

The Impact of Compensation in Reducing the Feeling of Work Alienation of Administrators Working in Government Hospitals in Irbid Governorate

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Abstract

This study aimed to identify the effect of compensation in reducing the feeling of work alienation among administrators working in government hospitals in the governorate of Irbid. The researcher used the descriptive analytical approach to deal with the data describing the researched community and the questionnaire in collecting data related to the study variables and analyzing them by the Statistical Package for Social Sciences program. (SPSS). The questionnaires were distributed over the sample using the comprehensive survey method, where the sample consisted of (164) administrators. The study found a statistically significant effect of financial compensation in its dimensions (direct and indirect) combined on work alienation in its dimensions (isolation, disability, non-normality, and self-estrangement). The study recommended the necessity of achieving justice in accordance with the principles and standards when distributing financial compensation, as well as recommending self-development courses.

Keywords: Compensation, Work Alienation, Government Hospitals, Isolation, Disability, Non-normality, Self-estrangement

1. Introduction

Hospitals are among the most important organizations that we deal with as they provide health and medical services to all citizens, and this importance is based on the role that hospitals play in developed and developing nations alike (Rawashdeh, 2018). Hospitals provided that employees belong to them and be part of their entity through achieving job satisfaction, meeting their needs and satisfying the desires of their employees, and job affiliation is of great importance in maintaining the quality of health services provided to members of the community (Tasneem et al., 2018). He is an employee in it, and it will not be correct and sound, as the employee begins to think of gradually moving away from the organization, which will lead him to a feeling of alienation in his workplace, which will lead him to a feeling of functional alienation (Kerse & Babadag, 2019; Raju, 2020).

Because when affiliation weakens and job dissatisfaction is achieved, this indicates the existence of what is called alienation among employees. In order to provide the best health services, it is necessary to work on developing the medical, administrative and technical cadres working in health institutions and their professional capabilities, in order for it to be positively reflected on their job performance and the quality of the health services provided and to achieve the best satisfaction for the beneficiaries (Abu-Nahel et al., 2020).

Recently, the term occupational alienation has spread as a condition that leads to a feeling of confusion and confusion among workers, at a time when it is not possible to influence the course of events, as the term alienation has been used in many forms (Iliffe & Manthorpe, 2019). This term has attracted great attention from scholars and researchers as it is a condition that controls the employee and makes him strange and far from the reality in which he lives, which requires employers to research and think about the nature of this phenomenon and what surrounds it and how to avoid its negative effects that can occur as a result of the circumstances. The difficult accompanying work that the employee goes through (Rasheed, 2017).

The issue of compensation, both material and non-material, is one of the topics that organizations and institutions have paid great attention to due to its importance for institutions and for individuals, as compensation is a double-edged sword (Gulseren, 2021). That it costs the institution exorbitant sums, and therefore it is incumbent upon the institutions to search for solutions, find departments and develop successful compensation programs that can be directed towards the goals for which they were found, and which can harmonize between the types of direct compensation and indirect compensation

and dispose of them based on the capabilities of the institution and the needs of the employees (Kochanski & Sorensen, 2006).

2. Research Problem

Health sector organizations are facing fundamental changes and recent developments that we see in various fields, and with the increasing problems they face and standing in the way of their growth, prosperity and development, which prompted the researcher to study the issue of the phenomenon of job alienation in its various forms, because it is one of the most dangerous phenomena that can affect workers, especially in hospitals. , because of its negative effects and consequences on the organization, the individual and society (Kartal, 2018; Kniffin et al., 2021).

Based on the researcher's interests in the human resource and his experience of the reality of hospitals through his work and meeting with some of their employees and his observations that there is a phenomenon of job alienation and this in turn leads to the emergence of the so-called isolation, alienation, helplessness and non-standardization among employees, which contributes to a feeling of instability and lack of desire for productivity, and this in turn will be reflected in Negative in achieving the desired goals, as he noted that there may be a role for compensation in its various dimensions to help employees feel belonging to the job and the organization and reduce the feeling of job alienation and that such observations and observations require research (Martela & Pessi, 2018; Mónico & Margaça, 2021). Therefore, the study problem is completed in answering the following question: What is the effect of compensation in reducing the feeling of job alienation among administrators working in government hospitals in Irbid Governorate?

The purpose of the current study can be achieved by answering the questions as follows:

1. What is the extent of the application of compensations, both direct and indirect, in the surveyed hospitals?
2. To what extent do employees feel about job alienation in the surveyed hospitals?

