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The impact of job alienation in achieving high performance: The amended role for the Ergonomics

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Abstract

This study aimed to examine the moderating role of ergonomics in mitigating the negative impact of job alienation on the job performance of healthcare employees. Through extensive research, the investigator found a significant gap in existing literature regarding the interplay between employee ergonomics, job alienation, and job performance. The utilization of ergonomics as a moderator variable enhances the novelty of this research and contributes to the broader field of study.

Employing a cross-sectional research design, the study surveyed 138 nurses working at the General Hospital in Diwaniyah. Data analysis was conducted using descriptive statistical methods, Pearson correlation analysis, and regression analysis. The findings revealed that job alienation negatively affects job performance. However, this negative effect is significantly reduced when ergonomics acts as a moderating variable. Employee isolation and alienation in the workplace correlate with a decline in job performance.

Implications: Hospital management should acknowledge that feelings of loneliness and isolation among employees can substantially diminish job performance. Conversely, fostering formal and informal support networks can alleviate these negative feelings, thereby enhancing employee performance.

Keywords: Job alienation, high performance, quality of work life, Al Diwaniyah Teaching Hospital

Introduction

The study of human behavior in the context of organizational and societal challenges has emerged as a critical field for understanding the complexities of modern life. The convergence of economic globalization, technological advancement, and philosophical debates has created a multidimensional framework that demands rigorous analysis. As Fischer, Hisam, and Fusui (2005) argue, the interplay between systemic pressures-such as the ethical dilemmas of technological progress and the socioeconomic impacts of globalization-reveals a dynamic tension that shapes human agency.

While high functional performance focuses on self-behavior and pre-emptive, bypassing the tasks specified for an overview of the differences between active and negative performance, see (Fay & Fresh, 2010) negative performance indicators are only one side of performance. For example, the negative performance index. It is job satisfaction. The employee can be very satisfied, but he can only do what he is supposed to do, and not "an additional effort." A problem, given that health care is often seen as a profession that requires a great effort in work and pre-emptive, and therefore this study explores the impact of job alienation in work between health care employees on the high performance index: the work effort. A workplace that prioritizes altruism, cooperation, and responsibility significantly boosts both organizational and employee performance. This fosters a strong sense of connection, leading employees to feel like they've entered into an unspoken agreement of loyalty and belonging. This sense of community strengthens their ability to overcome feelings of job alienation, a common organizational issue that negatively impacts both individual and collective performance. Job alienation can result in social isolation and personal detachment, both of which detract from employee effectiveness and, consequently, hinder the organization's overall success

Search problem

One of the most important basic problems facing government institutions is the job alienation in the work environment and its negative repercussions on the

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performance of employees and their withdrawal from work and making the work environment a toxic environment that is not encouraging in production, all of this makes our duty to find appropriate solutions to face such behaviors by identifying The most important factors that negatively affect the creation of such an environment at work and the development of reform programs to eliminate them and reduce their negative impact, and we must urge those in charge and decision -makers in government institutions to direct all efforts and capabilities to solve such problems in practice, because institutional attention, organizational support, programs and policies It will eliminate it, improve the work environment and moisturize the atmosphere in order to be supportive and stimulating production and improving the behavior and performance of employees.

The importance of research

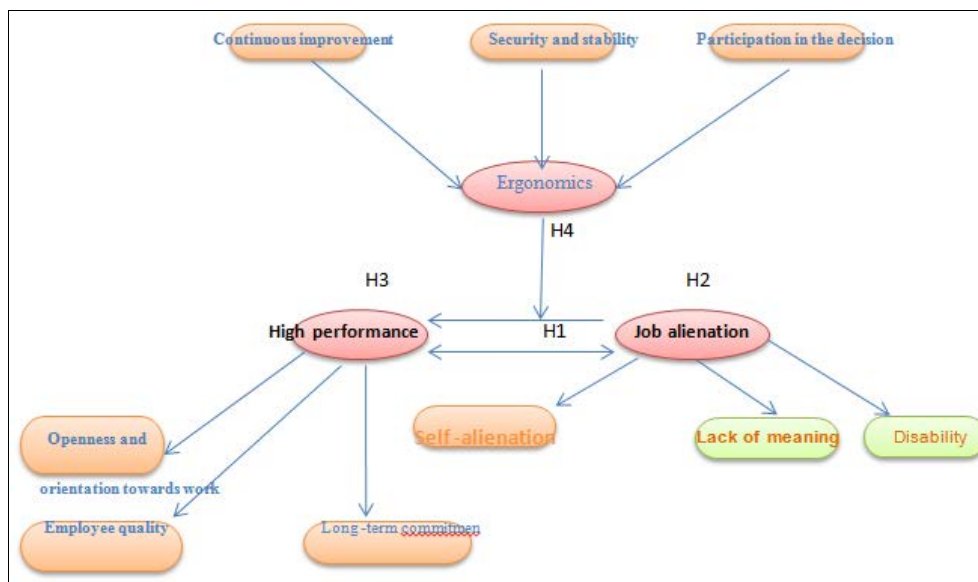
Employees in government institutions often experience a range of psychological, social, and economic pressures. One significant issue is job alienation, a particularly sensitive and critical problem, especially within health institutions. This psychological detachment has detrimental psychological, physiological, and behavioral consequences, impacting individual performance, hindering achievement and creativity, and diminishing work motivation. Ultimately, this negatively affects the required performance levels. The sheer volume of those served can contribute to

