matters.

*1= strongly disagree 2= disagree 3= fair 4= agree 5= strongly agree*

2. I can't make my own rules and procedures to accomplish my job.

*5= strongly disagree 4= disagree 3= fair 2= agree 1= strongly agree*

3. Workers in this organization are allowed to do almost as they please.

*1= strongly disagree 2= disagree 3= fair 4= agree 5= strongly agree*

4. Rules and procedures on my job are entirely made by my boss.

*5= strongly disagree 4= disagree 3= fair 2= agree 1= strongly agree*

**Score-----**

**Autonomy**

1. The job doesn't allow me to decide on the order in which things are done on the job.

*5= strongly disagree 4= disagree 3= fair 2= agree 1= strongly agree*

2. The job gives me a chance to use my personal initiative or judgment in carrying out my work.

*1= strongly disagree 2= disagree 3= fair 4= agree 5= strongly agree*

3. The job doesn't allow me to make decisions about what methods I use to complete my work.

*5= strongly disagree 4= disagree 3= fair 2= agree 1= strongly agree*

4. The job gives me considerable opportunity for independently decide how I do the work.

*1= strongly disagree 2= disagree 3= fair 4= agree 5= strongly agree*

**Score-----**

**Task Variety**

1. The job involves performing similar tasks.  
*5= strongly disagree 4= disagree 3= fair 2= agree 1= strongly agree*
2. The job involves wide range of tasks.  
*1= strongly disagree 2= disagree 3= fair 4= agree 5= strongly agree*
1. 3. The job doesn't involve doing a number of different things.  
*5= strongly disagree 4= disagree 3= fair 2= agree 1= strongly agree*
2. 4. The job involves a great deal of task variety.  
*1= strongly disagree 2= disagree 3= fair 4= agree 5= strongly agree*

**Score-----**

**Creativity**

1. The job requires me to be creative.  
*1= strongly disagree 2= disagree 3= fair 4= agree 5= strongly agree*
2. The job doesn't require unique ideas or solutions to problems while achieving tasks.  
*5= strongly disagree 4= disagree 3= fair 2= agree 1= strongly agree*
3. The job requires a variety of skills.  
*1= strongly disagree 2= disagree 3=fair 4= agree 5= strongly agree*
4. The job doesn't allow me to use different complex or high-level skills.  
*5= strongly disagree 4= disagree 3= fair 2= agree 1= strongly agree*

**Score-----**

**Meaningfulness of the work**



1. The job is not arranged so that I can do an entire piece of work from beginning to end.

*1= strongly disagree 2= disagree 3= fair 4= agree 5= strongly agree*

2. The job doesn't allow me to complete work I start.

*5= strongly disagree 4= disagree 3= fair 2= agree 1= strongly agree*

3. The results of my work are likely to significantly affect the organization and the lives of other people.

*1= strongly disagree 2= disagree 3= fair 4= agree 5= strongly agree*

4. The work has no significant impact on my life and other people.

*5= strongly disagree 4= disagree 3= fair 2= agree 1= strongly agree*

**Score-----**

### **Work Place Relationship**

1. I have the opportunity to develop close friendships at my work place.

*1= strongly disagree 2= disagree 3= fair 4= agree 5= strongly agree*

2. My supervisor is not friendly and not concerned about the welfare of the people that work for him/her.

*5= strongly disagree 4= disagree 3= fair 2= agree 1= strongly agree*

3. People, I work with take a personal interest in me.

*1= strongly disagree 2= disagree 3= fair 4= agree 5= strongly agree*

4. People I work with are not friendly.

*5= strongly disagree 4= disagree 3= fair 2= agree 1= strongly agree*

**Score-----**

### **Physical Working Condition**

<p>1. The work and machines require a great deal of muscular strength  <i>1= strongly disagree 2= disagree 3= fair 4= agree 5= strongly agree</i></p> <p>2. The job never requires a lot of physical efforts.  <i>5= strongly disagree 4= disagree 3= fair 2= agree 1= strongly agree</i></p> <p>3. The work place is not free from excessive noise  <i>5= strongly disagree 4= disagree 3= fair 2= agree 1= strongly agree</i></p> <p>4. The climate at the work place is comfortable in terms of temperature and humidity.  <i>1= strongly disagree 2= disagree 3= fair 4= agree 5= strongly agree</i></p>
<b>Score-----</b>

**Section Three: Open-Ended Questions about Workers' Wellbeing and Coping Strategies by Manufacturing Workers.**

1. Do you feel that you are estranged/disconnected from your work? -----
2. If yes? What factors are more responsible for your estrangement/ disconnection from your work?