Therefore, this study hypothesized that there is no statistically significant impact at ($\alpha \leq 0.05$) of compensation and its dimensions (direct and indirect) on Job alienation and its dimensions (Self-alienation, powerless, meaningless, normlessness) in government hospitals in Irbid Governorate. The following sub-hypotheses emerge from this hypothesis:

- **H1:** There is no statistically significant impact at ($\alpha \leq 0.05$) of compensation and its dimensions (direct and indirect) on Self-alienation in government hospitals in Irbid Governorate.
- **H2:** There is no statistically significant impact at ($\alpha \leq 0.05$) of compensation and its dimensions (direct and indirect) on powerless in government hospitals in Irbid Governorate.
- **H3:** There is no statistically significant impact at ($\alpha \leq 0.05$) of compensation and its dimensions (direct and indirect) on meaningless in government hospitals in Irbid Governorate.
- **H4:** There is no statistically significant impact at ($\alpha \leq 0.05$) of compensation and its dimensions (direct and indirect) on normlessness in government hospitals in Irbid Governorate.

3. Overview of Compensation

3.1. Definitions

Maher (2016) defined it as the compensation that an individual receives in return for his performance or for anything related to work within the organization. Pingl (2014) defined compensation as a compensation structure based on compensating all employees whose performance is high relative to the average performance of other employees. Compensation management constitutes an important element in the general management of organizations and refers to the process in which employees receive their wages in order to attract them to the workplace. The researcher considers that compensation is all that the working individual deserves from material and non-material benefits, incentives and job benefits to fill his job during a certain period or to excel at work.

Compensation is one of the most important tools of guidance for working individuals towards achieving the aims of the organization, and among the most important compensation objectives are the following (Basoul, 2019):

- Contribute to satisfying the desires of working individuals raise their morale, enhance their loyalty, improve their relationship with the organization's management and co-workers, and urge all working individuals to achieve the highest levels of performance to contribute to achieving the goals of the organization, and also work to increase productivity and achieve competitive advantage in the external environment, through the application of Appropriate and fair compensation that works to attract and employ a strong team, and the compensation helps in achieving justice and equality between working individuals and attracting new human resources with distinctive skills and knowledge that contribute to shaping the competitive advantages of the organization, as well as maintaining the skilled and efficient human resources within the organization.
- From the above we note that one of the goals achieved by compensation is also its contribution to meeting all the needs and desires of employees and enhancing consistency between them in order to achieve harmony with the

goals of the organization. Their attitudes to how to determine the work they choose in order to adapt to their needs and society, and just compensation contributes to developing the creativity and innovation energies of working individuals in a way that ensures the prosperity and continuity of the organization.

3.2. *The Importance of Compensation*

Compensation has a fundamental and important role in the success and continuity of organizations because of its direct impact on its outputs and achievement of its goals, as well as its impact on the performance of workers and their affiliation with the organization in which they work.

The importance of compensation to the organization: Compensation is important to the organization as a way to attract and attract skills and competencies that help the organization achieve its goals; creating behavioral patterns that encourage, motivate and innovate at work, create a spirit of competition, and reduce absenteeism and employee turnover within the organization; It is also considered a means of maintaining workers who are skilled and efficient in performing the tasks assigned to them.

The importance of compensation to employees: Compensation is a means to satisfy the workers' needs and life requirements such as housing, clothing, food, succession, and participation in social relations, Which leads to workers feeling comfortable and reassured due to the fair distribution of wages among workers, non-discrimination between them, and respect and appreciation by the organization and senior management (Alkadash, 2017).

The researcher believes that many business organizations consider compensation as motivating and encouraging positively to raise production capacity quantitatively and qualitatively and achieve more profits, through improving the performance of working individuals, raising their morale and making their attitudes positive towards work, which increases their loyalty and belonging to the organization.

3.3. *Types of Compensation*

Business organizations are interested in the compensation system then because of its importance in attracting and appointing a competent human resource, keeping it, and urging it to work. The compensation is divided into two parts: direct financial compensation and indirect financial compensation. The following is an explanation of each of them:

1. Direct Financial Compensation:

Direct financial compensation includes the wage, which is the largest part of the monetary compensation received by individuals working in the organization in exchange for the work done by the worker within the organization, and salaries or wages are paid to workers on a time or piece basis, as French management writers differentiate between wages and salary, where They consider the wage as compensation provided to the worker on the basis of the effort he performs and the amount of production, while the salary is expressed as compensation provided to the worker on the basis of time or compensation for the worker when he puts himself at the disposal of the organization for a certain period of time (Al-Shayab, 2014).

