Analysis of the Relationship between the Job Alienation and the Organizational Conflict in Jordanian Telecom Companies
A Case Study of Jordan Telecom Group (Orange)

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Abstract

This study aims at identifying the relationship between the job alienation and the organizational conflict in Jordanian telecom companies: A case study of Jordan Telecom Group (Orange). The study population consisting of Jordan Telecom companies and selected the Jordan Telecom Group (Orange) as a sample for the study, a selected stratified random sample proportionally of employees consisting of (61) employees, after that distributed a questionnaire study on them. The study found a number of findings, including:

a. The results of a descriptive analysis showed that the employees estimates of the assessment level of all job alienation dimensions which are relationship of employee with the direct management, relationship of employee with the working colleagues, relationship of employee with the customers, and working conditions surrounding the employee) were (high) from their perspective.

b. The results of the analysis indicated to existence of a positive correlation and statistically significant at the significance level ($\alpha = 0.05$), between the job alienation and their dimensions which are (relationship of employee with direct management, relationship of employee with the working colleagues, relationship of employee with the customers, and working conditions surrounding by the employee), and the organizational conflict in Jordan Telecom Group (Orange).

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1 Introduction

The individual is an essential element in an environment characterized by quick and continuous change, making it difficult to deal with. This rapid pace has included all aspects of life, the world has become shattered and in a conflict with this change that has become a reality in the lives of these societies and organizations, (Massadeh 2013).

Man is the only creature who can separate from himself, and may separate from his society or his world, and may live and suffer alienation as a part of his life, and a copmponant of his psychological, social, and existential satus without living a state of alienation and psychological separation from himself or his community (Yusuf, 2004).

The term alienation has multiple uses according to the field of each study. It has been widely used in philosophy, law and psychiatry. Psychologists have been interested in studying the dimensions leading to the feeling of alienation among individuals. The phenomenon of alienation is a social psychological phenomenon, regardless of systems and ideologies, economic level, and technological progress (Al-Mutafi 2005).

During the second half of the twentieth century, researchers became increasingly interested in the study of alienation as a phenomenon that spread among individuals in different societies. This may be due to the fact that this phenomenon has implications that may reflect the contemporary human crisis and its suffering and conflicts resulting from this large gap between material progress, And moral and moral progress at a slow rate, which led the person to view this life as alien to it, or in other words the sense of belonging to it (Al-Mishaan, 2005).

2 Framework of Study

2.1 The Problem and the Questions of the Study
Modern organizations seek to eliminate the manifestations of expatriate employment in their workers, which is an obstacle to achieving the goals of the organization, which may lead to regression and failure, as the worker lives in a world of weakness and inability to manufacture itself or the perception and interpretation of events in the work environment, and therefore resort to isolation or to the adoption of controls contrary to the standards of the organization; to escape the reality or inability to save it does not find a way out only artificial

manifestations, becomes a loss of identity is unable to adapt to the reality of professional, or cohabitation management with colleagues.

Hence, the dimensions and features of a problem known as functional alienation, are experienced by the worker in the organization in different variables according to the environment, location and time,

1. What is the level of evaluation of the sample members of the study to the dimensions of expatriate employment in the Jordanian telecom companies (Orange)?
2. What is the nature of the relationship between functional alienation and organizational conflict in Jordan Telecom (Orange)?

2.2 Importance of the Study

This study is particularly important in terms of:

1. Focus on one of the behavioral aspects of the workers in the organizations, in terms of seriousness if dispersed among them (the sense of expatriate career).

2. Open research horizons in the area of career expatriation in order to reduce and prevent the occurrence of it, especially during the complexities of work and the environmental influences of the present era.

3. Providing the Jordanian Library with a research title rarely addressed by researchers, according to the researcher's knowledge, with its importance in the lives of employees in various service organizations or productivity.

