THE IMPACT OF JOB ALIENATION ON ORGANIZATIONAL CITIZENSHIP BEHAVIORS-AN ANALYTICAL STUDY FOR THE OPINIONS OF A SAMPLE OF HEADS OF SCIENTIFIC DEPARTMENTS AT THE UNIVERSITY OF SAMARRA

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This study aimed to identify **the impact of functional alienation on organizational citizenship behaviors**, by focusing on the dimensions of functional alienation (loss of purpose, self-alienation, non-informativeness, weak relationship with others) and then determine the relationship of alienation with the behavior of organizational citizenship, which was represented by four sub-dimensions, namely (voluntary participation, altruism, civility, awakening of conscience), and the middle management was selected at the University of Samarra represented by the heads of scientific departments In which as a sample of the study, and the number of (31), and the number of forms recovered and valid for statistical analysis (26) form, and the researcher used the questionnaire after a major tool to collect data and information, has been used program (SPSS V.24) to analyze the data was based on the simple linear regression test and correlation coefficient, and the results of the study showed that the sample surveyed have mThere is a low level of functional alienation and that there is a goal and standard for the heads of departments in the performance of their administrative work and they have the ability to influence others, and this is confirmed by the results of the description and diagnosis through the decrease in the arithmetic mean from the hypothetical mean for all dimensions of functional alienation, and it also turned out that they have a good level of organizational citizenship behaviors and a positive and moral correlation between job alienation and citizenship behaviors Organizational and at the macro level of dimensions and sub-level, and this means that the dimensions of functional alienation that have been adopted affect the decrease in citizenship behavior, and in the light of the conclusions a set of recommendations have been developed, namely the need to increase interest in participation and expand the base of freedom in the expression of ideas for work and encourage innovation while taking the views of department heads and workers with them in fateful decisions and encouraging the effortEfforts to provide the opportunity for senior management to reduce the manifestations of alienation, while increasing the ability of department heads to rely on themselves in some decisions and administrative work and reduce reference to senior management, and universities at the present time are unable to achieve survival, success, continuity and gain competitive advantage through the exercise of official work roles only, but by giving department heads and their employees a space of optional behavior where they act according to their nature to face situations and difficulties other than This is what drives the promotion of

their citizenship behaviors.

INTRODUCTION:

During the second half of the twentieth century, researchers were more interested in studying the phenomenon of alienation as a social and psychological phenomenon, because it is one of the important issues of the age and one of the basic features of contemporary man. Which emerged with the emergence of the phenomenon of globalization and the effects of that phenomenon on public organizations and business administration organizations, specifically on their most valuable and effective assets, which is the human resource, where the phenomenon of alienation of the individual worker is one of the phenomena that limit the productivity and progress of the individual and affect his job performance and the level of commitment to his organization that belongs To which and to realize the Iraqi organizations of the negative effects of this phenomenon on the level of performance and commitment of the individual worker, attention to this phenomenon has moved to the field of management since the beginning of 1950 represented by the works of (Argyris, 1957), (Merton, 1957), (Katz & Kahn, 1978) and in light of the diversity of services and the intensification of competition At present, there is no organization capable of performing at the highest levels if each individual does not feel belonging and commitment to the goals of the organization and works as if he is an effective team member and despite this interest, this phenomenon has received little research and study in its administrative aspect and at the level of Iraqi organizations. This is what was addressed in this study, as well as the lack of field studies at the level of Iraq, which examines the relationship and impact of this phenomenon on other behavioral variables such as the level of organizational commitment. Based on the importance mentioned above, this study, which crystallized its idea about studying the correlation between the feeling of the individual worker alienation in the vicinity of his work and the level of organizational commitment, which is a new addition to previous studies in this field and the reality of thirteen departments in the Ministry of Municipalities and Public Works as a field site to study the applied side of the study. Believing in the importance of the role played by this ministry in terms of service and the construction and maintenance of the country's infrastructure.

THE FIRST TOPIC / STUDY METHODOLOGY
FIRST: THE PROBLEM OF THE STUDY:

Almost no two disagree that the human element is the decisive and important factor that characterizes organizations, which earns them success and competitive advantage, and from this point of view, this research revolves largely around human behavior and if we know that the behavior of it is not official and from it otherwise, the positive human behavior is known as organizational citizenship behaviors, which is a voluntary activity beyond the limits of official duties, Organizations that rely only on formal behavior are fragile systems that are easy to break, so they must leave a space of optional behavior for individuals to act according to their nature to face unexpected situations, and that this behavior can be built and strengthened, which may be a competitive advantage for the organization, and a number of organizational variables play a major role in demolishing this behavior and from these variables highlights the issue of the alienation of the individual worker, If we know that the scientific departments of the university have a great position, as they are the nucleus and basis of academic work in universities, and serve as the cornerstone of the foundation, and the most important unit in the structure of the academic system, and its beating heart, when this heart becomes correct, this is reflected on the college in particular, and the university in general, and the problem of research lies in the lack of investment of universities for organizational citizenship behaviors that may contribute to improving their performance in

pictures In general and the performance of its employees in particular, and perhaps one of the most important reasons is the lack of diagnosis of alienation among the heads of scientific departments and confronting it, and this may stem from a lack of knowledge of management topics and how to invest, adopt and promote them to serve this university, so adopting the behavior of organizational citizenship is indispensable at the present time, if modern administrative ideas are applied at the university, this will lead it to practice its work correctly, and here comes this research to show the role of alienation in organizational citizenship behaviors

Second: The importance and objectives of the research
1) The importance of the study is reflected in the following axes:

A. The feeling of alienation of the heads of scientific departments affects their job performance and behaviors of dealing with students and employees, which may weaken the level of their affiliation and loyalty in the final result.
B. This study represents one of the scientific attempts in the study of two variables that combine administrative and psychological sciences in the field of organizational behavior, and thus it is a modest new attempt to communicate between the human sciences.
C. The study dealt with important variables that directly affect the performance of department heads, which is reflected in the need of universities today for an encouraging environment to enhance organizational citizenship behavior and because of the important role these variables represent in building and continuing.

D. Raising the motives of the university in general and its administrative leaders in particular to overcome the phenomenon of the working individual's sense of alienation in his work environment as an important and precious resource and values in it, and to indicate ways to reduce it and remove the organization's fears of losing its core competencies due to the factors of attraction, polarization and competition, reduce the rate of work turnover and strengthen its belonging to the organization.