Direct financial compensation also refers to all cash benefits received by the working individual on a monthly, bi-monthly, or weekly basis in return for his work as a worker in the organization. To own shares in the organization they work for, and at the end of each year they have a chance to get profits (Dessler, 2011).

From the foregoing, direct financial compensation can be considered as basic driving, motivating, and encouraging forces for working individuals to improve their level of performance at work, because the financial compensation system that includes the financial rewards system works to promote good performance and its continuity.

2. Indirect financial compensation:

Indirect financial compensations are not related to work or performance, and they are additional benefits granted to individuals to workers in accordance with the policies adopted in the organization to achieve job security and a standard of living suitable for the individual's social environment (health insurance, social security, transportation, housing, annual and sick leave, etc.) (Maher, 2016).

Indirect financial compensation is a set of services and job benefits that the organization grants to the individuals working in it; In addition to direct financial compensation to achieve loyalty to the organization, as it is comprehensive for all individuals working in the organization with their various levels of employment and educational qualifications as a moral and human motive (Al-Harashsheh, 2013).

4. Overview of Job Alienation

4.1. Definition

Atta (2018) described job alienation as the feeling of workers of weak belonging and loyalty to the organization and the prevailing culture in it, due to their loss of control and their unwillingness to perform work because it does not correspond to job desires and ambitions. Muhammad Weilakat (2018) sees job alienation as a psychological condition that affects the worker's performance towards the organization in which he works, which creates a feeling of

dissatisfaction with the work he does. Mohaseni and others (Mohaseni & et.al, 2011) explain job alienation as the lack of adaptation between the worker and his organization, which in turn is reflected in his performance level, making him unable to practice behavior that leads to the development of his job performance. The researcher believes that job alienation is alienation and alienation of the working individual from his job or his organization, which causes him to lose belonging to his job and organization, a feeling of dissatisfaction and a low level of social and human interaction within the work environment.

4.2. Reasons for Job Alienation

Job alienation is the alienation of the working individual towards his organization and the work he does, as Ferbad and others (Farahbod & et al, 2012) considered that it is possible to identify the reasons that contribute to occupational alienation as follows:

- Not placing the right person in the right place: Most of the working individuals have skills, capabilities and motives, and these capabilities, if applied properly, deliberately, and correctly, will enhance the motives of workers, but some business organizations do not put workers according to their abilities, skills and qualifications, and this, in turn, leads to alienation of the working individual.
- Benefits and income obtained by the working individual (material and moral incentives): Most employers do not pay wages and job benefits that are commensurate with the skills and experiences of the working individual, which causes frustration to the working individual because he does not get what he deserves in return for his performance in the work he does.
- Social dignity: Every person has respect and appreciation within the community, as harm in this matter leads to his frustration and isolation from work.
- The dominance of bureaucratic results overwork: One of the characteristics of bureaucratic work is routine, leniency, and creating differences and distances between working individuals, and this, in turn, leads to harming them and making some of them feel alienated due to the absence of justice and injustice.
- Controlling working individuals through direct supervision: Control generates an uncomfortable feeling for the working individual because of his feeling that he is working in a restricted work environment, which contributes to the emergence of job alienation.
- Long working time: which leads to a feeling of physical and psychological fatigue and pressure, which in turn leads to a decrease in his desire to perform the tasks assigned to him.

Non-participation with working individuals in making administrative decisions, makes them feel disloyal and belonging to the organization, which in turn leads to dissatisfaction and failure to perform the work as required.

4.3. Factors of Job Alienation

By examining these factors, we find that there are factors that belong to the organization and others that belong to the working individual. Some of these factors can be clarified as follows:

- **Factors that belong to the organization:** they include many organizational factors and the employees do not have a role in them, because they go back to the organization of work itself, which in turn affects the performance of working individuals and leads to job alienation, as explained by (Atta, 2014); (Darwaza and Qawasmi, 2014); (Majid, 2015).
 - Mechanization and automation: The technology and knowledge revolution contributed to the emergence of job alienation among working individuals in all organizations of all kinds, due to the control of computers and electronic devices on the activities of daily work, which became a threat to human relations and generated many diseases and psychological problems among working individuals.
 - The defect in the performance appraisal process: Sometimes the process of evaluating the performance of employees lacks objective foundations, because of its reliance on individual estimates and personal considerations far from the foundations and sound standards, which affects the relations between employees and the management of the organization.
 - Weak administrative effectiveness: The weakness of the organization's management is one of the most important factors causing job alienation due to the inability of the organization's management to perform the tasks required of it, and to reconsider how to develop the skills and capabilities that individuals need to perform the work entrusted to them.
 - Weakness of the incentive system in place in the organization: The process of subjecting the incentive system to compliments and personal relationships is one of the most important factors leading to job alienation, because objectivity and fairness in the application of the incentive system in place is a condition of success in notifying working individuals with satisfaction.
 - Retaining information and experiences: Retaining information and experiences and not transferring them to new working individuals is one of the most dangerous causes of the phenomenon of job alienation, because keeping information by workers with long experience at work and without performing the training role of