2.3 The Objectives of the Study

1. Highlight the concept of the phenomenon of expatriate career and clarify their personal dimension.
2. Identify the reasons that can lead to the emergence of the phenomenon of expatriate career.
3. To identify the extent of the impact of expatriation in the work environment.
4. To identify the concept of organizational conflict and its causes.
5. Measuring the relationship between functional alienation and organizational conflict in Jordan Telecom Company (Orange)?

2.4 The main hypothesis of the Study

H$_0$: There is no statistically significant relationship at the level of significance ($\alpha \leq 0.05$), between functional alienation in its combined dimensions in (employee relationship with the management, employee relationship with work colleagues, employee relationship with the customers, employee relationship with the surrounding working conditions, and the organizational conflict) at Jordan Telecom Group (Orange).

Sub- hypotheses

H_{01}: There was no statistically significant relationship at the level of significance ($\alpha \leq 0.05$), between the employee's relationship with the management and the organizational conflict in Jordan Telecom Group (Orange).

H_{02}: There was no statistically significant relationship at the level of significance ($\alpha \leq 0.05$), between the employee relationship with work colleagues and the organizational conflict in Jordan Telecom Group (Orange).

H_{03}: There was no statistically significant relationship at the level of significance ($\alpha \leq 0.05$), between the employee's relationship with the customers and the organizational conflict in Jordan Telecom Group (Orange).

H_{04}: There was no statistically significant relationship at the level of significance ($\alpha \leq 0.05$), between the working conditions surrounding the employee and the organizational conflict in Jordan Telecom Group (Orange).

3 Theoretical Framework and Literature Review

3.1 Theoretical and Conceptual Framework
3.1.1 Concept of Alienation
The phenomenon of alienation is one of the most important negative phenomena in the modern and contemporary world. This phenomenon has crystallized over many years, and there have been different manifestations of its intensity between the past and the present. However, since that date, This century and in reverse with the affiliation of the human, especially religious and historical affiliation (Khalifa, 2003).

The subject of alienation has attracted the attention of many sociologists, such as Seeman, 1963 Pearlin, 1959 Durkeheim, 1973, Johnson, 1959, and they have unanimously agreed on one of the basic features of contemporary man. The idea of alienation has a long history, used in various forms by many thinkers and writers in various fields of knowledge, such as: philosophy, sociology, psychology, politics, economics, religion, psychological, and sociology (Khafji, Ahmad, 2008). However, most studies have concluded that Hegel was the first to arrive at a systematic sense of alienation in German idealism in the late 18th and early 19th centuries (Nisha & Neharika, 2010).

The use of the term alienation is common in everyday language for social and psychological studies and in general in social criticism. Until now, the term alienation in English has been used to refer directly to the content of the Latin term Alienato and its implications. The term "alienation" has appeared in Latin as a translation of certain Greek terms, Refers to the state of transformation of the object outside itself, and therefore alienation refers to the human condition that transcended itself (Sta, 2003).

3.1.2 Concept of Job Alienation

Job alienation is a very serious phenomenon and an indicator of the company's passing through a real crisis that may accelerate to decline and decline. The expatriation means that the employees of the institution reach a decision that the institution they work in is no longer the right place to continue working with them. , A dangerous decision that affects the employee's relationship with the institution in which he works and his loyalty to it, and has serious consequences for both parties, and ends up ending the relationship between them unsatisfactory end (Abbas, 2008).

There is no doubt that contemporary man suffers from a psychological and social crisis that differs from the previous one for several reasons, the most important of which are: industrial transformation, control of modern technological tools, adoption of intellectual capital, in addition to the intensification of competition and globalization that have knocked our doors, The production of the development, which created the individual sense of isolation, loss of standards and sense of helplessness, and the sense of continuing concern and pessimism and the state of despair, which led to alienation with the large number of people surrounding the individual, all of which led to attention to the phenomenon of alienation and the search for roots and causes (Shakir, 2005).