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3. Is/are there effect/s on your wellbeing because of your work and your estrangement from it? If yes, what are they?

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4. Is/are there effect/s on your physical and psychological wellbeing because of your work and your estrangement from it? If yes, what are they?

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5. What coping strategy/s you use to escape from estrangement/disconnection from your work?

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## Appendix B

### Interview check List

#### Section One: In-depth Interview Guides

1. Age of the interviewee -----
2. Gender -----
3. Educational status -----
4. Occupational position/Department -----
5. How do you explain your job and the organization?
6. How do you explain the centralization of decision making process in your organization?
7. What is your role in the process of decision making regarding to rules and procedures of your job?
8. To what extent that you are affected by the centralization of decision making and formalization of work rules and procedures?
9. Does your work give you autonomous power to make your own decision about your work?
10. Does your work require you to perform variety of tasks?
11. Does your work require you to be creative?
12. Does your work have any other meaning for you other than the payment you earn?
13. To what extent that you are affected by the characteristics of your work?
14. How do you explain the nature of work place relationships between you, other workers and even supervisors?
15. To what extent that you are affected by the nature of work place relationships on your work life?
16. Is/are there effects on your physical, psychological and social wellbeing because of your estrangement from your work? If yes, what are they?
17. What coping strategy/s you use to escape from estrangement from your work and the unintended effects on your wellbeing?

**APPENDIX (Amharic Version)**

**መጠይቅ አንድ**

ይህ መጠይቅ የተዘጋጀው ለጥናት ሲሆን ዋና አላማውም በአዳማ ከተማ የሚገኙ የፋብሪካ ሰራተኞችን ከሰራ የመገለል ልማድና ተያያዥ ጉዳዮችን ለማጥናት ነው። የጥናቱ ዋና አላማ ለትምህርት ነው። ስለሆነም ትክክለኛ ምላሻችሁን እንድትሰጡ እጠይቃለሁ። እባካችሁ በተቻለ መጠን በትክክልና በእምነት ምላሽ ይሰጡ። የምትሰጡት ምላሽ ለትምህርት አላማ ብቻ እንደሚውልና በሚስጥር እንደሚያዝ ላረጋግጥላችሁ እወዳለሁ። በማንኛውም ግለሰብ የተሰጠ መረጃ ለድርጅቱ ተላልፎ አይሰጥም።

**ክፍል አንድ:- የምላሽ ሰጪዎች ማህበራዊና ኢኮኖሚያዊ መግለጫዎች**

**ትዕዛዝ:- እባካችሁ የመረጣችሁትን ምላሽ ያክብቡ ወይም በተሰጠው ባዶ ቦታ ላይ ይሙሉ**

1. የመላሹ ጾታ  
    ሀ/ ሴት                      ለ/ ወንድ
2. ዕድሜዎ/ሽ/ ስንት ነው?-----
3. የትምህርት ደረጃ  
    ሀ/ አንደኛ ደረጃ      ለ/ ሁለተኛ ደረጃ    ሐ/ ኮሌጅ እና ከዚያ በላይ
4. ሃይማኖት  
    ሀ/ ካቶሊክ              ለ/ ሙስሊም      ሐ/ ኦርቶዶክስ      መ/ ፕሮቴስታንት      ሠ/ ሌላ ካለ ግለጽ-----
5. የጋብቻ ሁኔታ  
    ሀ/ ያላገባ                  ለ/ ያገባ                  ሐ/ የተፋታ                  መ/ ባል የሞተባት ሴት
6. የሥራ ልምድ ?-----
7. ደመወዝ, የተጣራ የወር ገቢ ?-----

**ክፍል ሁለት:- ከሥራ ላይ የመነጨና እና ተያያዥ ጉዳዮችን መለኪያ ባለ አምስት ነጥብ ጥያቄዎች**

**ዉስን መመሪያዎችና የምላሽ ደረጃዎች**

በዚህ ክፍል ያሉ መጠይቆች የሚያተኩሩት የየፋብሪካዎቹን የዉሳኔ አሰጣጥ ማዕከላዊነት , የደንበኞችና መመሪያዎች , የሥራው ባህሪዎች እና የሥራ ቦታ ግንኙነቶች ላይ ይሆናል። ከሥራ ያሉትን የመለኪያ ጥያቄዎች በመጠቀም በየትኛው ዓረፍተ ነገር በምን ያህል መጠን እንሚስማሙ ያመልክቱ ። በምትሞሉበት ጊዜ የራሳችሁን ሀሳብ ሳይሆን ስለምትሰሩበት ፋብሪካ አወቃቀር , ስለምትሰሩት ስራና በስራ ላይ ስላላችሁን ግንኙነቶች ብቻ ላይ በማተኮር ይሙሉ።