their workers will lead to these workers feeling helpless and isolated, and it may be This behavior is due to the experts fear that he will be dispensed with or transferred to another place if he finds someone to do his work.

- The capacity of the size of the organization: the large size of the organization
 - sometimes contributes to the dispersal of the efforts of the working individuals, where the working individuals feel that the supervision of them by the president is weak, because thus the diligent worker is equal to other workers, which causes a feeling of injustice among the working individuals and therefore cases of neglect appear Indifference and dissatisfaction with work on the part of these workers.
 - Lack of active role and participation of working individuals: This led working individuals to marginalization and lack of interest in them, which leads to the emergence of a group of emotional stimuli such as fear, anxiety, anger, and distress, which in turn leads to a feeling of job alienation.
 - Weak level of training: The low level of training of working individuals and raising the level of their job performance is one of the most important factors causing job alienation, as the working individual learns if he has a need and wants to satisfy it as a result of the emergence of a problem at work, he must learn how to confront it, or learn and train On how to earn and interact with co-workers.
- **Factors that belong to working individuals:** They include many factors, as explained by (Atta, 2018); (Darwaza and Qawasmi, 2014):
- **Lack of efficiency:** The lack of efficiency of working individuals causes a decrease in the level of performance within the organization, as each of them seeks that the reason for this weakness is the management of the organization in which he works; As the lack of efficiency causes the continuous absence of working individuals from their work, the departure of some of them during working hours and the frequent quarrels and quarrels between them, and all this leads to job alienation.
 - **Fear and job insecurity by working individuals:** The feeling of fear and instability at work causes working individuals to escape from those feelings and emotions, which causes the dispersal of efforts made at work and even the unwillingness to work and thus a feeling of job alienation.
 - **Incompatibility, adaptation, and harmony between the culture of the organization and the individuals working in it:** it generates a feeling among the working individuals of their insignificance, and thus they are looking for other opportunities and alternatives to get rid of the psychological problems that they blame for the management of the organization. The spread of such a situation among working individuals will lead to a feeling of psychological and functional alienation .
 - **Weakness of the elements of administrative leadership within the organization:** The weakness of the leadership elements of the administrative official and his lack of knowledge of administrative skills and experience is one of the most important factors that lead to job alienation, because the manager is supposed to have knowledge and social and emotional intelligence to be able to deal with working individuals in a sound and correct manner.
 - **Lack of specialization in work:** The lack of appropriate use of the specializations of working individuals and assigning them to work far from their specializations and skills will inevitably lead to a decrease in their performance and a feeling of dissatisfaction with the organization, which generates a feeling of job alienation.

From the above we note that among the causes and factors of job alienation are the pressures of the social and functional environment, and the culture in which the factors of complexity and civilized development prevail, the inability to adapt to it, the poor economic conditions, the difficulty of obtaining the requirements of life, the deterioration of values and moral weakness.

5. Previous Studies

Nisha (2010) conducted a study titled "An Exploration of Factors Predicting Work Alienation Of Knowledge Worker", in which he assumed that there is limited research in the search for the factors that expect workers in the field of knowledge to alienate, as this study aimed to seek to bridge this gap by discovering the extent and reasons behind it by designing a comprehensive methodology to understand it through various factors such as structuring Centralization, formalization, work characteristics, autonomy, creativity, self-expression, work relationships, and perceptions of justice, all of which predicts alienation at work, as data were collected from (6) different organizations working in the information technology sector in India. The field of knowledge is the lack of meaningful work, not allowing self-expression and poor working relationships

Sulu et. al. (2015) conducted a study titled "Work Alienation as a Mediator of the Relationship between Organizational Injustice and Organizational Commitment: Implications for Healthcare Professionals" in which he aimed to demonstrate the relationship between two variables in the business sector, namely, organizational injustice and organizational loyalty, and the impact of job alienation on workers in the health sector. The study used the descriptive analytical method. The study sample consisted of 383 nurses in public and private hospitals in Istanbul. A statistically significant relationship

between the dimensions of job alienation and organizational loyalty, and the existence of a relationship between workers in the health sector in favor of females for the two variables, organizational injustice, and organizational loyalty.