2) This study seeks to achieve the following objectives: :

A. Identify the prevalence of the phenomenon of alienation of the individual working in his work environment among the heads of departments at the university researched?
B. Identify the extent and nature of the organizational citizenship behavior prevailing among the heads of scientific departments?
C. Clarify and interpret the nature and type of relationship between the alienation of the working individual and the organizational behavior of citizenship in the university studied and at the dimensional level

Third: Research Form:
In order to clarify the problem of the research and achieve the objectives of its conduct, a hypothetical scheme has been developed represented in Figure (1) based on a review of previous intellectual efforts, as the scheme includes a one-way arrow to measure the correlation of the independent variable with the approved variable and a two-way arrow to measure the impact between
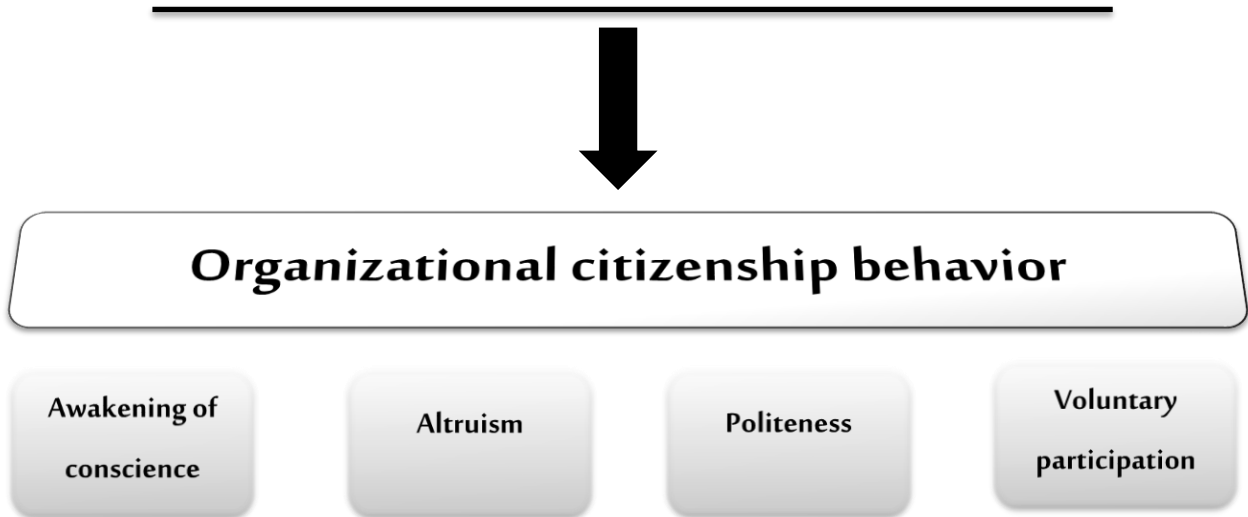
Organizational citizenship behavior

Awakening of conscience

Altruism

Politeness

Voluntary participation
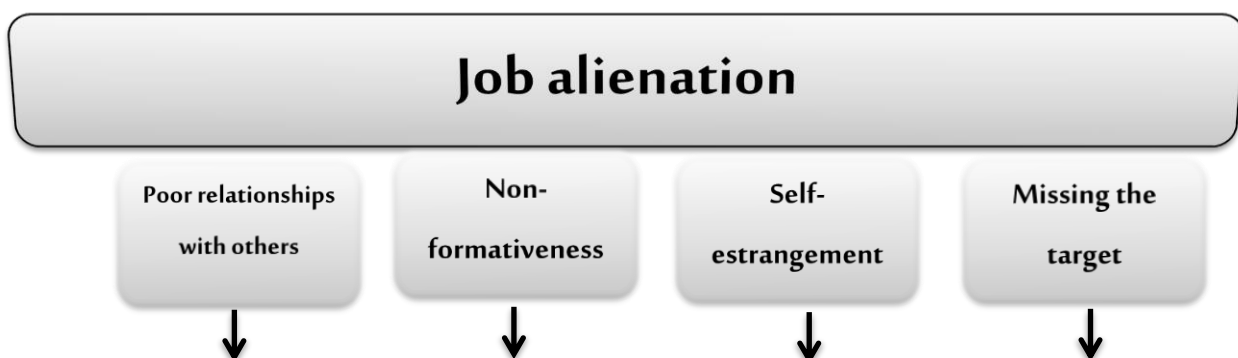
Figure (1) Hypothetical scheme

Fourth: Research hypotheses:
1) The first main fury: There is a significant correlation between job alienation and the dimensions of organizational citizenship behaviors, and several sub-hypotheses branch out of this hypothesis as follows:
A. There is a significant correlation between functional alienation and altruistic behavior.
B. There is a significant correlation between functional alienation and civility behavior.
C. There is a significant correlation between functional alienation and conscientious behavior.
D. There is a significant correlation between job alienation and voluntary participation behavior
2) The second main hypothesis: ((There is a significant effect of alienation in organizational citizenship behavior)) from which sub-hypotheses emerge.
A. There is a significant effect of functional alienation in altruistic behavior.
B. There is a significant effect of functional alienation in civility behavior
C. There is a significant effect of functional alienation in voluntary participatory behavior.
D. There is a significant effect of functional alienation in conscientious behavior .

Fifth: Research Methodology:
The research adopted the descriptive analytical approach in studying the research variables through the use of the applied method and exploratory research that includes the use of many statistical methods and treatments related to the research topic.
Sixth: Society and sample of research:
The scientific departments at the University of Samarra were adopted as a field for the application of research and the acquisition of the required data through the questionnaire, while the research sample is an intentional sample (professors assigned to the tasks of the heads of scientific departments previously and currently) in the researched university and for this the intentional sample was used, and the number of questionnaires distributed to the research sample reached (31) questionnaire, and (29) of them were retrieved, and after examining the questionnaires to show their validity for statistical analysis, (3) questionnaires were excluded due to their failure to complete the conditions of analysis, Thus, the total number of questionnaires valid for the statistical analysis process becomes (26) questionnaire, and Table (1) describes the research sample as shown below:

Table (1) Characteristics of the research sample

t	Information	classification	Iteration	Percentage
1	Sex	male	21	81%

		Female	5	19%
Total			26	100%
2	Marital status	married	23	88%
		Single	2	8%
		absolute	1	4%
Total			26	100%
3	lifetime	30 & Under - 40 Years	11	42%
		41 - 50 years	12	46%
		51 - 60 years	3	12%
Total			26	100%
4	Length of service	5-10 years	6	23%
		11-15 years	7	27%
		16-20 years	6	23%
		21-25 years	5	19%
		25 years and above	2	8%
Total			26	100%
5	Qualification	Master	14	57%
		Doctor	12	53%
Total			26	100%

Source/Researchers Based on Questionnaire Data

Seventh: Data and Information Collection Tools:
1) **Interview:** It included dialogue with some heads of scientific departments at the university research sample during the distribution of the research questionnaire, as some direct information was obtained from them, as well as the researcher as a head of department at the university is familiar with some things that enriched the research.
2) Arab and foreign references and research, periodicals, magazines, theses and the use of the International Information Network (Internet) to support the theoretical side of the study

3) **Questionnaire:** It is the main source in data collection and has been designed to cover all the variables of the research scheme and included the following sections:
A. Identifying information of the employees of the study sample .
B. The axis of alienation includes four subvariables.
C. The axis of organizational citizenship behavior includes four sub-dimensions.