these behaviors. To ensure consistent readiness and high efficiency in delivering healthcare services to diverse segments of society, it's essential to understand the reality of job alienation and its impact on employee performance.

Search goal

Employees within government institutions experience a spectrum of psychological, social, and economic pressures. Among these, job alienation stands out as a particularly sensitive and critical issue, especially within health and medical institutions. This sense of detachment has detrimental psychological, physiological, and behavioral consequences, impacting individual performance, hindering creativity and achievement, and diminishing work motivation. Ultimately, this negatively affects the required performance levels. This study focuses on the Diwanayah Educational Hospital, a complex encompassing multiple specialized hospitals with a large medical, technical, and administrative workforce. The primary objective is to understand the impact of job alienation on employee performance. This study addresses a significant obstacle to organizational progress: job alienation, which can severely hinder an organization's ability to achieve its mission and improve performance.

The hypothesis of the research



Research hypotheses

The following hypotheses were tested

1. There is no statistically significant effect of job alienation on the high performance of employees.
2. There is no statistically significant effect of job alienation on the quality of work life.
3. There is no statistically significant effect of the quality of work life on the high performance of employees.
4. There is no statistically significant relationship to the functional alienation variable on the high performance of employees through the amended role of the ergonomics.

Research curriculum

This research employs a descriptive analytical approach, which is particularly suitable for this study. This method

involves a thorough description of the phenomenon or problem under investigation, drawing upon insights from previous studies and research that have explored the same topic.

Search tool: A questionnaire, comprising 55 items, was utilized as the primary data collection tool to survey the sample participants. The questionnaire employed a five-point Likert scale, ranging from 'strongly agree' to 'strongly disagree', as follows:
 Very approved (5) OK (4) neutral (3) is not approved (2) who is not severely approved (1)

Research scale

Job alienation was measured in the study (Al -Bayati, 2010) [21], as indicated in his book "In the Meaning of Excess",

which consists of five dimensions, which are (deficit, lack of meaning, lack of standards, isolation, and self-alienation), while the higher performance was measured according to the study (De waal & linkst, 2020: 4) ^[14], which consists of three dimensions, namely (openness and orientation towards work, long-term commitment, quality of employees), while the quality of work life was measured according to the study (Al-Khafaji, 2012: 12) ^[19], which includes dimensions (security Stability, continuous improvement, decision participation)

Society and Research sample

Target Population included a sample of employees at the General Hospital in Diwanayah, the number of those who responded to the questionnaire (138 individuals) on a voluntary basis. The women participants were (54.6%) and the men reached the percentage (45.4) and the average age is 30 years (most of the participants work full time) and most of them hold a university degree of about (30%), half of them (53%) have graduated during the near years. The most common types/functions in the sample were health care.

The first topic: research literature

First: Job alienation

The concept of alienation

The terms 'alienation' and 'alienato' refer to the act of relinquishing ownership to another, separating two connected things, or replacing one thing with another. Essentially, alienation can be summarized as 'the loss of harmony with an individual's social, cultural, and natural environment,' as well as a decrease in individual consistency due to the diminishing environmental control over them.

The concept of alienation is believed to have roots dating back to the earliest periods of human history, with origins in theological concepts, notably the story of Adam and Eve. The term was initially used in relation to idol worship, referring to an individual's estrangement from these rituals due to the perceived power and capabilities of idols. According to Uzbedon, Marcus, and Demireer, the concept, used in the Hellenistic sense of integration with 'one God,' transitioned from pagan Sufism to Christianity with a similar meaning. This concept is also reflected in the Islamic term 'Wahdat-I-Wujud.'