Meltem and Cuma (2019) conducted a study titled "The Impact of Work Alienation on Organizational Health Sector", in which he aimed to investigate the effect of job alienation on organizational health in Turkey, where the researchers carried out the research on the 701 doctors and nurses working in the general hospital. Negative and clarify the sub-dimensions of the perception of job alienation by 21.5% of the total variance in organizational health, as the results of the regression coefficient analysis showed that increasing the levels of disability and self-isolation of workers reduces the perception of organizational health, the study recommended the need to pay attention to the system of rewards and compensation for workers to avoid job alienation.

6. Design and Methods

In this study, the researchers used the descriptive analysis method, using the applied method, in order to collect and analyze data and test hypotheses. Where the researcher used the Statistical Package for Social Sciences (SPSS) system to analyze the data. Therefore, the descriptive analytical approach was considered the appropriate approach for it, as the descriptive approach is defined as an attempt to reach accurate and detailed knowledge of the elements of an existing problem or phenomenon to reach a better and more accurate understanding (Al-Nuaimi, et al., 2009), and this applies to the nature of the current study.

The study population consisted of all administrators working in government hospitals affiliated with the Ministry of Health, and the target population was administrators working in hospitals affiliated with the Irbid Health Directorate.

According to the statistics of the Ministry of Health, the distribution of administrative staff in government hospitals in Irbid Governorate for the year 2019/2020 was among the seven (7) hospitals.

Two sources were used to obtain the information:

- **Secondary sources:** In addressing the theoretical framework of the study, the researcher turned to secondary data sources, which are related to Arab and foreign books and references, periodicals, articles, reports, research, and previous studies that dealt with the subject of the study, research and reading on various Internet sites.
- **Primary sources,** to address the analytical aspects of the subject of the study, the primary data collection was resorted to through the questionnaire as the main tool for the study, which included several phrases that reflect the objectives and questions of the study, to be answered by the respondents.

Relying on the Statistical Package for Social Sciences (SPSS), the researchers used frequencies and percentages to describe the personal and functional characteristics of the sampling unit. use the arithmetic mean; To find out the extent to which the sample members agreed on the paragraphs of the questionnaire.

7. Findings

7.1. Descriptive Analysis of Paragraphs

Independent variables compensation - the first question "What is the level of application of direct and indirect compensation in the surveyed hospitals in Irbid Governorate?"

The following table shows the arithmetic averages and standard deviations of the direct financial compensation paragraphs and their total sum, where the arithmetic mean of the total sum was (3.20), a value of medium importance, and this means that there is an average effect of direct compensation, and the arithmetic mean values of the field paragraphs ranged between (2.52 - 3.89) , and the highest was for Paragraph No. (5) "Direct financial compensation contributes to raising my performance level" with an arithmetic average of (3.89) of high importance, followed by Paragraph No. (4) "Direct financial compensation enhances my affiliation to work" with an arithmetic average of (3.77) and of high importance, while the lowest The arithmetic average was for Paragraph No. (3) "The Ministry of Health distributes direct financial compensation fairly among employees according to the principles and standards in force" with an average of (2.52) and medium importance.

Table 1. The arithmetical averages and standard deviations of (direct compensation)

N	Paragraph	Mean	standard deviation	Rate
1	The Ministry of Health distributes direct financial compensation that motivates me to perform	2.68	1.47	4
2	The Ministry of Health has clear instructions regarding direct financial compensation.	3.14	1.44	3
3	The Ministry of Health distributes direct financial compensation fairly among the employees according to the principles and standards in force.	2.52	1.43	5
4	Direct financial compensation reinforces my affiliation with the work.	3.77	1.39	2
5	Direct financial compensation contributes to raising my performance level.	3.89	1.33	1
	Total average	3.20		

The next table shows the arithmetic averages and standard deviations of the indirect financial compensation paragraphs and their total sum, where the arithmetic mean of the total sum was (2.73) and of medium importance, and this means that there is an average effect of the indirect compensation, and the arithmetic mean values of the field paragraphs ranged between (2.08 - 3.51), The highest for paragraph No. (5) was that indirect financial compensation contributes to my job stability” with an arithmetic average of (3.51) and of medium importance, followed by paragraph No. (2) “The Ministry of Health has clear instructions regarding indirect financial compensation.” With an arithmetic average of (2.89) With medium importance, while the lowest arithmetic average was for Paragraph No. (4) “The Ministry of Health provides transportation for all employees to and from the workplace” where the arithmetic average was (2.08) and of medium importance.