Table (2) Questionnaire Composition by Main and Sub-Variables of the Study

Section A			
Information Tariff	**Paragraphs**	**Number of paragraphs**	**Numbers**
	Gender, age, marital status, educational qualification, length of service	**6**	**1 - 6**
Section B			

Variable adjective	Main variables	Subvariables	Number of paragraphs	Its numbers	Source of their numbers
First variable	**Alienation**	**Loss of goal**	4	1 - 4	**(Seeman, 1957)**
		Self-alienation	4	5 − 8	**(Al-Jubouri 1996) (Seeman, 1957))**
		(Non-normative)	4	9 − 12	**(Seeman, 1957) (The Hyena and the House of Saud 2003)**
		Poor relationships with others	4	13- 16	**(Seeman, 1957) (Khudair and Nuaimi 2001) (Al-Jubouri 1996)**
Second variable	**Organizational Citizenship Behavior**	**Voluntary participation**	4	17 - 20	**Allen & Meyer, 1997**
		Civility	4	21 - 24	
		Altruism	4	25 - 28	
		Awakening of conscience	4	29 - 32	**Ozturk, 2010**

Source/ prepared by researchers

Eighth: Statistical methods used:
A number of statistical methods have been used for the purpose of data analysis as follows:
A. Percentages to display and describe data related to the test of the study sample.
B. Mean and Standard Deviation to find the coefficient of variation through them, and to know the extent to which the values are dispersed from their arithmetic mean.
C. Simple linear correlation (Spearman) to determine the relationship between the variables of the study.
D. Multiple Regression Coefficient to measure the effect of independent variables on the supported variables.
E. Test (t) to test the significance of the correlation coefficient.
F. Test (F) to test the significance of the multiple regression coefficient.
G. Ready-made statistical programs (SPSS) and (MINITAB) have been used to process data and extract results.

Ninth: Tests of honesty and stability:
1. The credibility of the arbitrators: The questionnaire was presented for arbitration to a number of specialists amounting to (13) professors specialized in business administration, and the coefficient of compatibility between them was (88%) approximately, and their recommendations were taken for the purpose of adapting the scale to the Iraqi environment, and in light of their opinions and suggestions, some paragraphs of the initial questionnaire were modified and some of them were deleted and others were added, as they became in their final form, which consists of (32) paragraphs.

2. Stability of the resolution: It is meant by stability that the test gives the same results if re-applied in the same conditions and measured the stability of the test by calculating the correlation coefficient between the scores of the two tests and the researcher used the method of half division (Split Half) and summarized by finding the correlation coefficient between the degrees of individual questions in the questionnaire and the degrees of even questions and the correlation coefficient is corrected by the equation (Spearman-Brown) and pointed out (Calinago, 1989) The value of the stability coefficient of (0.67) according to the Spearman-Brown equation is sufficient for studies that use the resolution as a tool (Al-Zaidi, 2007: 14). It was found that the stability coefficient of the resolution as a whole (0.945), which means that with its different scales it has high stability that can be adopted at different times for the same individuals and gives the same results. For the purpose of further verifying the stability coefficient of the resolution, the (Fakrombach) coefficient was also extracted for the paragraphs of the total resolution, where its value was (0.964), and this indicates a high degree of resolution stability.

THE SECOND TOPIC / THEORETICAL FRAMEWORK

FIRST: JOB ALIENATION:

Then this phenomenon captured the attention of many social scientists such as (Durkeheim & Seeman, 1959), (Johnson, 1973) as one of the characteristics of contemporary man (Khudair and Al-Nuaimi, 2001, p. 135) and based on this importance increased interest of scientists studying in the field of management in this concept, as the interest in it moved in the field of management since the beginning of 1950 represented by the work of(Argyris, 1957), (Merton, 1957), (Katz & Kahn, 1978), (David & Timothey, 1977), (Allen & William, 1977) (Miller, 1967), (Leonord, 1984), (Kakabads, 1986), (Nelson & ODonohue, 2006), (Mendoza, 2007) Their efforts focused on revealing the extent of the relationship between the dimensions of alienation and some organizational variables in the field of management such as job satisfaction, work pressure, feelings of helplessness and loss of control, organizational commitment, administrative leadership, organizational citizenship behavior, structure and other variables of organizational behavior and human resource management (Berman, 1981, p: 342-360).

1) The concept of alienation

Many concepts of this term have been developed that differed in content and direction according to the topics and areas of its researchers, and the following table shows a set of definitions for a number of researchers and scholars.

Table (3) Definition of alienation according to the point of view of a group of researchers

t	Researcher Name	Sunnah	Definition
1	Seeman	1957	A psychological-social concept that includes the meanings of weak ability to influence the course of work and aimlessness in the assigned job with a lack of standards that regulate work and the inability to adapt to them or with the values of his colleagues in a way that leads him to weaken his mental connection to his job and then his place of work and thus his colleagues (theoretical definition of the adopted theory)
2	Nettler	1957	The individual's feeling of weak belonging to society and the prevailing culture in it
3	Clark	1959	The feeling of meaninglessness, lack of belonging, the ability to act, a sense of isolation from oneself and the environment to which he lives and belongs, in addition to the inability to achieve his role in society and life.
4	Mcclosky	5 196	Feeling of disintegration, isolation, lack of belonging, helplessness, weakness of meaning or purpose, and lack of prevailing standards in its surroundings.
5	Aiken & Hage	6 196	The individual's feeling of disappointment and despair of life and inability to harmonize with his private and professional life.
6	Anderson	1973	A general syndrome consisting of a number of different subjective and objective conditions that lead to a sense of alienation.
7	Feuerlicht	1978	A condition that makes the individual a stranger to himself or his home, which is like a disease of its symptoms weak expectations of the individual about the course of his private and professional life.
8	I grew old	1980	Loss of consciousness, mental powers or senses

9	Howeidi	1986	A set of general symptoms consisting of divergent objective conditions and subjective emotional states that emerge in the atmosphere of public relations among workers and social and technocratic working conditions.
10	Al , Khouli	1987	The separation of the individual from himself and from the world is a separation with which the individual becomes non- Able to harmonize the brightness of himself and the brightness of his surroundings.
11	Khatib	1991	The individual's sense of low self-esteem, that is, his feeling of negative appreciation as a result of awareness of the divergence between the ideal self and the real self.
12	Aljubouri	1996	The individual's sense of weakness and the control of others over him with weak belonging to the group for his refusal to abide by its standards and values and the weakness of his ability to reveal his thoughts, feelings and himself.
13	Winter	1999	The situation in which the individual does not feel that he belongs to his work environment and thus the instability of his contact with others and his dissatisfaction and then a weak affiliation to them due to different standards and goals.
14	Al , Uqaili	2000	The individual's sense of separation from himself and his society due to a defect in his relations with his social environment, which makes him unable to adapt psychologically and socially.
15	ODouohue . Eddie, Italy	2006	Separation of the individual from his real or inner self
16	Mendoza & Manriue-de-Lara	2007	A state of anxiety or fear of contradiction between the tendencies and desires of individuals and what reality imposes.
17	Balachandran ital.,	2007	It is a combination of the characteristics of the five elements (poor relationships with others, lack of standards, poor control, loss of purpose, alienation of self) in the sense that the individual is a stranger to his life path - feels lonely -
18	Abu Sultan	2011	The employee's feeling of alienation in the organization in which he works as a result of poor social interaction between him and the organization, so he feels that the organization is no longer a suitable place for him, which leads to a decrease in his loyalty and affiliation
19	Sulu, et, al	2015	It is what employees suffer from manifestations of feeling the dimensions of job alienation, represented in lack of strength, weakness of meaning, loss of standards, isolation, self-alienation, and is measured procedurally by the degree obtained by respondents in the functional alienation scale.

| 20 | happy | 2017 | Employees feel isolated and helpless, lose self-confidence and lack of commitment to standards, and thus lose their sense of belonging and distance from any social participation |

Source: Prepared by researchers

It is deduced from the content of the definitions mentioned in that they refer to a set of feelings
· Feeling weak in controlling the course of things.
· Isolation from the environment in which the individual lives or works.
· Inability to adapt due to the discrepancy between the standards of the individual, society or the workplace.
· Weakness or lack of meaning or self-fulfilling goal