Historically, alienation was also used to describe mental patients, as evidenced by the French term 'aliéné' and the Spanish 'alineeada,' as noted by Fromm." (Nazan Kartal, 2018, 3) ^[10].

Alienation is characterized by feelings of powerlessness and estrangement stemming from an individual's perceived inability to achieve success in their work. In essence, it reflects the extent to which employees feel detached from their jobs (Oang, 2017). The causes of employee alienation are often attributed to either environmental or organizational factors (Ozer, Ugurluoglu, Saygili, & Songur, 2017).

A study by Chiaburu, Wathongale, and Wang (2014) identified several antecedents of job alienation, including job design, personal characteristics, supportive leadership, and the nature of the job itself. The consequences of job alienation manifest in various employee attitudes, such as decreased job satisfaction, diminished job involvement, weakened organizational identity and commitment, as well as increased withdrawal behaviors (absenteeism), higher turnover intention, burnout, reduced task performance,

decline in organizational citizenship behavior, counterproductive work behaviors, and harmful coping mechanisms (e.g., substance abuse). Furthermore, a negative correlation exists between job alienation and employee performance.

Employees experiencing job alienation often feel detached from their institution. They may also suffer from powerlessness, isolation, and normlessness, and perceive their work as meaningless. To counter these feelings, organizations can implement reinforcement mechanisms that foster a sense of belonging and purpose. This includes establishing a shared vision of improved employee well-being, cultivating trust in leadership, ensuring fair compensation, and providing a sense of sustainable future for employees. (Fedi *et al.*, 2016) ^[18].

"Five key indicators characterize alienation: powerlessness (lack of control), meaninglessness (inability to grasp the connection between individual contributions and broader objectives), normlessness (when rules or behavioral standards fail to effectively guide behavior towards personal goals), social isolation, and self-estrangement (when work becomes solely a means to fulfill external needs, rather than a channel for expressing individual capabilities) (Saro *et al.*, 2017) ^[20]. Powerlessness, specifically, manifests as a feeling of lacking control over decision-making processes in the workplace, denying individuals a voice in their work and work environment, and disregarding their personal needs. This leads to a diminished sense of internal motivation, making employees more reliant on external incentives such as monetary rewards.

Several factors contribute to job alienation, including bureaucratic control, the pervasive use of technology in many roles, perceived lack of organizational justice, and poor quality of social relationships with colleagues and managers (Zaki & Romidi, 2018). Furthermore, alienation results in various negative consequences, such as job dissatisfaction, reduced functional performance, diminished organizational loyalty and commitment, increased intention to leave, and overall job dissatisfaction. (Fedi *et al.* 2016), (Yu Nagorn and others, 2016).

Factors that lead to functional alienation

The factors contributing to job alienation among employees within an organization are diverse and numerous, broadly categorized into two main types, as identified by Kurdi (2018:6) ^[16].

Organizational Factors

- Excessive reliance on machinery and automation.
- Discrepancies and inconsistencies in performance evaluations.
- Ineffective administrative management.
- Inadequate or poorly implemented incentive systems.
- Information hoarding or restricted access.
- Large organizational size, leading to impersonalization.
- Insufficient recognition or rewards.
- Working in geographically dispersed locations, hindering team cohesion.
- Lack of individual autonomy or meaningful roles.
- Weak adherence to ethical and moral principles.
- The bureaucratic nature of government organizations.
- Intense competitive pressures.
- Insufficient or ineffective training programs.

Employee-Related Factors

- Fear and insecurity regarding job stability.
- Lack of necessary skills or competence.
- Excessive idle time or underutilization.
- Poor coordination and difficulty in adapting to change.
- Conflicting personal values and professional expectations.
- Ineffective time management.
- Weak personal faith or sense of purpose.
- Poor leadership qualities or lack of leadership potential.
- Mismatch between employee skills and job requirements.
- Feelings of hopelessness and resignation.
- Experiences of failure, suppression, or marginalization.
- Lack of self-awareness or understanding.
- Tendencies towards introversion and social isolation.

The effect of functional alienation

Al-Nouri (1979) and Shatta (2004) identified several effects associated with the state of alienation, including:

Marginalization and Disenfranchisement

Many individuals struggle to adapt to societal shifts driven by the pursuit of material wealth and social status, particularly when they adhere to traditional values. This creates a value conflict, hindering their ability to align their behavior with ongoing social changes. They often feel their actions lack meaningful impact within these evolving contexts. Consequently, frustration escalates, and perceived material failures are transformed into moral failures, overshadowing any justifications they might use for their conflicting stances in life.