**የድርጅቱ ውሳኔ አሰጣጥ ማዕከሊትን አስመልክቶ የቀረቡ ጥያቄዎች**

<p>1. የዚህ ፋብሪካ አስተዳደር በተለይም በሰራተኞች ላይ ተፅዕኖ ሊያሳድሩ የሚችሉ ውሳኔዎች ላይ የተቀጣሪዎችን አስተያየት እና ሀሳብ አይቀበልም          1= በጭራሽ አልስማማም 2= አልስማማም 3= አልስማማምም አልቃወም 4= እስማማለው 5= በእጅግ እስማማለሁ</p> <p>2. በድርጅቱ ውስጥ የሚሰሩ ሰራተኞች በውሳኔ አሰጣጥ ላይ እንዲሳተፉ ይበረታታሉ          1= በጭራሽ አልስማማም 2= አልስማማም 3= አልስማማምም አልቃወም 4= እስማማለው 5= በእጅግ እስማማለሁ</p> <p>3. ጥቃቅን ጉዳዮች እንኳን ቢሆኑ ለመጨረሻ ምላሽ ከላይ ላሉ አለቆች ይላካሉ          1= በጭራሽ አልስማማም 2= አልስማማም 3= አልስማማምም አልቃወም 4= እስማማለው 5= በእጅግ እስማማለሁ</p> <p>4. ማንኛውንም ነገር ከማድረግ በፊት አለቃዬን መጠየቅ የለብኝም          1= በጭራሽ አልስማማም 2= አልስማማም 3= አልስማማምም አልቃወም 4= እስማማለው 5= በእጅግ እስማማለሁ</p>	ድምር-----
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**የሰራ መመሪያዎችና ደንቦች**

<p>1. በብዙ ጉዳዮች ላይ የራሴ አለቃ እንደሆንኩ ይሰማኛል          1= በጭራሽ አልስማማም 2= አልስማማም 3= አልስማማምም አልቃወም 4= እስማማለው 5= በእጅግ እስማማለሁ</p> <p>2. ስራዬን ለማጠናቀቅ የራሴን መመሪያና ደንብ ማዘጋጀት አልችልም          1= በጭራሽ አልስማማም 2= አልስማማም 3= አልስማማምም አልቃወም 4= እስማማለው 5= በእጅግ እስማማለሁ</p> <p>3. በዚህ ፋብሪካ ውስጥ ያሉ ሰራተኞች እንደሚፈልጉት ስራቸውን መስራት አይፈቀድላቸውም          1= በጭራሽ አልስማማም 2= አልስማማም 3= አልስማማምም አልቃወም 4= እስማማለው 5= በእጅግ እስማማለሁ</p> <p>4. በስራዬ ላይ የምጠቀምባቸው ደንቦችና መመሪያዎች በሙሉ የሚወጡት በአለቃዬ ነው          1= በጭራሽ አልስማማም 2= አልስማማም 3= አልስማማምም አልቃወም 4= እስማማለው 5= በእጅግ እስማማለሁ</p>	ድምር-----
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**የሰራ ላይ ስልጣን**

<p>1. ስራዬ በውስጡ የያዛቸው የሰራ ቅደም ተከተሎች ላይ እንድወስን አይፈቅድልኝም          1= በጭራሽ አልስማማም 2= አልስማማም 3= አልስማማምም አልቃወም 4= እስማማለው 5= በእጅግ እስማማለሁ</p> <p>2. ስራዬን በማከናወንበት ጊዜ የግሌን ተነሳሽነትና ዳኝነት መጠቀም እንድችል ስራዬ ረድቶኛል          1= በጭራሽ አልስማማም 2= አልስማማም 3= አልስማማምም አልቃወም 4= እስማማለው 5= በእጅግ እስማማለሁ</p> <p>3. ስራዬን ለመጨረስ መጠቀም ያለብኝን ዘዴዎችዎች ላይ እንድወስን ስራዬ አይፈቅድልኝም          1= በጭራሽ አልስማማም 2= አልስማማም 3= አልስማማምም አልቃወም 4= እስማማለው 5= በእጅግ እስማማለሁ</p> <p>4. ስራዬን እንዴት መስራት እንዳለብኝ ከማንም ተፅዕኖ ውጪ በነፃነት እንድወስን ስራዬ እድል ሰጥቶኛል          1= በጭራሽ አልስማማም 2= አልስማማም 3= አልስማማምም አልቃወም 4= እስማማለው 5= በእጅግ እስማማለሁ</p>	ድምር-----
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**የስራው አይነት**