Alienation language means: alienation or weird, which is synonymous with the word English word (Alienation), cites (Schacht, 2001) in accordance to several meanings, the legal meaning means the transfer of ownership of one person to another, the social meaning: means to express the sense of self-alienation and self-abandonment, the psychological sense means: the state of loss of consciousness, loss of mental powers, or senses, and the religious meaning, the separation of man from God, in the sense of committing sin. Alienation is a philosophical concept, the beginning of the beginning of the eighteenth century in the writings of (Vichte) Russo), (Nietzsche), Hegel (Marx), and et al. (Joseph, 2013).

Shawaf (2008) defines job alienation as a sense of belonging to the organization rather than staff, a dangerous approach that touches upon the relationship of belonging and allegiance to the organization, which results in severe consequences for both parties.

Job alienation is also defined as the sense of estrangement by employees, which is manifested by their weak relationship with the organization and their sense that their job is meaningless and useless in other aspects of their lives. Employment alienation causes several factors such as lack of opportunity to participate in decision-making, and the lack of opportunity for promotion and growth, as well as the sense of helplessness within the organization (Zahran, 2004).

Therefore, the researcher believes that the job alienation is the employee's sense of alienation in the organization in which he works, which comes as a result of poor

social interaction between him and the organization with its structure and work environment and the type of supervision it follows, and between colleagues and the customers, the employee feels that the organization did is not a suitable place for him, which leads to the low level of belonging and loyalty to them, this reflects the negative impact on the focus and abilities and commitment, and thus on the performance of the job.

3.1.3 Factors Leading to Job Alienation
First: The Factors that Belong to the Organization (Ben Zahi, 2007)
- The revolution of modern technology, and the great mechanization and automation.
- Poor management effectiveness, and dysfunctions in performance adequacy reports.
- The weakness of the incentive system, subject to courtesies and personal relations.
- Retain information and experience, and not transfer to employees and the second tier of leaders.
- The size of the organization and the dispersion of the efforts of managers between administrative work and supervision.
- The fierce competition between workers and beyond the right rules; to obtain the greatest benefit of material and moral.
- The absence of the role of the individual in the organization, and subjected to some kind of marginalization.
- Poor level of staff training and work in isolated locations.

Second: Factors that Belong to Individuals (Yusuf, 2013)
- Fear and job insecurity.
- Lack of efficiency of staff in the organization.
- Long leisure time for FAO staff.
- Misconformity and adaptation.
- Non-specialization in work.
-    The inappropriate values of work with individual values and trends.

3.1.4 Stages of Expatriation
The individual passes through a series of stages to reach a certain degree of total alienation, and these stages differ from each other, and the results vary on the organization according to degree of gravity, and refer to the most important of these stages:
1. **Stage of Psychological Alienation**

This stage is characterized by the employee's feeling that the relationship between him and the institution in which he works is no longer normal, and that he is in a state of tension, and attributed to the employee that the institution or its representative has a negative attitude towards him, and no longer has the same

importance of functionality and status Social status, until it enters into oblivion and neglect in the institution (Mahayoub, 2002).

2. Stage of Alienation of Mind

This stage is an extension of the stage of psychological alienation, but it is more dangerous to the institution and workers, as it is characterized by mental disorders and inability to focus on workers, workers appear to be manifestations of grief and depression, and the errors are significantly functional performance, and low ability to learn, Training on any new skills, the demand for vacations and the search for any reason that can give the employee a reason to move away from the organization's atmosphere (Khalifa, 2003).

3. Stage of Physical Alienation

Employment is a complete alienation, with frequent absenteeism, late departures, and departure before the end of working hours. There are frequent group transfers in the institution, conflicts between supervisors are clear, and direct leaders lose control (Vijakumar, 2012).

3.1.5 Concept of Organizational Conflict

Organizational conflict is one of the types of human interaction. It is also called disagreement or conflict in which each party of the conflict realizes that the other party is hostile to it and obstructs its path toward the goal it wants. The word conflict is used in the literature of conflict as a synonym for the word disagreement (Rababa, 2015).