Degeneration and Self-Alienation: Modern research indicates that the most extreme form of alienation in the context of social, economic, and industrial changes is the separation of an individual from their own identity, a phenomenon Siman (2004) termed 'self-alienation.'

Isolation and Lack of Belonging: This is particularly prevalent in modern Western societies, which often prioritize individualism over communal spirit. This leads to a breakdown in communication among urban residents and the emergence of psychological and social barriers that widen the interactive distances between them (Al-Nouri, 1979).

Each of these aspects of job alienation can significantly contribute to job dissatisfaction, which, in turn, negatively impacts job performance, a key performance indicator addressed in this research."

The Spillover Effects of Job Alienation beyond the Workplace: This study also explored whether job alienation extends beyond the workplace, impacting family life through negative feelings and frustration. While much of the existing literature has traditionally viewed the work-family dynamic through a lens of conflict and incompatibility, proposing a 'scarcity hypothesis'-that individuals possess limited time and energy, leading to competition between work and family demands-recent research highlights the potential for positive synergy.

Success in the workplace can enhance self-esteem, positively influencing the quality of life in other domains, a

phenomenon known as 'work-family enrichment.' This enrichment can be attributed to two types of workplace resources: empowering (active) resources and psychological (emotional) rewards. Empowering resources encompass skills and capabilities acquired at work, while psychological rewards relate to feelings of respect, value, and purpose derived from one's job.

The emotional dimension of work-family enrichment is particularly crucial, as a positive emotional state fostered by work can contribute to an individual's effectiveness as a family member. Conversely, job alienation, which cultivates a negative emotional state, significantly diminishes the potential for work to positively enrich family life. (Tummers, 2013: 6 & Dulk)^[17].

The dimensions of job alienation

Alienation at work can manifest in various forms, but the most widely accepted classification is that of Seaman (1959). This framework delineates five sub-dimensions, as measured by the scale used in Al-Bayati (2010)^[21]: powerlessness, meaninglessness, normlessness, isolation, and self-estrangement.

- **Powerlessness** reflects an employee's feeling of inability to control their desires, expectations, and goals, particularly those imposed by others, leading to a sense of being unable to effect change.
- **Meaninglessness** arises when employees fail to comprehend the complex goals of their colleagues and lack concern for each other's work.
- **Normlessness** describes an individual's inability to adapt to the group's norms regarding the appropriate means to achieve goals. Consequently, individuals may accept goals but disregard their ethical or legal implications, becoming trapped in isolation.
- **Self-estrangement** is defined as "any behavior by an individual that deviates from their future expectations, causing them to act in a manner inconsistent with those expectations. (Nazan Kartal, 2018, 3)^[10].

Seaman (1959) provided a comprehensive framework for understanding the dimensions of job alienation, identifying five key aspects:

1. **Powerlessness:** This dimension reflects an individual's perceived inability to control events, influence social trends they encounter, or manage their own actions and desires.
2. **Social Isolation:** This dimension describes an individual's feeling of detachment and isolation from those around them, both within and outside the organization. Consequently, their sense of belonging to their work group diminishes, along with their perceived effectiveness in contributing to organizational goals.
3. **Meaninglessness:** This dimension signifies an individual's sense of lacking direction or a clear path for their behavior and beliefs.
4. **Normlessness:** This dimension indicates that an individual perceives a decline in the strength of organizational or professional norms within their social environment, and that these norms are no longer respected socially or professionally.
5. **Self-Estrangement:** This dimension represents an individual's separation from their own sense of self and a feeling of incompatibility with who they are.

Second: High job performance

The concept of performance: The origins of the term performance and its first uses are due to the field of monitoring individuals, after which it developed into transfers and other meanings, including what indicates the ability to achieve the goals or the digital result of the organization, or achievement the work, and this matter is variable from one period to another between these names and meanings (Sonia, 2016: 66). Often, performance and effort are conflated. However, effort represents the energy exerted, while performance indicates.

The measurement by relying on the results achieved by the individual (Al-Gharawi, 2020: 310) ^[2], and the performance can also be expressed from a wide perspective that it is the results obtained from the operations, as well as being an opportunity to conduct an evaluation and comparison of the performance rate according to the previous results (Al-Marsoumi, 2019: 105) ^[3], a number of organizations are approved according to Ray (Lewitges, 2017: 36-37) performance as a measure of employee efficiency.