- 1. ስራዬ ተመሳሳይ ተግባራት ማከናወንን በውስጡ ይዟል
- 1= በጭራሽ አልሰማማም 2= አልሰማማም 3= አልሰማማምም አልቃወም 4= እሰማማለው 5= በእጅግ እሰማማለሁ
- 2. ስራዬ ብዙ ተግባራትን ያሳትፋል
- 1= በጭራሽ አልሰማማም 2= አልሰማማም 3= አልሰማማምም አልቃወም 4= እሰማማለው 5= በእጅግ እሰማማለሁ
- 3. ስራዬ የተለያዩ ስራዎች መስራትን አያካትትም
- 1= በጭራሽ አልሰማማም 2= አልሰማማም 3= አልሰማማምም አልቃወም 4= እሰማማለው 5= በእጅግ እሰማማለሁ
- 4. ስራዬ የተለያዩ ትግበራ አይነቶችን ያካትታል
- 1= በጭራሽ አልሰማማም 2= አልሰማማም 3= አልሰማማምም አልቃወም 4= እሰማማለው 5= በእጅግ እሰማማለሁ

**ድምር**-----

**ፈጠራ**

- 1. ስራዬ የግል ፈጠራን ይጠይቃል
- 1= በጭራሽ አልሰማማም 2= አልሰማማም 3= አልሰማማምም አልቃወም 4= እሰማማለው 5= በእጅግ እሰማማለሁ
- 2. ስራዬ ለችግሮች ምንም አይነት የተለየ መፍትሄ እና ሀሳብ መፈለግን አይጠይቅም
- 1= በጭራሽ አልሰማማም 2= አልሰማማም 3= አልሰማማምም አልቃወም 4= እሰማማለው 5= በእጅግ እሰማማለሁ
- 3. ስራዬ የተለያዩ አይነት ክህሎቶችን ይጠይቃል
- 1= በጭራሽ አልሰማማም 2= አልሰማማም 3= አልሰማማምም አልቃወም 4= እሰማማለው 5= በእጅግ እሰማማለሁ
- 4. ስራዬ ውስብስብና ለየት ያሉ ክህሎቶችን እንድጠቀም አይፈቅድልኝም
- 1= በጭራሽ አልሰማማም 2= አልሰማማም 3= አልሰማማምም አልቃወም 4= እሰማማለው 5= በእጅግ እሰማማለሁ

**ድምር**-----

**የስራው ትርጉም**

- 1. ስራው ተቀናጀ ባለመሆኑ አንድን ስራ ሙሉ በሙሉ ከመጀመሪያ እስከ መጨረሻ መስራት አልችልም
- 1= በጭራሽ አልሰማማም 2= አልሰማማም 3= አልሰማማምም አልቃወም 4= እሰማማለው 5= በእጅግ እሰማማለሁ
- 2. የጀመርኩትን ስራ እንዳጠናቅቅ ስራዬ አይፈቅድልኝም
- 1= በጭራሽ አልሰማማም 2= አልሰማማም 3= አልሰማማምም አልቃወም 4= እሰማማለው 5= በእጅግ እሰማማለሁ
- 3. የስራዬ ውጤት ድርጅቱንና ሌሎችንም ሰዎች ህይወት ላይ አዎንታዊ ተፅዕኖ አለው
- 1= በጭራሽ አልሰማማም 2= አልሰማማም 3= አልሰማማምም አልቃወም 4= እሰማማለው 5= በእጅግ እሰማማለሁ
- 4. ስራዬ በኔ ህይወትም ሆነ በሌሎች ሰዎች ህይወት ላይ ምንም አይነት ተፅዕኖ የለውም
- 1= በጭራሽ አልሰማማም 2= አልሰማማም 3= አልሰማማምም አልቃወም 4= እሰማማለው 5= በእጅግ እሰማማለሁ