The organizational conflict has received widespread attention, which has been addressed by many researchers and various intellectual orientations. Administrative schools have generally reflected considerable variation on the conflict, its role in the behavior of individuals and organizations, and every school of thought has tended to look at the conflict from a different perspective. The traditional school has returned to conflict as dangerous, reflecting the bad phenomena that often afflict organizations or work groups. It is an unnatural state whose harmful effects on the organization must be eliminated (Harem, 2010).

Modern school researchers considered organizational conflict to be inevitable in various aspects of the life of the organization, whether individuals, groups or the organization as a whole. Conflict is one of the types of social interactions that an individual practices openly or implicitly to achieve a certain goal. Therefore, the organization's management must confront the conflict in ways that can adapt it to the benefit of the organization and seek to achieve its objectives (al-Shamma and Hamoud, 2007).

The term conflict is derived from the Latin word "conflictus", which means "tugging together" using force. It indicates disagreement, dissonance, conflict or conflict, but its use in ancient English means war or conflict (Massadah, 2013).

The definition of conflict is defined as the process that begins when an individual or group feels a certain kind of frustration as a result of an individuals' or groups' transgression of the rights of others (Netemeyer, 2005).

According to Schlapi (2016), the conflict is: "the struggle or contradiction between softness and rudeness between two or more parties, groups, persons, as well as between aspects and trends or justifications within the same person, and the subject of conflict exists in the humanities, and comes in different theories."

Boulding (2005) argues that the organizational conflict is: "a competitive situation in which parties to a conflict are aware of the incompatibility of access to future centers, and each party wants to obtain a position that conflicts with the other's wishes" (Al-Amayan, 2005).

It is necessary to distinguish between conflict and competition in this area. The conflict is directed at one or other parties in the organization because of conflicts of interest, while competition is an attempt to achieve certain objectives without contradicting the interests of others. In a situation where a salesman seeks to increase his sales in the same organization, competition becomes a conflict over the limited supplier himself ((the consumer in this case) (Schlapi, 2016)).

3.2 Literature Review

- Al-Assal, 2009, study entitled: Vocational Expatriation among Teachers of General Secondary Schools in Jordan: from the Point of View of their School Principals. The study aims at identifing the level of job expatriation among the general secondary school teachers in Jordan from their point of view and its relation to their job performance from the point of view of their school principals. The aim of the study is to identify the effect of gender and region in the alienation variable. The sample included (110) managers and directors, and (330) teachers and teachers who were chosen by random class method. The study found several results. The most important of these was the fact that there was an average level of expatriation among the sample. It was found that the male expatriates were more than the females. The regional variable showed that the teachers of the central region showed a higher degree of job migration than the North and South teachers in the area of loss of control only.

- (Ben Zahi 2007), study entitled: "The Sense of Functional Alienation and its Relation to the Motivation of Achievement in the Central Administrations of the Fuel Sector": A Field Study at SUNA Tarak Company in Southern Algeria. The study aims at identifing the level of feeling of functional alienation characteristic of the central departments of the Algerian fuel sector, and the level of motivation for their achievement. The sample of the study was (231) workers working in the Algerian hydrocarbons sector. The study included the dimensions of functional expatriation: disability, isolationism, illiteracy, confusion, pessimism, and illiteracy. The most important results of the study: The level of feeling of

expatriation was slightly below the average among the sample, and that the level of motivation for achievement was very high among the central departments of the hydrocarbons sector. Finally, there is a negative correlation between statistical sense of expatriation and the factors motivated by motivation to achieve.

- (Al-Mutrafi, 2005), study entitled: Functional Alienation and its relation to performance: A Survey Study on the Employees of the Department of Passports of Makkah Region. The study aims at revealing the nature of the relationship between job alienation and the performance of employees in the administration of passports of Mecca Region, and identifying the reasons leading to job alliteration, and manifestations and ways to reduce it. The results of the study showed: The spread of the phenomenon of expatriate career among the officers and individuals working in the administration of the passports of the Makkah Region, and the absence of differences of statistical significance between the average officers and the average personnel working in the Department of passports of the area of Mecca for each of: (ways of the suffering of workers, reasons for alienation, the expected effects, and ways to reduce it).