The concept of high performance

The subject of high performance and its measurement systems remains a highly debated topic, presenting a significant challenge for organizations. It also serves as a central focus for leaders' efforts and ideas, as it represents a core organizational objective. whatever the organizations seek to achieve (Sahuh, 2017: 158), as the performance organizations seek The highest to increase the levels of awareness among workers and make the needs of the organization in mind, as well as encourage employees to become leaders (Al -Dabbagh, 2018: 336), and the higher performance is referred to as a system for human resource management skills, working to empower and motivate workers, and develop human capital, Focusing on commitment to work and creating the value of the organization, in order to reach high levels Continuous for its operations and containing and strengthening its employees to reach the best results in a period of time of no less than five to ten years (Jaafar, 2017: 173), and knows the high performance It is an interconnected set of human resources management practices that work to develop the organization and perform it through job commitment, and to follow training and reward systems and encourage participation in decision -making, 2020: 183) (meaning that this is done with a set of procedures performed by employees, exceeding tasks Selection, development and motivation (Meyer, 2018: 9) in order for the basic benefit to be achieved from high performance (Ali and Radi, 2018: 3090) indicates the necessity of adhering to a number of basic principles, the most important of which is the following:

1. The principle of focusing on the customer's needs.
2. The principle of self-censorship at work) is conscience control.
3. The principle of clarity in the rules, the reward, the goals, and the message of the organization.
4. The principle of the ability to solve and control problems.
5. The continuous flow of information.
6. Granting powers to take action for workers.
7. Supporting and empowering human resources.
8. The necessity of obtaining support for high performance systems by organizational design and organizational culture and organizational structure.

9. The organization's ability to restructure its operations.

The importance of high performance

The importance of high performance is what constitutes a great matter of organizations, as it represents the final outcome of all operations internal activities, which are reflected in their stability and growth, as organizations become more stable and survival whenever their levels are high in terms of performance, as well as the importance of high performance employees, as they perform their work and tasks and achieve double results from what employees with ordinary performance are achieved, which reflects positively on the performance of the organization in general (Al -Saadi, 2015: 13) (De waal & Heijtel, 2017: 104) ^[13] The importance of high performance in organizations from the following

1. Higher performance organizations framework provides a unique look at a number of factors that determine and enhance the presence of an excellent organization.
2. Motivating and growing organizations in various aspects of production or service in a large rate compared to organizations others that do not follow the high performance system.
3. It provides the high performance of totalitarian organizations in the structural and behavioral aspects related to organizational management.
4. The framework for high performance organizations provides a reliable management of employees, and is considered a role model for them. It is also characterized by the speed of administrative procedures, decisions and focusing on training employees to achieve effective results, as well as providing strong and reliable leadership.
5. High performance organizations provide consultation and exchange of information between employees thanks to the presence of a culture openness in work in organizations that support the high performance system, as well as their eagerness in important operations, which motivates them to achieve higher performance.
6. A framework for high-performance organizations empowers them to differentiate themselves by implementing strategies focused on innovation, simplification, alignment, and continuous improvement across their competencies, operations, and services.

The removal of high performance

(DE Waal, 2020: 90-91) (290) ^[14] a study specialized in high performance and in which it was distribute Declaration of (1470) institutions, from which (1015) received a response through which (15) high performance features, which three basic factors are divided (openness, orientation towards work, long -term commitment and quality of employees) where the measurement was done according to (de waal & linkst., 2020: 4) ^[14] A direct and positive correlation exists between three key factors and the high performance of organizations: openness, work orientation, and long-term commitment, along with the quality of employees. In essence, as these factors strengthen, the organization's high-performance outcomes improve, and conversely, weaker factors lead to poorer results.

Third: Ergonomics

The concept of Ergonomics

Quality of work life represents an organization's

commitment to addressing the physical and psychological needs of its employees. This involves establishing systems and mechanisms that empower individuals to participate in decision-making and enhance the overall work environment. It encompasses providing suitable working conditions, effective supervision, and adequate financial and material benefits, all of which contribute to improved organizational outcomes.

Furthermore, quality of work life plays a crucial role in shaping a healthy and productive work environment. It offers employees opportunities to utilize their diverse talents and abilities to tackle challenges and situations that require independent and proactive initiatives. This fosters a sense of purpose and value among employees, where each individual understands their role in achieving collective goals and takes pride in their work.