**ድምር**-----

<b>የሰራ ቦታ ግንኙነት</b>				
1. በሰራ ቦታዬ ጥብቅ የሆነ ጓደኝነት ለማዳበር እድሉ አለኝ				
1= በጭራሽ አልሰማም	2= አልሰማም	3= አልሰማምም አልቃም	4= እስማማለው	5= በእጅግ እስማማለሁ
2. አለቃዬ ከሰው ጋር የማይገባባና አብረውት ለሚሰሩት ሰዎች ግድ የሌለው ነው				
1= በጭራሽ አልሰማም	2= አልሰማም	3= አልሰማምም አልቃም	4= እስማማለው	5= በእጅግ እስማማለሁ
3. አብረውኝ የሚሰሩት ሰዎች በኔ ላይ የተለየ ፍላጎት አላቸው				
1= በጭራሽ አልሰማም	2= አልሰማም	3= አልሰማምም አልቃም	4= እስማማለው	5= በእጅግ እስማማለሁ
4. አብረውኝ የሚሰሩት ሰዎች ተግባቢ አይደሉም				
1= በጭራሽ አልሰማም	2= አልሰማም	3= አልሰማምም አልቃም	4= እስማማለው	5= በእጅግ እስማማለሁ
<b>ድምር</b> -----				

<b>የሰራው ሁኔታዎች</b>				
1. ስራዬና ማሸናፊ ጥንካሬን የሚጠይቁ ናቸው				
1= በጭራሽ አልሰማም	2= አልሰማም	3= አልሰማምም አልቃም	4= እስማማለው	5= በእጅግ እስማማለሁ
2. ስራዬ አካል ጥንካሬን በፍፁም አይጠይቅም				
1= በጭራሽ አልሰማም	2= አልሰማም	3= አልሰማምም አልቃም	4= እስማማለው	5= በእጅግ እስማማለሁ
3. የሰራ ቦታዬ ከብዙ ድምፅ የፀዳ አይደለም				
1= በጭራሽ አልሰማም	2= አልሰማም	3= አልሰማምም አልቃም	4= እስማማለው	5= በእጅግ እስማማለሁ
4. ስራ ቦታዬ አየር ሁኔታ ማለትም ሙቀትና ቅዝቃዜው ምቹ ነው				
1= በጭራሽ አልሰማም	2= አልሰማም	3= አልሰማምም አልቃም	4= እስማማለው	5= በእጅግ እስማማለሁ
<b>ድምር</b> -----				

**ክፍል አራት:- የፋብሪካ ስራተኞች ደህንነትን እና የሚጠቀሟቸውን የመቋቋሚያ መንገዶችን አስመልክቶ የቀረቡ ጥያቄዎች**

1. ከስራህ ጋር ምንም አይነት ግንኙነት እንደሌለህ/እንደተነጠልክ ታስባለህ? -----  
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2. መልስ/ሽ አዎ ከሆነ ከስራህ/ሽ ለመነጠልህ/ሽ ይበልጥ ምክንያት የሆኑት ነገሮች ምንድን ናቸው? -----  
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3. በስራሽ/ህ ወይም ከስራሽ/ህ በመነጠልሽ/ህ ምክንያት-በአካላዊ እና በአእምሮአዊ በደህንነትሽ ላይ የደረሰሽ ተፅእኖ አለ? መልስሽ አዎ ከሆነ ምንድን ናቸው?-----  
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4. ክስራሽ/ህ እንደጠነጠልሽ/ህ ከሚሰማሽ/ህ ስሜት ለማምለጥ ምንምን ዘዴዎችን ትጠቀሚያለሽ/ህ?