- (Khalifa, 2003), study entitled: The Relationship of Alienation with the Compatibility and Self-assertion and Control Center and Anxiety and Depression among University Students. The study aims at examinning the relationship between alienation and self-assertion, control center, anxiety and depression in a sample of 400 students at Kuwait University. The tools used included six measures to measure these variables. The results of the study were confirmed. A statistically significant positive correlation was found between the alienation and the external control center, anxiety and depression. And that the alienation is a variable predictive of both compatibility, self-assertion, and the center of external control, and the state of anxiety and depression.

- (Abdel Salam, 2000), study entitled: The Study of the phenomenon of Alienation at work - A Comparative Applied Study - on the Workers of the Egyptian Company for Spinning and Weaving in Mahalla Al-Kubra. The study aims at identifying the specific factors of the phenomenon of Alienation at work. These determinants vary between the employees of the Egyptian Company for Spinning and Weaving in Mahalla Al-Kubra depending on their type and the nature of their work. The researcher concluded that 60% of the survey workers feel alienated at work. They tend to be isolated and sit alone for long periods of time, unable to solve problems, do undesirable work and perform unimportant work. One of the main reasons for this feeling is the lack of involvement of decision-makers and the prevailing sense of privatization of the organization soon.

- (Rajaepour, 2012), study entitled: The Relationship between Organizational Structure and Alienation. The study aims at identifing the relationship between organizational structure and alienation in Kerman schools, and represents the

criterion of organizational structure in form, complexity and centralization. Organizational alienation is represented by five components: feelings, disability, isolation, meaning and self-alienation. The study population consists of 854 school principals. A random sample of (238) principals was selected, and questionnaire tool was used to collect data. The results showed a direct relationship between organizational structure and organizational alienation, and showed that seniority at the educational level did not affect organizational alienation.

- (Valadbigi and Ghobadi, 2012), study entitled: The study of the Elements of work Alienation: A Case Study of the Orumiyeh with Cement Factory ": Western Azarbayjan Proving, Iran. The study aims at identifing the elements of functional alienation in the Aromiya factory for white cement in Iran. This study aims at clarifying the state of expatriation in order to analyze the elements that create the functional alienation in the factory. The questionnaire was distributed to a sample of 90 employees. The results indicated a strong relationship between functional alienation and social conditions, the nature of work, employee satisfaction with salaries and wages, and the nature of relationships between managers and employees.

4 Method and Procedures

4.1 Methodology of the Study
The study uses the descriptive analytical method for the purpose of analyzing the relationship between functional alienation and organizational conflict in Jordanian telecom companies in general. The study uses the descriptive method in evaluating the relationship between functional alienation and organizational conflict from the point of view of the study sample members in Jordan Telecom Group (Orange).

4.2 The Population and Sample of the Study
The study population consists of all employees of Jordan Telecom Group (Orange) in Amman city. The number of employees in the company was 702 employees.

Due to the large size of the study community in Jordan Telecom Group (Orange), the researcher resorted to selecting a simple random sample of (10%) of the total number of employees in the company out of (702) employees. Then the questionnaires were distributed among (70) employees, and (63) questionnaire were retrieved with a percentage of (90%). After reviewing the (63) questionnaire forms, (2) were excluded for lack of information. Thus, the number recovered and valid for statistical analysis reached (61). Thus the number of valid questionnaires for analysis was (87%).