Ultimately, a robust quality of work life program is a strategic approach that organizations adopt to enhance employee engagement, ensure safer and healthier working conditions, and boost productivity, thereby reducing organizational expenditures. (Qadi and Qasni, 2021: 36)

The importance of Ergonomics

The administration's interest in the quality of work life has increased for its effective role, which can be described as:

1. Achieving integration between the goals of the organization and employees, which made human resources management bear its responsibility in improving the quality of the life of work with its psychological and social dimensions.
2. Achieving concrete results at the organization level of growth, prosperity and adaptation to environmental requirements.
3. The employees are able to perform the work with a high rush and level of performance, which leads to an increase in the services provided.
4. It seeks to develop working conditions that meet the needs of employees.
5. It works to change the work climate so that the employees perform their business with higher quality and improve the quality of work life.
6. It is concerned with increasing cooperation between administration and employees, solving problems, improving organizational performance and employee satisfaction.
7. It plays a distinguished role in achieving a competitive advantage between the organization and other organizations, which uses a strategic host that attracts the competent workforce to the organization.
8. Giving employees a greater opportunity to participate in making decisions regarding their jobs.
9. It is necessary for high organizational commitment, participatory management, high productivity and profitability.

Challenges in front of the application Ergonomics

Certainly these organizations faced some challenges in implementing initiatives to improve the quality of work life for their employees

Cultural and organizational change

- Changing the culture of the organization and the trend towards the priority of employees' welfare was a major challenge.

- These organizations had to make changes in policies and procedures to reflect this trend.

Financial cost

- You need to provide advantages and programs such as health care and long vacations that had a great financial cost.
- Organizations should balance these costs with the expected returns in the form of increased productivity and maintaining talents.

Resistance from senior management

- These initiatives faced resistance from the senior management that they saw as unnecessary costs.
- The leaders had to persuade the managers of the importance of these initiatives for the company's long-term success.

Amending Policies and Procedures

- Organizations should review the current policies and procedures in line with the initiatives to improve the quality of job life.
- All this required a great time and effort to ensure effectiveness.

Dimensions of Ergonomics

The quality of the work of work is the organization's response to the needs of employees by creating material and moral working conditions and work to activate job characteristics and focus on teamwork within the organization and give a higher role to work supervisors and the opportunity to participate in decisions and positions while meeting the work requirements and balance between work performance and family life. The two researchers (Qadi and Al -Qassini, 2021: 24) adopted a measure that includes dimensions (continuous improvement, decision participation, security and stability).

Results and analysis

After completing the quantitative analysis of the data, the researcher extracted and interpreted the research results in light of the research objectives and questions, and in the light of the theoretical entrances to the research, as well as in light of the results of previous studies. The relationship between career alienation and high performance can be analyzed, with the amended role for the quality of work life:

Job alienation: It indicates a feeling of separation and isolation from work and colleagues.

It may result in several factors such as lack of functional satisfaction, lack of motivation, weak social relations, and lack of participation in decision-making.

Achieving high performance

It means achieving goals and tasks with a distinguished level that exceeds expectations.

Achieving high performance requires factors such as efficiency, motivation, skills, and a supportive work environment.

The role of Ergonomics

It indicates the extent of satisfying the needs and desires of employees in the work environment

The elements of functional life such as security and career stability, the balance between work and life, and continuous improvement play a modified role between job alienation and high performance.

The data is analyzed using 22 V SPSS and Macro Process statistics. The value P is accepted at the level of confidence of 0.025 because the hypotheses are mono. First,

descriptive statistical analysis (repetition, average, standard deviation) was performed. After that, the internal consistency of the standards and the analysis of the correlation between the variables were tested. Macro Process was used to determine the modified role of the quality of work life in influencing alienation in the workplace on job performance.

Table 1: Dimensions of search variables

Numero paragraphs	Symbol	Distance	number paragraphs	Symbol	variable
5	Q	Disability	10	X	Job alienation
5	W	Lack of meaning			
5	V	Self -alienation			
5	S	Participation in the decision	15	M	Ergonomics
5	F	Security and stability			
5	P	Continuous improvement			
5	R	Employee quality	15	Y	Higher performance
5	G	Long -term commitment			
5	S	Openness and go to work			

For the purpose of making sure of the construction of the current current research standards, the researchers used Cronbach's alpha to verify the internal consistency (Pallant, 2011: 6) [22], as the search variables shown in Table No. (2) Ranged in the Cronbach's Alpha between (0.866-0.971 It is

statistically acceptable in administrative and behavioral research because its value is greater than (70%), indicating that it is characterized by the interior consistency and stability (Pallant, 2011: 100) [22].