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መጠይቅ ሁለት

1. የተጠያቂው ዕድሜ
2. ፆታ
3. የትምህርት ደረጃ
4. ስራህንና የምትሰሩበት ፋብሪካን እንዴት ትገልፀዋለህ?
5. በምትሰሩበት ፋብሪካ ውስጥ ያለውን የውሳኔ አሰጣጥ ማእከላዊነት እንዴት ትገልፀዋለህ?
6. ስራህን በምትሰሩበት ጊዜ በስራህ ላይ ውሳኔ በመስጠት ሂደት ውስጥና ዳንቦችንና መመሪያዎችን በማውጣት ውስጥ ያንተ/ቼ ሚና ምንድን ነው?
7. በድርጅታችሁ የውሳኔ አሰጣጥ ማዕከላዊነት ምን ያህል ተጎድተህ/ሻል?
8. በምትሰሩበት/ሪው ስራ ላይ ውሳኔ እንድትሰጡ/ጩ ስራው እድሉን ይሰጥህ/ሻል?
9. የምትሰሩበት/ሪው ስራ የተለያዩ አይነት ስራዎችን መስራትን ያካትታል?
10. ስራህ/ሽ ፈጠራህን/ሽን እንድታዳብር/ሪ ይረዳህ/ሻል?
11. በስራሽ/ህ ከምታገኘው ክፍያ ውጪ ስራሽ/ህ ላንቺ/ተ የተለየ ትርጉም አለው?
12. የምትሰሩበት/ሪው ስራ ባህሪ ምን ያህል ተፅዕኖ አድርጎብሃል/ሻል?
13. በስራሽ/ህ ቦታ ላይ ከአለቃህ/ሽ ወይም ከሌሎች ከሰራተኞች ጋር ያለሽን/ህን ግንኙነት እንዴት ትገልጫለሽ/ለህ?
14. የስራ ህይወትህ/ሽ የስራ ላይ ግንኙነትህን/ሽን ጎድቶታል?
15. ከስራህ/ሽ በመነጠልሽ/ህ ምክንያት ጋር ተያይዞ በአካላዊ፣ መንፈሳዊ እንዲሁም በማህበራዊ ደህንነትህ/ሽ ላይ የደረሰ ጉዳት አለ ብለህ/ሽ ታስባለህ/ሽ? መልስህ/ሽ አዎ ከሆነ ምንምን ናቸው?

## Appendix (Afaan Oromo Version)

### Yaada Dabalaata A

Gaafiin barreefaama kun kan qopha'e garagaruma hojii fi tokkuma hojettota warshaa Adamaa,Ethiopia.Qorannon kun kan tasifamu barumsafi Kanafu,gaafi isinif dhiyaatuuf deebi sirri ta'e akka kenitan issiin gaafana.Deebii sirrii yookiin sirrii hintaane hinjiru.Odeefanno issiin keeniitaan kan fayyaadu tajaajila barumsa qofa fi iccitii dhaan kan qabamu ta'u isaa nan mirkaanesaa.

#### **Kuuta tokko:-Hawasuuma fi Dinagdee odeefanno keenitoota**

##### **1. Salaa odeefanno keenitoota**

1. Dhala 2. Dhira
2. Sadarkaa barumsaa
- 1.Duubisu fi bareesuu

##### **2.Sadarka tokkofa**

##### **3. Barumsa sadarka lamafa**

##### **4. Koollejjii fi isaa ol.**

##### **3. Aamantaa**

1. Katooliki
2. Muslima
- 3.Ortoodoksii
- 4.Proteestantii.

##### **5. Haala maatii**

1. Kan gaa'ela hin qabne
2. Kan ga'ela qabu
- 3.Kan gaa'ila hike
- 4.Kan abbaa manan irraa du'ee

##### **6. Haali hojii kessani malii?-----**

##### **7. Muxaanno hojii kessani haangami?-----**

##### **8. Minda ji'aa quulqulu yokin harka keessan galu haangami ?-----**

## **Kutaa lama;-Qaabxi waan shaan garagaruma hojii fi wantoota walfakeesaan**

### **Ajaaja gabaaba fi sadarka deebi**

Gaaffiin barrefama kun wa'e hojjiimaata dhaabilee fi akkata murte keniinsa,seera baasuu fi adeemsaa,amaala hojii fi walitti dhufeenya bakka hojii. Sadarka kaana gadiitti sadarkaa isiin itti waligaaltan wa'e hojjiimaata dhabilee ,hojii fi walitti dhufeenya bakka hojii ilaaltanii akka debifan.

#### **Wantoota garagaruma hojii saafaran**

1. Murteen kanamee yaada hojetoota yoo itti hin dabalani hin daabalamne fudhatama hinqabu  
1= Cimse walii hin gaalu 2=wali hingalu 3=hin mormus walii hin galu 4=waligaala  
5=cimseenwaliigaala

2. Yaadahojeetootamurteedhabaata kana irrattimurtefamuirrattinihirmaattu  
1= Cimsewaliihingaalu 2=walihingalu 3=hinmormuswaliihinhingalu 4=waligaala 5=cimseenwaliigaala

3. Wantootnixixiqoileehogaannaoliitiifergamuqaba  
1= Cimsewaliihingaalu 2=walihingalu 3=hinmormuswaliihinhingalu 4=waligaala 5=cimseenwaliigaala

4. Murtekaamiyuhoganaankooossohinbekiinmurtesuhinqabu  
1= Cimsewaliihingaalu 2=walihingalu 3=hinmormuswaliihinhingalu 4=waligaala 5=cimseenwaliigaala

#### **Hojiimata seera fi adeemsa hojii**

1. Watoota heduutii an ofi kootiin hogaadha  
1= Cimse walii hin gaalu 2=wali hin galu 3=hin mormus walii hin galu 4=wali gaala 5=cimseen waliigaala

2.  
1= Cimse walii hin gaalu 2=wali hin galu 3=hin mormus walii hin galu 4=waligaala  
5=cimseenwaliigaala

3. Hojeetooni haala ofi isaanitti barbaadanin hin hojaatan  
1= Cimse walii hin gaalu 2=wali hin galu 3=hin mormus walii hin galu 4=waligaala 5=cimseen waliigaala

4.