Table 2. The arithmetical averages and standard deviations of (indirect compensation)

N	Paragraph	Mean	standard deviation	Rate
1	The Ministry of Health provides indirect financial compensation that meets the personal needs of workers.	2.52	1.38	4
2	The Ministry of Health has clear instructions regarding indirect financial compensation.	2.89	1.44	2
3	The Ministry of Health provides childcare service to all employees equally.	2.63	1.50	3
4	The Ministry of Health provides transportation for all employees to and from the workplace.	2.08	1.44	5
5	The indirect financial compensation contributes to my job stability.	3.51	1.42	1
	Total average	2.73		

Second - the dependent variable: job alienation - the second question “What is the level of job alienation among administrators working in the surveyed hospitals in Irbid Governorate?”

The next table shows the arithmetic averages and standard deviations of the isolation paragraphs and their total sum, where the arithmetic mean of the total sum was (2.53) with medium importance, and this means that there is an average effect of the field of isolation, and the values of the arithmetic averages of the paragraphs ranged between (2.28 - 2.88), and the highest was for paragraph No. (4) “I avoid making new friends with hospital workers” with an average of (2.88) and of medium importance, followed by paragraph No. (3) “I feel mistrust of my colleagues working inside the hospital” with an average of (2.63) and of medium importance, while the lowest arithmetic average was for the paragraph No. (1) "I depend on my colleagues to perform my job duties" with a mean of (2.28) and of medium importance.

Table 3. The arithmetical averages and standard deviations of (Self-alienation)

N	Paragraph	Mean	standard deviation	Rate
1	I rely on my colleagues to perform my job duties.	2.28	1.37	5
2	I do not want to discuss business matters with my colleagues.	2.55	1.41	3
3	I feel mistrust of my colleagues working in the hospital.	2.63	1.44	2
4	I avoid making new friends with hospital staff.	2.88	1.61	1
5	I am relieved to be away from teamwork.	2.32	1.40	4
	Total average	2.53		

The next table shows the arithmetic averages and standard deviations of the deficit paragraphs and their total sum, where the arithmetic mean of the total sum was (2.47) and of medium importance, which means that there is an average effect of the disability domain, and the arithmetic mean values of the domain paragraphs ranged between (2.12 - 3.22), and the highest was for paragraph No. (3) “Hospitals offer limited opportunities in career development” with a mean of (3.22) and of medium importance, followed by paragraph No. (2) “I face challenges at work that are greater than my capacity” with an average of (2.49) and of medium importance, while the lowest arithmetic average was for paragraph No. (5) “I suffer from a weakness in the ability to self-manage” as it reached (2.12) and is of low importance.

Table 4. The arithmetical averages and standard deviations of (Powerless)

N	Paragraph	Mean	standard deviation	Rate
1	There is no cooperation between me and my co-workers.	2.26	1.25	3
2	At work, I face more challenges than I can handle.	2.49	1.27	2
3	Hospitals offer limited opportunities for career development	3.22	1.60	1
4	I avoid taking responsibility at work.	2.26	1.34	3
5	I suffer from a lack of ability to self-manage.	2.12	1.40	4
	Total average	2.47		

The next table shows the arithmetic averages and standard deviations of the non-standard items and their total sum, where the arithmetic mean of the total sum was (3.10) with medium importance, which means that there is an average effect for the non-standard domain, and the arithmetic mean values of the domain items ranged between (2.72 - 3.48), and the highest was for paragraph No. (2) "Promotion and distribution of incentives and rewards at work are often carried out according to subjective bases." With an average of (3.48) and of medium importance, followed by Paragraph No. (4) "Following the administrative hierarchy with administrative and functional correspondence impedes work procedures" with an arithmetic average (3.45) and of medium importance, while the lowest arithmetic average was for Paragraph No. (3) "I seek to achieve my own goals and promotion work by any means" and it reached (2.72) and is of medium importance.