2) Causes or factors leading to alienation:
It is not possible to limit all the reasons leading to the exacerbation of the problem of alienation among members of the functional community, and it seems that a large number of reasons may be limited to several professional, functional, organizational and psychological circles, which naturally lead to the occurrence and exacerbation of this phenomenon, and the difficulty of controlling it by the administration, and one of the main reasons as shown in the figure below:
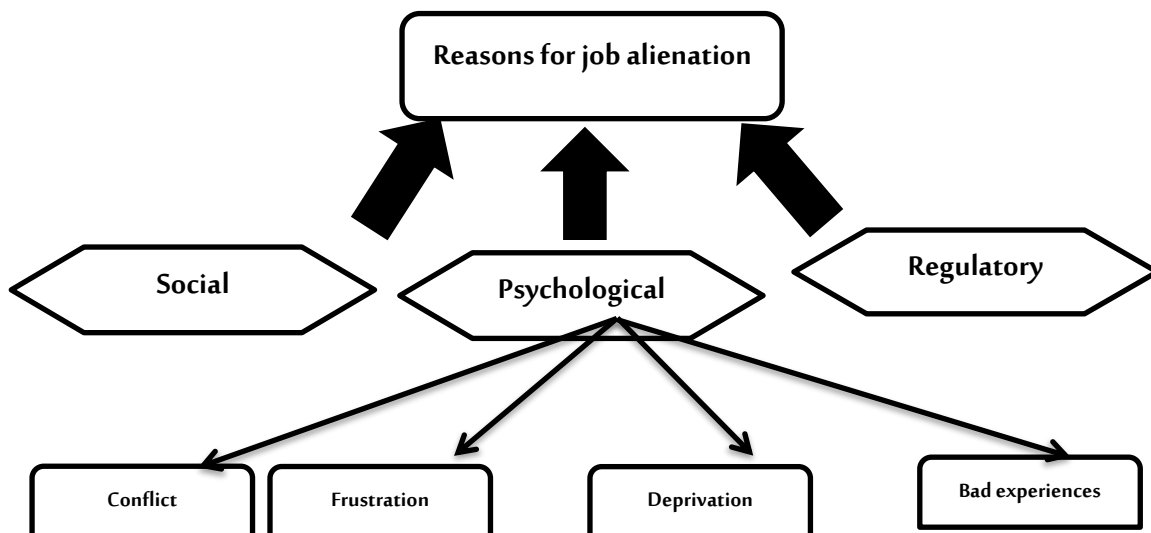

Figure (2) Causes of functional alienation

Source : (Said, 2017, 64)

3) Dimensions of alienation:
Seeman dealt with alienation from a social point of view and his goal was to identify the social conditions that lead or result in the five dimensions (weak ability to influence, loss of purpose or meaning, lack of standards, weak relationships with others, self-alienation) with the identification of behavioral consequences of each (Seeman, 1957, p:784) and considered each of them an alternative to the concept of broad alienation(Pruden. Etal ., 2007, p:1) . The following is a detailed explanation of these dimensions:
a) Self-estrangement: This dimension refers to the individual's feeling of being unable to find activities that make him satisfied, and that with time he becomes a group of roles and goods whose actions have no value in his view, so he does not feel himself

and his existence except rarely, and therefore it is a concept related to the return of value and the essential meaning of work (Seeman, 1957, p. :789) Seeman considered this dimension to be the most widely used and closest one in describing alienation. Marx used it to describe his idea of alienation, as (Fromm & Mills, 1972) indicates that alienation is a way of experience in which a person sees himself as a stranger to his experiences and self, so here it can be considered synonymous with alienation (Fromm, 1972, p: 120) As for Blauner, 1964, he referred to it as the lack of a sense of the importance of the individual's personal achievements in his workplace, indicating disengagement (Nelson & ODonohu, 2006, p: 7). In the context of talking about self-estrangement, it must be pointed out To Hegel's concept of alienation, which

came with two ideas (Jassim, 1986, p. 129): The first is a person's alienation from himself, that is, his self is alienation due to the contradiction between the essential nature of the individual and his general situation. The second is his alienation from the social structure and relates to man's connection to his social environment (state, or society), and here it is a necessary alienation in order to integrate with the totality (separation from the self in order to connect with the totality). From this it can be concluded that Hegel's idea of conquering alienation from the self is represented by realizing its power. Through compatibility with the social structure, that is, his giving up of himself in order to belong to the whole, that is, dealing with the alienation of another in order to integrate. We also conclude from the entirety of what is stated in this theory that the alienated person stands on opposite sides of the normal person because his personality type differs from the prevailing personality type in His society, and because of this difference, he suffers from alienation as a result of his distance from the basic characteristics prevailing in his society. He also does not feel his importance and feels a lack of influence on social attitudes. The bottom line is that this dimension indicates a failure in self-realization, that is, the individual's feeling that what he has accomplished or what he is doing is... It has no value to him in a way that makes him feel self-fulfilling.

b) Loss of purpose or meaning (non-purposefulness): The second expression of Seeman's concept of alienation can be summarized under the idea of loss of purpose or meaning. His analysis of this dimension included a functional definition of it, as Mannheim's description of alienation included increased functional rationality, as he indicated that it is the low expectation of satisfactory predictions about the outcomes of behavior in the future. Mannheim points out that the individual cannot make a decision and choose from among the available alternatives to explain the situation he is going through, that is, he cannot work with intelligence or inner vision due to the increase in the degree of complexity in the work, which is accompanied by a parallel decline in the ability to act intelligently towards a specific situation and judge on the basis of the idea of interconnection between events. (Mannheim, 1940, p. 59). As for (Blauner, 1964), (Seeman, 1957, p: 786), and (Nelson & Odonhue, 2007, p: 7) they defined it as the loss of feeling or the inability of the individual to determine the purpose of his work as part of the productive process as a whole. Seeman linked this dimension to work, as he found that when work loses its value and

meaning as a result of the lack of basic goals for work, especially when work is based on fragmentation and precise specialization (Seeman, 1967, p. 274), this will make the individual want to replace it with another rewarding job that is characterized by With vitality, interest and attention (Al-Ukaili, 2000, p. 73). Balachandran (etal., 2007, p. 157) defined it as a loss of clarity about what an individual should believe or believe. This definition refers to the individual's questioning of searching for meaning for himself. Starck (1992, p. 132) defined it as a state in which the individual feels that life has lost its meaning. While (Halama, 2000, p. 339) referred to it as a state called existential emptiness, which is a negative characteristic that indicates a lack of goals and meaning and the presence of feelings of indifference. It is worth noting in this regard, after reviewing research published in 2006, that one of the reasons The main thing that led to the creation of a new phenomenon in the Arab world known as alienation is the loss of the sense of the scientifically qualified people of their importance and the importance of the energies and capabilities they carry in light of a negative social scientific and bureaucratic environment that rejects and fears innovation (Ben Amer and Sadiq, 2006, pp. 16-24). Most researchers who have studied alienation have followed Seeman, stressing the importance of the element of loss of meaning or loss of purpose to alienation. He considered it an essential component of it (Al-Araji, 2007, p. 23), in addition to other behavioral components. Seeman believes that this type of alienation is independent of the first type or dimension - weak ability to influence - under some circumstances. The expectation about an individual's ability to control events may not match his ability to understand these events. However, it appears to us that in real reality there must be a relationship between these two forms of alienation in some important aspects. For example, understanding and understanding the external world may be a precondition for expecting control over its complex and often unclear events. There is always an expectation that everything can be understood even if it is not controlled (such as family interactions, some social values, etc.)