1=Cimse walii hin gaalu 2=wali hin galu 3=hin mormus walii hin hingalu 4=waligaala 5=cimseen waliigaala

### **Mirgaa ofiin of bulchu**

1. Hojiin koo akkaan murteesuu hojichi anaaf hin hayyaamu

1= Cimsewaliihingaalu 2=walihingalu 3=hinmormuswaliihinhingalu 4=waligaala 5=cimseen waliigaalaf

2.

1= Cimse walii hin gaalu 2=wali hin galu 3=hin mormus walii hin galu 4=waligaala 5=cimseen waliigaalaf

3.

1= Cimse walii hin gaalu 2=wali hin galu 3=hin mormus walii hin galu 4=waligaala 5=cimseen waliigaalaf

4. Hojiichii hala akkamin akkaan hojeedhu carra naaf keenaa

1= Cimse walii hin gaalu 2=wali hin galu 3=hin mormus walii hingalu 4=waligaala 5=cimseenwaliigaalaf

### **Ga'ee hojii adda addaa**

1. Hojiichi wantootta tokko ta'anwalfakaatanniqaabaatan of kessati haammata

1= Cimse walii hin gaalu 2=wali hin galu 3=hin mormus walii hin galu 4=waligaala 5=cimseen waliigaalaf

2. Hojiichii ga'ee hojii baa'lliina qaba.

1= Cimse walii hin gaalu 2=wali hin galu 3=hin mormus walii hin galu 4=waligaala 5=cimseen waliigaalaf

3. Hojiichii ga'e hojiiwaan adda aaddaa akka hojenu kan barbadu miti.

1= Cimsewaliihingaalu 2= walihingalu 3= hinmormuswaliihinhingalu 4= waligaala 5= cimseenwaliigaalaf

4. Hojiichii ga'ee hojii adda addaa ni qabbata.

1= Cimse walii hin gaalu 2=wali hin galu 3=hin mormus walii hin galu 4=waligaala 5=cimseen

waliigaalaf

### **Ummuu**

1. Hojiichii nama hojii ummu na tasisaaa

1= Cimse walii hin gaalu 2= wali hin galu 3= hin mormus walii hin galu 4= waligaala 5= cimseen waliigaalaf

2. Hojichi rakko mulatuf deebi keenuf keena adaa kan barbadu mitti.

1= Cimse walii hin gaalu 2= wali hin galu 3= hin mormus walii hin galu 4= waligaala 5= cimseen waliigaalaf

3. Hijjichi keena adda kan barbadudha.

1= Cimse walii hin gaalu 2= wali hin galu 3= hin mormus walii hin galu 4= waligaala 5= cimseen waliigaalaf

4. hojichi yaada aadda adda fi keena adda koo akkan fayyadamu hin hayyamu.

1= Cimse walii hin gaalu 2= wali hin galu 3= hin mormus walii hin galu 4= waligaala 5= cimseen waliigaalaf

### **Malluma Hojicha**

1. Hojjichi halla qinda'e waan hin qabnef jalqaba hanga dhumaattii wantoota adda hojechun qaba.

1= Cimse walii hin gaalu 2= wali hingalu 3= hin mormus walii hin galu 4= waligaala 5= cimseen waliigaalaf

2. Hojiichii hojiin jalqabe akkan xumuru carran naf hin kennine.

1= Cimse walii hin gaalu 2= wali hingalu 3= hin mormus walii hin galu 4= waligaala 5= cimseen waliigaalaf

3. Bu'aan hoji kotii dhabatichaa fi namoota birroo nimidha

1= Cimse walii hin gaalu 2= wali hingalu 3= hin mormus walii hin galu 4= waligaala 5= cimseen waliigaalaf

4. Hojjichi jireenya koo irratis ta'e jireenya namoota birii irratii jijjirama hinqabu.

1= Cimse walii hin gaalu 2= wali hingalu 3= hin mormus walii hin galu 4= waligaala 5=  
cimseen waliigaalaf