Table 5. The arithmetical averages and standard deviations of (Meaningless)

N	Paragraph	Mean	standard deviation	Rate
1	I see that compliance with the regulations and laws within the department hinders the completion of work.	2.74	1.48	3
2	Promotion and distribution of incentives and rewards at work is often done on subjective bases.	3.48	1.45	1
3	I strive to achieve my own goals and promote work by any means.	2.72	1.40	4
4	Following the administrative hierarchy with administrative and functional correspondence hinders work procedures.	3.45	1.47	2
	Total average	3.10		

The next table shows the arithmetic averages and standard deviations of the functional alienation items and their total sum, where the arithmetic mean of the total sum was (3.40) and of medium importance, which means that there is an average effect for the field of occupational alienation, and the arithmetic mean values of the domain items ranged between (2.43 - 4.23), and it was the highest Paragraph No. (4) "I often see that the success I achieved in my job did not satisfy my minimum ambitions" with an average of (4.23) and of high importance, followed by Paragraph No. (5) "I lack a sense of job security" with an arithmetic average of (3.95) and high importance, while the lowest My average calculation was for Paragraph No. (1) "I suffer from a weak sense of my self-worth and position when performing work" with an average of (2.43) and of medium importance.

Table 6. The arithmetical averages and standard deviations of (Normlessness)

N	Paragraph	Mean	standard deviation	Rate
1	I suffer from a weak sense of my self-worth and status when doing work.	2.43	1.44	5
2	I have a strong desire and tendencies to quit the job.	3.02	1.37	4
3	My participation in social activities inside the hospital is few.	3.37	1.34	3
4	I see that the success I achieved in my job did not satisfy my minimum ambitions.	4.23	.93	1
5	I miss feeling job security.	3.95	1.05	2
	Total average	3.40		

7.2. Hypotheses Test

The main assumption is 'there is no statistically significant impact at ($\alpha \leq 0.05$) of compensation and its dimensions (direct and indirect) on Job alienation and its dimensions (Self-alienation, powerless, meaningless, normlessness) in government hospitals in Irbid Governorate'.

The next table shows the result of the regression analysis to reveal the effect of direct and indirect financial compensation on reducing the feeling of job alienation, and the value of the test (P) was (98.23), which is a statistically significant value at the significance level (0.05), and this indicates the existence of an effect of direct financial compensation The value of the correlation coefficient between financial compensation and job alienation was (0.76), and the percentage of the effect of direct financial compensation on reducing the feeling of job alienation was (0.20), and for indirect financial compensation on the feeling of job alienation was (0.59), which means rejection The null hypothesis and the acceptance of the alternative hypothesis.

Table 7. Table of Coefficient (compensation (direct and indirect) on Job alienation)

Element	R	Beta	F	Sig.
direct financial compensation	0.76	0.20	98.23	0.00
Indirect financial compensation		0.59		

The first hypothesis - There is no statistically significant impact at ($\alpha \leq 0.05$) of compensation and its dimensions (direct and indirect) on Self-alienation in government hospitals in Irbid Governorate.

The next table shows the result of the regression analysis to reveal the effect of financial compensation on reducing the feeling of isolation, and the test value (P) reached (44.62), which is a statistically significant value at the significance level (0.05), and this indicates the presence of an effect of financial compensation on isolation, and the value of the coefficient of The correlation between financial compensation and isolation was (0.62), and the percentage of the effect of direct financial compensation on reducing feelings of isolation was (0.23), and the percentage of the effect of indirect financial compensation was (0.43), which means rejecting the null hypothesis and accepting the alternative hypothesis.

Table 8. Table of Coefficient (compensation (direct and indirect) on Self-alienation)

Element	R	Beta	F	Sig.
direct financial compensation	0.62	0.23	44.62	0.00
Indirect financial compensation		0.43		

The second hypothesis - There is no statistically significant impact at ($\alpha \leq 0.05$) of compensation and its dimensions (direct and indirect) on powerless in government hospitals in Irbid Governorate.

The next table shows the result of the regression analysis to reveal the effect of financial compensation on reducing feelings of helplessness, and the test value (P) reached (82.69), which is a statistically significant value at the significance level (0.05), and this indicates the presence of an effect of financial compensation on reducing feelings of helplessness. The value of the correlation coefficient between financial compensation and disability was (0.73), and the ratio of the effect of direct financial compensation on disability was (0.21), and the percentage of the effect of indirect financial compensation was (0.56), which means rejecting the null hypothesis and accepting the alternative hypothesis that states "there is Statistical effect at the level of significance ($\alpha = 0.05$) for direct and indirect compensation in reducing feelings of helplessness among administrators working in government hospitals in Irbid Governorate.