c) Lack of standards (non-normative): In his analysis of this dimension, Seeman relied on Durkheims' theory in his description of the state of anomie (non-normative), the state in which there is a general collapse in law and order in society, insecurity and uncertainty in the individual, and then an imbalance between means and goals, and when This imbalance occurs because a conflict occurs, the end of which is an almost complete weakening of moral standards

(Seeman, 1957, p. 787). I also use Merton's description of social construction and deviation in his description of conditioning, which may lead to a weakening of the regulating effect of social standards, considering it a type of compatibility with deviation. (Merton, 1964, p: 128) This dimension also means in other places that it is the individual's feeling that illegal means are required and that he needs them to achieve the goals that he seeks to achieve in his work environment. It is a condition that arises when moral standards disintegrate and fail to control and regulate individual behavior. Which ultimately leads to the transfer of this disintegration to the work environment in which the individual works (Salama and Nabat, 2003, p. 13). Therefore, Seeman set out to avoid the consequences of this dimension out of his desire to achieve a balance between means and goals, and that whenever these aspects are balanced, their social function is represented. By organizing social behavior (Al-Ugaili, 2000, p. 73). From the above it is clear that this dimension relates to the individual's feeling that standards have lost their organizational and controlling power in the social or professional environment and that these standards are no longer respected socially or professionally.

Figure (3) Dimensions of functional alienation and the causes of each dimension

Source: Prepared by researchers

d) Weak relationships with others: Seeman relied again on Merton's views on the Anomie in his interpretation of this dimension, as he pointed out that when the goals do not parallel or do not match the means, the matter here is related to the individual's ability to adapt to those situations, which leads to his withdrawal from others in his work environment. He withdraws into his relationships with society as a response to his inability to adapt (Seeman, 1957, p. 790). This dimension was defined as the weakness of the individual's ability to build social relationships, accompanied by an annoying feeling of discomfort (Geson & Perlman, 1979, p. 258), as interpreted by The perspective of psychology is that it is a state of social emotional disorder whose severity does not reach the level of psychosis or neurosis (Wadi, 2004, p. 3). As for Nelson, 1961 and his colleagues, they referred to it as a state of separation or isolation from others, accompanied by suffering from various forms of loneliness. Alienation and depression as a result of feelings of loneliness (Shatti and Al-Asadi, 2004, p. 189). Blauner (1964) defined its functional meaning as the individual's feeling of loss of belonging to the group and his inability to harmonize with the organization and its goals. (Nelson & Odonohue, 2007, p: 7) It has been defined from a social standpoint as the individual's isolation from society and the

prevailing values in it (Fishman, 2006, p: 523). Therefore, alienation occurs as a result of isolation when people, especially the educated ones, do not find values that are similar or compatible. With their values and social goals in the place they belong to and thus their futility. It should be noted that this dimension indicates a kind of weakness of social ties due to a feeling of alienation from prevailing goals and standards, and not because of what is related to friendship relations with others and the meanings of (security, warmth, the need for social contacts. This is what Dean calls social isolation, and this is not related to the roots of the concept of alienation in any way, as it is It has a meaning different from the meaning that Seeman referred to here, which relates to values and goals (Seeman, 1957, p. 789). The dimensions of this model and the reasons for each dimension can be put in Figure (3):

4) Stages of functional alienation:

Functional alienation goes through three stages, as mentioned (Al-Shawaf), and the danger of each stage increases from the stage that precedes it, and then it becomes a cumulative relationship between the stages that leads to an increase in the outcome of its negativity and raising its intensity, and the stages are as in the following figure:
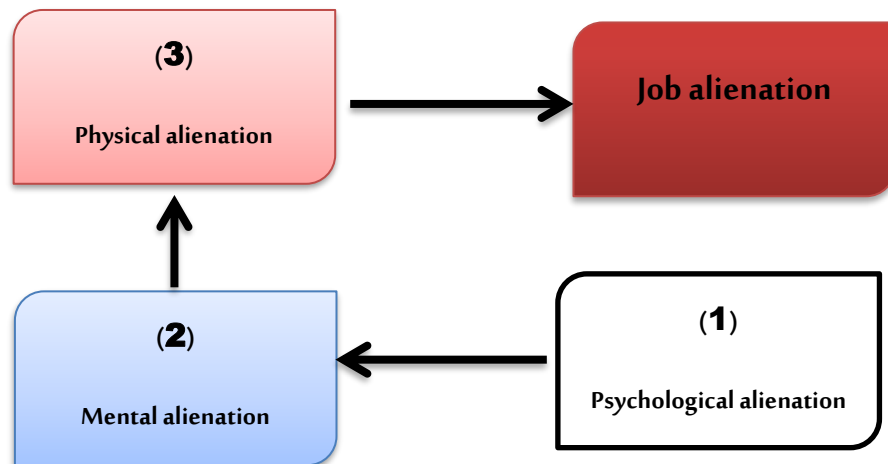

Figure 4: Stages of functional alienation
Source: Prepared by researchers based on (Al-Dosari, 2011) & (Ben Zahi, 2007)

Second: Organizational Citizenship Behavior:

Organizational citizenship behaviors go beyond those behaviors described functionally by the organization and are by their nature discretionary to the person who practices them, so he has the freedom to choose whether to practice them or not, and they are not direct either, they are not included in the organization's formal reward system, but at the same time they are important for the effective and

successful functioning of the organization (Pareke & Susetyo, 2011: 8, and Organ, 1990).The behaviors of organizational citizenship are voluntary optional behaviors that go beyond the limits of the official role and are represented in the employee's keenness on his organization, its success, reputation, time, property and future, and his keenness to help others from colleagues, reviewers and new employees, and his commitment to the values, policies and systems of the

organization, and his quest to make double efforts to increase productivity and improve performance, and the employee does all this without expecting rewards or direct official incentives (mahrama, 2008: 167).

1) The concept of organizational citizenship behavior: The majority of researchers considered that organizational citizenship behaviors have three aspects: voluntary optional behaviors, additional role behaviors, socially supported organizational behavior.

Which has already been explained in the previous paragraph, while there are a number of researchers considered that the last two types are similar behavior and similar to voluntary behavior optional. However, the researchers have focused in their definition of organizational citizenship behaviors on one or more of these aspects, and Table (4) shows some definitions The task reported by the researchers.