### **Walitti dhufeenya bakka hojii**

1. Walitti dhufeenyi baka hojii carraa hirriyuma naf umeerra.

1= Cimsewaliihingaalu 2= walihingalu 3= hinmormuswaliihingalu 4= waligaala 5=  
cimseenwaliigaalaf

2. Hoganaan hojiicha waa'e hojeetoota dhimma hinqabu walittidhufenya gaariis hinqabu.

1= Cimse walii hin gaalu 2= wali hingalu 3= hin mormus walii hin galu 4= waligaala 5=  
cimseen waliigaalaf

3. Hojeetooni walii wajiin hojeenu feedha aadda qabu

1= Cimse walii hin gaalu 2= wali hingalu 3= hin mormus walii hin galu 4= waligaala 5=  
cimseen waliigaalaf

4. Hojeetooni anaa waliin hojeetan aamaala hirriyuma hinqaban

1= Cimse walii hin gaalu 2= wali hingalu 3= hin mormus walii hin galu 4= waligaala 5=  
cimseen waliigaalaf

### **Haala naannoo hojii**

1. Hojjichi fi maashinooni humna guda baarbada.

1= Cimse walii hin gaalu 2= wali hingalu 3= hin mormus walii hin galu 4= waligaala 5=  
cimseen waliigaalaf

2. Hojii jaabina qama hin barbaadu

1= Cimse walii hin gaalu 2= wali hingalu 3= hin mormus walii hin galu 4= waligaala 5=  
cimseen waliigaalaf

3. Naannoon hojichaa rakko sagaale gudda irra bilisa

1= Cimse walii hin gaalu 2= wali hingalu 3= hin mormus walii hin galu 4= waligaala 5=  
cimseen waliigaalaf

4. Qileensii bakki hojichaa gaari dha

1= Cimse walii hin gaalu 2= wali hingalu 3= hin mormus walii hin galu 4= waligaala 5= cimseen waliigaalaf

**KUTAA 4:-Gaafii deebii ofi keesaannin deebi’u nageenya hojeetoota fi**

1. Naannoon hojii keessaniitti kesumaama isiiniti dhaga’ama-----

2. Eyeen yoo jetaan Haalawan hojii keesanitti kesumaa isiin godhee mal fadha?

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3. Nagenyuma keessan irratti kesumuman keessan rakkon isiin irrattii uumee maalii?

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4. Hojii hojeetuu irraati kesumma ta’un ke raakko xinsamu fi qamaa kee irraatti ummu jira? Deebin kee eye yoo ta’ e malif?

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5. Hojjii hojeetuu irraatti kesumma akka hintaneef maalfa fayyadamteeta?

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## **Yaada dabalata B**

### **Gaafiif deebii cheeklistii**

Kuta tokkoo: gaafif deebicha gadii fagenyaan

1. Umuurii deebi keenitoota.....
2. Salaa odeefanno keenitoota.....
3. Sadarkaa barumsaa.....
4. Sadarkaa hojjii .....
5. Hojii keetiif dhabata hojii itti hojeetuu akkamin ibsiita.....
6. Gidugaaleesuma murtii keeninsa dhabaticha akkamin ilaalta.....
7. Murtii keeninsa seera fi adeemsa hojii keessatii gaa'en keessan maali.....
8. Gidugaaleesuma murtii keeninsa dhabaticha rakko isiin irrattii ummee akkamin ilaaltu .....
9. Hojjiin keessan murtii ofi keessani akka murteesitan carraa isiinif keena.....
10. Hojjiin keessan wantoota adda addaa akka hojeetan isiin gaafatan .....
11. Hojjiin keessaan furmaata harraa akka umtaan isiin gaargaarreera.....
12. Hojjiin keessaan qarshii isiin akka argataan isiin tasisuun alaati isiinif hikan hojikeessani malii.....
13. Hojjiin hojeetan Ammaala keessan irrattii rakko ini fidee malii.....
14. Walitti dhufeenya hojeetoota biiro waliin qabdanif hogantoota keessan waliin qabdaan maal faakata....
15. Jiruuf jireenya keessan irraatii waliiti dhufeenyii naanno keessan irratti uumee malii.....
16. Hojii keesanitti keessumuman isiinittii dhaga'amun isa waliitidhufeenyi hawaasuma, xiinsamu keessan irratti malii.....

17. Hojiin keessan irraattii keessumuman akka isiinitti hindhaga'amneef rakkoo adaa akka isiiniti hin fidnef mal fayyadamtuu.....