Table 2: internal consistency

Cronbach's Alpha	Subsidiaries and dimensions
0.879	Violation of the psychological contract
0.871	High performance of employees
0.971	Ergonomics

The source is prepared by the researcher based on the outputs of the SPSS V.20 program

Descriptive statistics and correlation laboratories: Thcriptive statistics is interested in processing the initial data, describing it and converting it into small patterns and numbers to give conclusions whose results can be circulated to society.

Table 3: descriptive statistics and correlation laboratories

3	2	1	Standard deviation	mathematical milieu	Variables
		1	0.92	3.25	Violation of the psychological contract
	1	.58**	0.84	2.86	High performance of employees
1	.64**	.53**	0.83	3.29	Ergonomics

The source is prepared by the researcher based on the outputs of the SPSS V.20

According to Table No. (3), it is clear that the independent variable gets the highest in the middle of my account, as it reached (3.25) and with a standard deviation of (0.92) and the successive of the high performance of employees obtaining the lowest in my account (2.86) and with a standard deviation of (0.84)) as shown in the schedule The existence of a relationship of moral significance between the research variables, as there is a negative correlation with a

significant significance between the variables) job alienation, with the dependent variable (the high performance of employees). There is also a positive correlation relationship with a moral significance between job alienation (and the modified variable (quality of work life this is what provides preliminary support for research assumptions.

Table 4: research hypotheses

Label	P	CR	SE	Direct effect	Total effect	The main assumptions of the research			
Acceptance	.008	-2.582	.079	-.204	-.460**	High performance of employees	←	Job alienation	
Acceptance	.019	-2.106	.066	-.139	-.438**	Ergonomics	←	Job alienation	
Acceptance	***	9.251	.052	.481	—	High performance of employees	←	Ergonomics	
Label	P	CR	SE	Indirect effect	The main assumptions of the research				
Acceptance	***	-5.844	.047	-.256	Ergonomics	←	High performance of employees	←	Job alienation

Source: Prepared by the researcher based on the results of the. 20 SPSS V program

Based on what was stated in Table (4), we reach the acceptance of all the main assumptions of the research. It is evident that there is a negative and statistically significant effect of alienation ($P>0.05$) and high performance of employees ($P>0.01$). There is also a direct, positive and statistically significant impact to violate the

psychological contract and high performance of employees with the presence of the amended role of the quality of work life ($P>0.01$).

First: The first hypothesis: There is not statistically significant effect of the functional alienation variable on the high performance of the employees

Table 5: Correlation Factory between the violation of the psychological contract and the high performance of employees

Employee quality	Long -term commitment	Openness and orientation towards work	High performance of employees	Job alienation
0.470	0.439	0.456	Person correlation coefficient	Disability
0.001	0.001	0.001	level of significance (Sig)	Lack of meaning
224	224	224	Number of responses	Self -alienation

Source: Prepared by the researcher based on the outputs of the SPSS.20 program

The data reveals a positive correlation between the dimensions of job alienation and high performance. Specifically, the correlation coefficients were: 0.456, 0.439, and 0.470, respectively. These positive values indicate a direct relationship between increased job alienation and higher performance. Furthermore, the significance level was 0.001, which is significantly lower than the standard significance level of 0.05. Therefore, we can conclude that a greater violation of the psychological contract is associated

with lower employee performance. Consequently, the first hypothesis is supported: there is a significant effect and relationship between the violation of the psychological contract and the high performance of employees.

Second

The second hypothesis: There is no statistically significant effect of the functional alienation variable and the quality of work life.

Table 6: The correlation laborator

Continuous improvement	Security and stability	Participation in the decision	Ergonomics	Job alienation
0.462	0.430	0.428	Person correlation coefficient	Disability
0.001	0.02	0.001	level of significance (Sig)	Lack of meaning
224	224	224	Number of responses	Self -alienation

Source: Compiled by the researcher based on SPSS.20 program output.

Table (6) reveals a positive correlation between the dimensions of the violation of the psychological contract and the quality of work life. Specifically, the correlation coefficients were 0.428, 0.430, and 0.462, respectively. Furthermore, Pearson's correlation coefficient showed a relationship between job alienation and the diminished quality of work life. The significance level was 0.001, which is significantly lower than the standard significance

level of 0.05. Therefore, we can conclude that increased feelings of job alienation are associated with a lower quality of work life. This supports the second hypothesis: there is a significant effect and relationship between the violation of the psychological contract and the quality of work life.

Third hypothesis: There is no statistically significant effect of quality of work life on the high performance of employees.