Table (4)
The concept of organizational citizenship behaviors based on a group of researchers

t	Definition, researcher and year
1	Voluntary behavior carried out by the individual beyond the limits of his official role and job requirements and is not covered by the Organization's regulations on rewards and promotions (Organ, 1983)
2	The set of actions that are not directly defined by the job description but result in interests and benefits for the organization (O,Rreilly & Chatman, 1986)
3	The **conduct of the voluntary and voluntary individual, which does not fall within the job description, the instructions and the employment contract, or under the official incentive system in the organization and aimed at achieving the objectives of the organization and increasing its effectiveness and efficiency (Chien, 1990))** .
4	The types of behaviors an individual can have and be rewarded for, such as making cost-cutting proposals (George & Brief, 1992)).
5	The behavior of the additional role 'It is an optional behavior carried out by the individual without compulsion, as it is not associated with formal incentive systems within the organization (Niehoff & Moorman, 1993).
6	Behavior of additional roles that exceed the limits of the job (Wayne, 1993).
7	Job behavior performed voluntarily by the individual that exceeds the limits of his assigned job duties and is not rewarded through the formal incentive structure (Konovsky & Pugh, 1994).
8	Additional voluntary behaviors that contribute to achieving the appropriate climate (Pukta) 1999).
9	Unusual behavior that is not part of the requirements of formal work and leads to the effectiveness of the organization (Robbins, 2001)).
10	The behavior and practices of those workers who contribute to the effectiveness of the organization and the movement of their activities through humanitarian cooperation among them William, 2002)).
11	The **employee's intangible and indirect behavior that does not recognize the reward system at all, which in its entirety will affect the success of the managerial function within the organization (Stamper & Dyne, 2004)).**
12	Work-related behaviors that are not included in job descriptions and are not related to the formal reward system, as they lead and support the effectiveness of the organization Piercy et al 2006)).

13	Behaviors extending beyond the normal work duties of employees (McShane & Glinow, 2007)).
14	Inexpensive behavior that contains a set of theories that are not considered within the direct orders of the boss or in implementation of official work requirements (Chie & Chen, 2008).
15	An expression of additional behavior that goes beyond the formal role of job descriptions and is at the same time desired by the organization (Stoner et al, 2010)
16	The group of actions aimed at providing assistance and the appearance of behavioral signs that are not required at the formal level but are of interest to the organization (Zhang et al, 2011)).
17	Behavior that aims to promote organizational goals by contributing towards their psychological and social environment (Al-Hindawi, 2012))
18	A **set of voluntary behaviors that are not part of a formal employee but can be effective in improving organizational functions and roles (Valikhani & Soltani, 2015)**
19	Behavior or activity that an individual has taken in the organization beyond the official expectations of what is required of them in their jobs (Khalafallah, 2016)
20	Positive informal behavior performed voluntarily and voluntarily by the individual on his own during his organizational role helps to achieve organizational effectiveness and organizational goals (Saeed, 2017)

Source: Prepared by the researchers.

The researchers believe that it means a set of voluntary acts and initiatives of an informal nature in most cases, which are performed by individuals as a way to express organizational loyalty to the organization, such as helping individuals voluntarily in their official work and personal matters, and expressing proposals and opinions on the development and advancement of the organization, and doing additional work that is not officially required of the individual. The current research is directed to develop a special definition of organizational citizenship behaviors in the light of the above proposals and ideas regarding them, the researcher believes that it is "a positive informal behavior emanating from the same individual towards colleagues or the organization that reflects positively indirectly on the performance of the organization as a whole and in a way that enhances the social environment of the organization."

2) Theories of organizational citizenship behavior:

The theory is a set of concepts and terms that determine the pattern of dealing to be followed with the human being as a tool of science and knowledge, and we will present some of these theories as in the following figure:
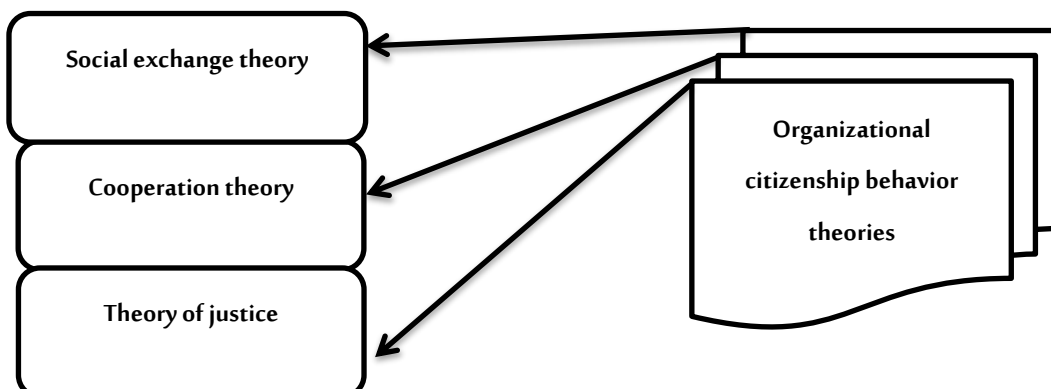
Figure (5) Theories of Organizational Citizenship Behavior
Source: Prepared by researchers based on (Walid, 2016), (Circumcision, 2011), (Adams, 1963)

It is clear through the theories of organizational behavior that the organizational framework of employees is the one that determines the extent and existence of this behavior D. organization, as the interaction of workers with each other and the development of teamwork leads to the emergence of citizenship behavior and this is what the theories of cooperation and social exchange indicated, while the theory of justice indicated that behavior is related to the extent to which the individual feels organizational justice

3) The importance of organizational citizenship behavior:
Netemeyer, 1997) believes that the importance of organizational citizenship behavior is reflected in the overall performance of the organization through (Kurdi, 2011: 48):
a) It provides management with the means of interaction between individuals within the organization that lead to an increase in the overall results achieved.
b) Due to the scarcity of resources in organizations, the additional roles that stem from the behavior of organizational citizenship leads to the possibility of the organization achieving its goals.
(c) Organizational citizenship behavior improves the ability of co-workers and managers to perform their jobs better by giving them enough time for effective planning, scheduling, and problem solving.
d) It leads to reducing the financial burden on institutions, it is a real addition to their resources, so as to allow directing what was scheduled to be borne by the institution in employing some workers to expand its services and excellence in its performance.
e) Increases the level of enthusiasm in performance and this is what is missing from routine work.
(f) It provides the opportunity to practice democracy, in terms of choosing the type of activity in which he wishes to participate, or the appropriate timing for it.
g) It strengthens relations between individuals and groups, which reflects positively on outstanding performance.
e) Increases the effectiveness and efficiency of performance.
i) Leads to commitment and problem solving.
(c) Draft decision 19 Reduces the level of job dropout and raises the morale of employees.
Organizational citizenship behaviors affect the operational efficiency of the organization, altruism or helping colleagues makes the work system more

productive because the worker may take advantage of his spare time at work to help other workers who have priority tasks in implementation, and for voluntary participation, it may include suggestions for cost optimization and activation and ideas to save other resources. To a lesser extent, the awakening of conscience in employees makes them avoid personal gain and other negative behaviors. They comply with FAO policies and punctuality (Chien, 2004:1)) .