Table 9. Table of Coefficient (compensation (direct and indirect) on powerless)

Element	R	Beta	F	Sig.
direct financial compensation	0.73	0.21	82.69	0.00
Indirect financial compensation		0.56		

The third hypothesis - There is no statistically significant impact at ($\alpha \leq 0.05$) of compensation and its dimensions (direct and indirect) on meaningless in government hospitals in Irbid Governorate.

The next table shows the result of the regression analysis to reveal the effect of financial compensation on reducing the feeling of non-standardism, and the test value was (P) (17.16), which is a statistically significant value at the significance level (0.05), and this indicates the presence of an effect of financial compensation on reducing the feeling of non-standardism. The value of the correlation coefficient between financial and non-standard compensation was (0.44), and the ratio of the effect of direct financial compensation on non-standardization was (0.17), and the ratio of the effect of indirect financial compensation was (0.30), which means rejecting the null hypothesis and accepting the alternative hypothesis that states " There is a statistical effect at the level of significance ($\alpha = 0.05$) for direct and indirect compensation in reducing the sense of non-standard among administrators working in government hospitals in Irbid Governorate.

Table 10. Table of Coefficient (compensation (direct and indirect) on meaningless)

Element	R	Beta	F	Sig.
direct financial compensation	0.44	0.17	17.16	0.00
Indirect financial compensation		0.30		

The fourth hypothesis - There is no statistically significant impact at ($\alpha \leq 0.05$) of compensation and its dimensions (direct and indirect) on normlessness in government hospitals in Irbid Governorate.

The next table shows the result of the regression analysis to reveal the effect of financial compensation on reducing the feeling of alienation from oneself, and the test value (P) was (14.40), which is a statistically significant value at the significance level (0.05), and this indicates the presence of an effect of financial compensation on reducing Feeling of self-alienation, and the value of the correlation coefficient between financial compensation and self-alienation was (0.41), and the ratio of the effect of financial compensation on self-alienation was (0.06), and the percentage of the effect of indirect financial compensation was (0.33), which means rejecting the null hypothesis And the acceptance of the alternative hypothesis which states that "there is a statistical effect at the level of significance ($\alpha = 0.05$) for direct and indirect compensation in reducing the feeling of job alienation among administrators working in government hospitals in Irbid Governorate."

Table 11. Table of Coefficient (compensation (direct and indirect) on normlessness)

Element	R	Beta	F	Sig.
direct financial compensation	0.41	0.06	14.40	0.00
Indirect financial compensation		0.33		

8. Conclusion

The study concluded the following conclusions:

1. Direct financial compensation contributes to raising the level of performance, as this paragraph came at a high degree and with the highest arithmetic average among the paragraphs related to the field of direct compensation.
2. Indirect financial compensation contributes to raising the level of performance, as this paragraph came in a medium degree and with the highest arithmetic average among the paragraphs related to the field of indirect compensation.
3. The reluctance of some employees to form new friendships with their colleagues at work, as this paragraph came in a medium degree and with the highest arithmetic average among the paragraphs related to the field of isolation.
4. Career development opportunities for employees are limited and limited to categories, as this paragraph came in a medium degree and with the highest arithmetic average within the paragraphs of the disability field.
5. The lack of objectivity of promotion and the distribution of incentives and rewards at work, as this paragraph was at an average degree and with the highest arithmetic average among the paragraphs of the non-normative field.
6. The success that is achieved does not satisfy the aspirations of most employees, as this paragraph came in a medium degree and with the highest arithmetic average among the paragraphs of the field of self-alienation.
7. There is a statistically significant effect at the significance level (0.05) of financial compensation (direct and indirect) on the isolation of administrators working in government hospitals in Irbid Governorate.
8. There is a statistically significant effect at the significance level (0.05) of financial compensation (direct and indirect) on the disability of administrators working in government hospitals in Irbid Governorate.
9. There is a statistically significant effect at the significance level (0.05) of financial compensation (direct and indirect) on non-standardization of administrators working in government hospitals in Irbid governorate.
10. There is a statistically significant effect at the significance level (0.05) of financial compensation (direct and indirect) on self-alienation among administrators working in government hospitals in Irbid governorate.

9. Recommendations

In light of the findings, the study recommended a set of recommendations, the most important of which are:

1. The necessity of achieving justice in accordance with the principles and criteria when distributing financial compensation.
2. The necessity for the Ministry of Health to provide transportation for its employees to and from the workplace.
3. The Ministry of Health encourages teamwork.
4. Doing self-development courses.

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