Table 7: The correlation coefficient between the quality of work life and higher performance

Employee quality	Long -term commitment	Openness and orientation towards work	High performance of employees	Ergonomics
0.419	0.443	0.422	Person correlation coefficient	Participation in the decision
0.001	0.001	0.02	level of significance (Sig)	Security and stability
224	224	224	Number of responses	Continuous improvement

Source: Prepared by the researcher based on the outputs of the SPSS program

We note from Table (7) that the value of the correlation coefficient between the quality of work life and the high performance of employees was respectively (0.422), (0.443), (0.419). The value of the Person laboratory (0.428), which are all positive values and expresses a direct relationship between the dimensions of quality The life of

work and the high performance of the employees, and therefore we can conclude through the relationship that the good the work life, the more performance and the higher. That is, the third hypothesis: There is an effect and a link between the quality of work life and the high performance of employees.

Table 8: the amending role for the quality of work life between violating the psychological contract and the high performance of employees

Search variables		(β)	(t)	S.E.	P	F	R ²	R ²	P	
Ergonomics Y	X	Job alienation	-0.4779	-2.5504	0.1874	0.0114	178.994	0.7020	---	0.000
	M	High performance of employees	0.7388	2.4094	0.3066	0.0168				
	X*M	Modified	-0.0205	-0.2672	0.0769	0.7896				

Source: Prepared by the researcher based on the outputs of the Process.16 program

Conclusions and recommendations

Conclusions: The search for several results that can be summarized as follows: Job alienation has a negative impact on the high performance of employees.

The quality of the work of work had a role in modifying this relationship, as it could reduce the effects of alienation and enhance the outstanding performance.

Attention to improving the quality of work life, such as continuous improvement, security, stability, and balance between work and personal life, was the key to achieving high performance despite the presence of functional alienation.

And the results of the study showed that jobs in the researched hospital witnessed an average level of production. And also showed the indicators of job alienation came in descending as follows: The jobs and the tasks by employees, as they can't them to evolution and exploit their available capabilities and capabilities, the nature of the hospital's internal work environment constitutes a great burden on them and they cannot recognition of the completed work.

The results also highlighted the role of quality of work life in mediating the relationship between job alienation and high performance. The analysis showed a moderate effect, with an average score and standard deviation of 0.51. Additionally, the study examined the demographic distribution of job alienation among employees to identify potential differences. The findings indicated that gender was a significant variable. Specifically, while age did not show statistically significant differences, gender differences were observed, with females reporting higher levels of job alienation (0.54) compared to males (0.46).

Recommendations

In light of the search results, it can contribute to setting several recommendations that may help reduce the effect of job alienation and achieve a high performance

1. Work to improve the work environment: any encouraging and supportive work environment by providing adequate resources, designing a comfortable workplace, and making sure of positive relationships between employees.
2. Promote independence and responsibility: by giving employees more freedom to make decisions and perform tasks, which enhances the sense of independence and control.
3. Skills Development: By providing opportunities for professional training and development, and providing clear functional paths for progress.
4. Enhancing the spirit of interdependence and belonging: by encouraging teamwork and communication between employees, and organizing social activities to enhance these ties.
5. Participate in the decision: That is, the opportunity for employees to participate in the decision -making process related to their functions.
6. Acknowledging and appreciation: Acknowledging the efforts of employees and praising their achievements plays a major role in increasing the feeling of value and appreciation.
7. Diversify the tasks of the employee to include new and complex aspects.
8. These recommendations can reduce the negative effects of the alienation and enhance the high performance.

To prove the validity of the results reached by the researcher, there are many organizations that successfully applied these recommendations and resulted in positive results. Mention some of these experiences:

Google

Google is famous for its strong focus on the stimulating and supportive work environment. It has implemented various strategies such as providing recreational facilities within its offices, and allocating time for employees to develop their own projects, which reflected positively on the levels of satisfaction and productivity among employees.

Soft Bank

In Japan, Soft Bank has implemented a comprehensive professional development program for employees, as well as organizing social activities to enhance interdependence and belonging. This has led to a significant improvement in the levels of commitment and productivity of employees.

Nike

Nike has applied strategies to enable employees and involve them in decision -making, which contributed to increasing their sense of value and independence. It also focused on providing professional training and development programs, and achieved a significant improvement in employees' performance and low job rates.

These successful experiences show that adopting these recommendations in an integrated manner by organizations can make a big difference in reducing the effects of job alienation and achieving a high performance for employees.

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