4) Dimensions of organizational citizenship behaviors
In recent decades, the West has witnessed an increasing interest in organizational citizenship behaviors and the factors affecting them, due to their close relationship with the performance of organizations and the possibility of benefiting from them by administrations to guide organizational behavior as required by the interest of the organization (Manna, 2010: 1). The literature review reveals that nearly thirty dimensions can describe organizational citizenship behaviors through them (Podsakoff et al, 2000: 516). Castro (2004) recalls the complexity of studies that examined this topic, which generated a lack of consensus among researchers regarding its dimensions (Al-Zaidi, 2007: 63).
Researchers and those interested in the behavior of organizational citizenship presented this concept from different aspects, there are those who believe that it represents two basic dimensions and there are those who believe that it includes five main dimensions, but these two trends are not contradictory, but integrated, those who see that this concept includes two basic dimensions do not reject the saying of the other current, which determines it with five dimensions because they see that these five dimensions can be included through these two dimensions (Williams & Anderson, 1991) and (Kidwell & Mossholder, 1997), the two basic dimensions of organizational citizenship behavior according to the opinion of the first trend are organizational and individual dimensions in the sense that there is voluntary behavior aimed at the good of the organization and improve its performance and work on its survival and another voluntary behavior aimed at helping individuals working in the organization to do their work and cooperate with them, which in the end contributes to achieving the goals of the organization as a whole (Ameri, 2003: 69-70).
The opinion of the second trend is based on five main dimensions, and this trend is attributed to (Organ) has

been included by many researchers in their studies, but its dimensions are:

a) Altruism: It is a behavior aimed at cooperating and helping other individuals without expecting any kind of compensatory rewards, and this behavior includes volunteering to work on a specific project, helping other employees who have large job burdens or have difficulty at work, volunteering to perform some additional work for co-workers who leave the workplace early or who spend breaks during work.

b) Courtesy: These are cases of polite and sensitive behavior to the feelings of others and include inquiring about co-workers if they are facing difficulties in their work, as well as reminding them of their known obligations or other obligations that may cause absence from work.

c) Awakening of conscience (Conscientiousness): It refers to a high level of self-control and the tendency beyond the minimum required to complete the work, such as commitment to work time, following the rules for performing work, planning in advance to ensure that the work is completed on time, working seriously.

d) Voluntary participation (Civic Virtue): It is related to expressing the interest of individuals in their organization and how they support it outside of working hours and duties related to it, and includes talking positively about the organization and participating in its own events such as conferences and meetings. Figure (6) shows the behaviors of organizational citizenship:
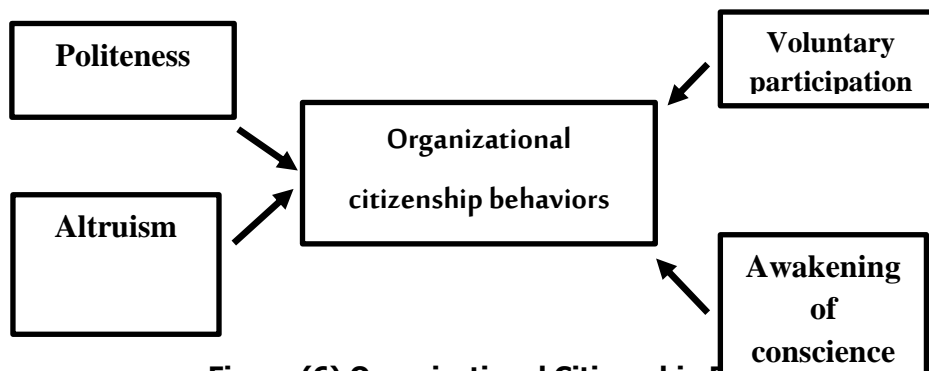

Figure (6) Organizational Citizenship Behaviors
Source: Prepared by researchers

The third topic / practical framework

First: The field of research and the justifications for selection:

For the purpose of fulfilling the distinctive characteristics of the researched college, its most important characteristics will be presented, which are as shown in the table in the table (), while the reasons for choosing the field of research are as follows:

1) The importance of the role played by universities in building society in general and the university targeted by research, represented by the University of Samarra in particular..

2) It is one of the distinct, cooperative and understanding communities for academic work.

3) These organizations operate under crisis conditions and under normal conditions without interruption.

Table (5) Characteristics of the College Surveyed

characteristics	year Incorporation	number Colleges	Number of Scientific Departments	number Teachers & Staff
Samarra University	2012	9	24	1984

Source/ Department of Studies and Planning / Samarra University / 2023-2024

Second: Presenting the reality of the dimensions of job alienation and analyzing the respondents' answers:

According to the hypothetical study model, as Table (6) shows the arithmetic means and standard deviations of the response of the individuals in the researched sample, the dimension of non-objectiveness at the overall level achieved an arithmetic mean of (2.73) with a standard deviation of (1.175), which indicates the level of dispersion in the opinions of the research sample, and since The arithmetic mean is lower than the hypothesized mean. This indicates that the heads of scientific departments enjoy purposefulness in the university under study, with a slight feeling of boredom due to the routine of work and a lack of high interest in their opinions. This is based on paragraphs (x3) and (x4), where they achieved an arithmetic mean, respectively (3.46). (3.33) which is higher than the hypothetical mean. However, after self-estrangement, an arithmetic mean of (2.30) was achieved, which is also less than the hypothetical mean. This indicates that the sample studied has the ability to bear the working conditions while being proud of their academic degrees and their professional life, with little hesitation in Making decisions and the weak connection between them and the work assigned to them based on the results of paragraphs (x6) and (x8), while the dimension of non-standardization came with an arithmetic mean of (2.99) and a standard deviation of (0.907), which is less than the hypothetical mean, and this indicates the presence of standardization in the processes of promotion and compliance. of work systems and traditions while staying away from problems. Finally, it came after the weakness of the ability to influence, with a mean of (2.83) and a standard deviation of (0.986), which is also less than the hypothesized mean. This indicates that the heads of scientific departments in the university under investigation have the ability to influence, despite their reservations about commitment. In work contexts that they were not convinced of, and this is what was confirmed in paragraph (x14)

Table (6)
Frequency Distributions, Arithmetic Means and Standard Deviation of Functional Alienation Dimensions

Dimensions	Paragraph code	Paragraph	Arithmetic mean	Standard deviation
Aimlessness	X1	The small responsibilities assigned to me make my job feel unimportant	1.22	1.49
	X2	A lot of my work requirements are complicated in a way that I don't know about	2.94	1.14
	X3	I'm bored because of the work routine	3.46	1 0.9
	X4	My current work represents what the policy of the department dictates to me in a large way without paying attention to my opinion	3.33	1.16
			2.73	1.175
Self-alienation	X5	I feel the loss of the bond between me and the work assigned to him	3.12	1.167
	X6	My degree didn't make me able to get	1.77	0.869

		what I hoped for in my working life.		
	X7	I hesitate when I want to make a decision myself	3.55	0.93
	X8	I can't stand my working conditions.	0.77	0.6
			2.30	0.893
Non-normative	X9	I find that the chance of getting a promotion is slim if I don't keep up with my bosses at work	3.11	1.106
	X10	Achieving what I want is more important than obeying the work regulations and traditions	3.35	0.965
	X11	I feel that I must use illegal means to achieve some of my goals.	2.22	0.775
	X12	I behave because I am convinced of him to stay away from trouble	3.29	0.907
			2.99	0.938
Impaired ability to influence	X13	I have so much I can do to improve my work methods.	4.04	0.930
	X14	I stick to work contexts even if I'm not convinced of them	3.42	1.005
	X15	My current work represents what the policy of the department dictates to me in a large way without paying attention to my opinion	1.89	0.884
	X16	My influence is weak in the administrative decision-making process in my department	2.0	0.986
			2.83	0.951

Results extracted from SPSS application

Third: Presenting the reality of organizational citizenship behaviors and analyzing the respondents' answers:

According to the hypothetical study model, as Table (7) shows the arithmetic means and standard deviations of the response of the individuals in the researched sample, the voluntary participation at the overall level achieved an arithmetic mean of (3.39) with a standard deviation of (0.940). The arithmetic mean is higher than the hypothesized mean. This indicates The heads of scientific departments enjoy the voluntary participation in the university under study and follow the university's rules and instructions without supervision. Politeness behavior achieved an arithmetic mean of (4.37), which is higher than the hypothesized mean, and this indicates that the sample studied is characterized by good behavior and courtesy. Likewise, altruistic behavior achieved an arithmetic mean of (4.24).) and a standard deviation of (0.732), which is higher than the hypothesized mean, and this indicates their readiness when they are assigned additional tasks with complete openness and without complaint, while focusing on the positive aspects of the work. Finally, the awakening of conscience came with an arithmetic mean of (4.23) and a standard deviation of (0.747), which is also It is higher than the hypothetical mean, and this indicates that the heads of scientific departments in the university under investigation are submitting suggestions to improve and develop the work, while feeling proud of their affiliation to the university and keen to show it in a positive way in front of others.

Table (7)
Frequency Distributions, Arithmetic Means, and Standard Deviation of Organizational Citizenship Behaviors

Dimensions	Paragraph code	Paragraph	Arithmetic mean	Standard deviation
Voluntary participation	X17	I follow the rules and instructions of the Commission even when no one is watching me.	3.72	0.923
	X18	I always strive to keep pace with changes in the authority.	3.35	0.982
	X19	I make sure to attend informal meetings, which are at the same time important for business development .	3.29	0.907
	X20	I participate in tasks that are not required by official work, but they help give a good image of the Authority.	3.21	0.942
			3.39	0.940
Civility	X21	I think that when there is a sick working day, the return for it should be a fair daily wage	4.62	0.539
	X22	I always read the Authority's memoranda and announcements and read them carefully.	4.41	0.627
	X23	I come to work before it starts and leave after it ends.	4.49	0.589
	X24	I stick to the specified break times and do not exceed them.	3.98	0.778
			4.37	0.633

Altruism	**X25**	**I always want to simplify things and not exaggerate them.**	**4.36**	**0.675**
	X26	**I always focus on the positive aspects without focusing on what is wrong only.**	**4.47**	**0.551**
	X27	**When I find that there are failures in performance, I draw the attention of managers to them.**	**4.10**	**0.896**
	X28	**When I am assigned additional tasks, I do so with open arms and without complaining.**	**4.03**	**0.808**
			4.24	**0.732**
Awakening of conscience	**X29**	**I make suggestions to improve and develop the business.**	**4.01**	**0.863**
	X30	**I am proud of my affiliation with the university and I am keen to show it positively in front of others.**	**4.48**	**0.696**
	X31	**I always think about the problems that colleagues may face at work.**	**4.29**	**0.814**
	X32	**I don't spend a lot of time accomplishing things that matter.**	**4.53**	**0.615**
			4.23	**0.747**

Results extracted from SPSS application

Fourth: Correlation between research variables

It is clear from Table (8) that there is a statistically significant correlation at the level (0.01) between job alienation with the dimensions of organizational citizenship behaviors, where (the value of the simple correlation coefficient (.388 **) appeared, and this means that there is a relationship between job alienation with the practice of organizational citizenship behaviors, and this proves the validity of the first main hypothesis (There is a significant correlation between functional alienation and the dimensions of organizational citizenship behaviors), with the acceptance of all sub-hypotheses emanating from the first main hypothesis.

Table (8)

Spearman's correlation coefficient between job alienation and organizational citizenship behaviors

t		Dimensions of Organizational Citizenship Behavior	r	Value of statistical significance	Significance
1	**Job alienation**	**Altruism**	.256**0	0.000	D
2		**Awakening of conscience**	0.298**	0.000	D
3		**Voluntary participation**	0.362**	0.000	D
4		**Civility**	0.337**	0.000	D

* The value of statistical significance is statistically significant at α = 0.05

** Statistically significant value at α = 0.01

Source: Prepared by researchers based on SPSS outputs

Fifth: Testing and analyzing the influence relationships between research variables
Table (9) shows the results of the analysis of the effect of functional alienation (independent variable) in the practice of organizational citizenship behavior and using multiple regression analysis showed that there is a statistically significant effect at the level of 0.05, where the calculated F value appeared 3.551 with a significant 0.000, which is less than 0.05, and the strength of the impact of independent variables on the approved variables reached $R^2 = .166$, and when testing the effect of the independent variable coefficients on the approved variables, it appeared that functional alienation has a significant effect only on the dimension (altruism) at the level of 0.05 and therefore the first main hypothesis included (there is a significant effect relationship for functional alienation in organizational citizenship behaviors) cannot be accepted with the non-acceptance of all sub-hypotheses emanating from the second main hypothesis except for the first sub-hypothesis related to altruistic behavior

Table (9)

Values (F −P-²R-β) for regression models for the effect of functional alienation on organizational citizenship behavior (n = 26)

Independent variable	Dependent variable Dimensions of Organizational Citizenship Behavior	Regression coefficients(·)	Test t	Moral	R^2	F	Moral
Job alienation	Altruism	3.048	11.486	0 000	.166	3.551	.000
	Awakening of conscience	0 .037	0 .525	0 .600			
	Voluntary participation	0 .040	0 .592	0 .555			
	Civility	0 100	1.140	0 .256			

FOURTH TOPIC / CONCLUSIONS AND RECOMMENDATIONS

First: Conclusions:
1) It was found that the sample surveyed have a low level of functional alienation and we conclude from this that there is a goal and standard for the heads of departments in the performance of their administrative work and have the ability to influence others and this is confirmed by the results of the description and diagnosis through the decrease of the arithmetic mean from the hypothetical mean for all dimensions of functional alienation

2) It turned out that the sample surveyed have a good level of organizational citizenship behaviors, and it turned out that civility is of high interest compared to the rest of the behaviors, noting that all behaviors exceeded the hypothetical medium.

3) The existence of a positive and significant correlation between job alienation and organizational citizenship behaviors and at the macro level of dimensions and sub-level, and this means that the dimensions of functional alienation that have been adopted affect the decline in organizational citizenship behaviors.

4) There is no positive and significant effect of job alienation on organizational citizenship behaviors, and this indicates that the organizational citizenship behaviors of the heads of scientific departments are not only the source of job alienation, but are due to other variables more important than job alienation.

Second: Recommendations:
1) Increasing interest in participation, expanding the base of freedom in expressing ideas for work, encouraging innovation at work, taking into account

the opinions of department heads and their employees in fateful decisions, and encouraging the effort exerted to provide an opportunity for senior management to reduce the manifestations of alienation.

2) Increase the ability of department heads to rely on themselves in some decisions and administrative work and reduce the return to senior management, i.e. give them the real opportunity to make decisions of a routine nature and decisions of an important nature, and this aims to reduce the phenomenon of job alienation.

3) Universities at the present time are unable to achieve survival, success, continuity and gain competitive advantage by exercising official work roles only, but by giving department heads and their employees a space of optional behavior where they act according to their nature to face unexpected situations and difficulties, and this is what drives the promotion of citizenship behaviors for them

4) Citizenship behaviors are not explicitly mentioned in the job description, but they are positive voluntary voluntary behaviors that individuals do without compulsion or without waiting for orders or obtaining a reward, and these behaviors are in the interest of the university

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