4.3 Study Tool

The questionnaire was designed to collect data related to the analysis of the relationship between functional alienation and organizational conflict in Jordanian telecom companies. The tool consisted of the following parts: The first part dealt with the personal and functional characteristics of (gender, age groups, job title, number of years of experience). The second part included the dimensions of functional alienation, while the third part dealt with the dependent variable of (organizational conflict). The terms of the study instrument were formulated according to the Likert Scale (five-step scale), which was (fully agree, agree, not sure, disagree, disagree). The highest grading was given five degrees, and the lowest grade was one degree.

a. The Tool's Credibility
To verify the authenticity of the study tool, the study was given to a number of arbitrators from the faculty of Zarqa University with experience in the field of business management, scientific research methodology and applied statistics. The arbitrators agreed on the substance of the study with the recommendation to make some modifications in the language of some paragraphs, to delete others and to replace them with other paragraphs that corresponded to the study variables.

b. Stability of the Tool
To verify the stability of the study instrument, the researcher used the Kronbach alpha to measure the internal consistency of resolution paragraphs, (0.914) which is the value of the total instrument. This value is very good for administrative and human research.

Table 1: Alpha Cronbach Coefficients for Measurement
(internal consistency of resolution section)

No.	Study variables	No. of items	Alpha Cronbach
1	Employee direct relationship with the management	10	0.833
2	Employee relationship with work colleagues	10	0.824
3	Employee relationship with the customers	10	0.649
4	Working conditions surrounding the employee	10	0.658
5	Organizational conflict	10	0.895
-	**Overall Tool**	**50**	**0.914**

5 Statistical Analyses of Data

5.1 Results for Answering the Study Question

What is the level of evaluation of the sample members of the study of the dimensions of job alienation in the Jordanian telecom Group (Orange)?

In order to answer the study question, the statistical averages and the standard deviations were calculated to determine the estimates of the sample members of the study about their level of assessment of the expatriate dimensions of employment in the Jordanian telecom companies (Orange), as shown in Table (2) below:

Table 2: Arithmetic Means and Standard Deviations of the Job
Alienation Dimensions (N = 61)

No.	Study variables	Arithmetic mean	Standard deviation	Rank of dimensions	Level of evaluation
1	Employee relationship with the management	4.07	0.48	3	high
2	Employee relationship with work colleagues	4.29	0.36	1	high
3	Employee relationship with the customers	4.28	0.39	2	high
4	Employee relationship with the surrounding working conditions	4.01	0.66	4	high

It is clear from the results in Table (2) that after the employee's relationship with the co-workers is ranked (first) in terms of importance to the sample of the study, sample is obtained with an average of 4.29 and a standard deviation of 0.36. The employee's relationship with the customers was ranked second with an average of 4.28 and a standard deviation of 0.39. The ratio of the employee to the direct administration was ranked (3rd) with an average of 4.07 and a standard deviation of 0.48. Finally, the work conditions surrounding the employee ranked fourth and last among the priorities of the sample of the study sample with an average of 4.01 and a standard deviation of 0.66.

5.2 Results related to testing hypotheses

H_0: There is no statistically significant relationship at the level of significance ($\alpha \leq 0.05$), between functional alienation in its combined dimensions in (employee relationship with the management, employee relationship with work colleagues,

employee relationship with the customers, employee relationship with the surrounding working conditions, and the organizational conflict) at Jordan Telecom Group (Orange).

To test the validity of the main hypothesis of its incorrectness, Spearman's simple correlation coefficient was used, as shown in Table (3) below:

Table 3: Results of Spearman's Correlation Coefficient of the Main Hypothesis

Dependent variable Independent variable	Organizational conflict
Job alienation	0.605*
Statistical significance (Sig)	0.000

The results presented in Table (3) indicate that there is a positive and statistically significant correlation ($\alpha = 0.05$) between the job alienation and organizational conflict in Jordan Telecom Group (Orange). This is supported by the value of statistical significance (Sig), which is less than the moral level ($\alpha = 0.05$). Based on the previous results, the null hypothesis (H_0) was rejected and the alternative hypothesis (H_1) was accepted, indicates an increase in the organizational conflict in Jordan Telecom Group (Orange) that will lead to an increase in alienation employment among the employees of the company.

Having verified the relationship between the dimensions of functional alienation combined and organizational conflict, the relationship between each dimension of functional alienation with organizational conflict should be tested through the following sub-assumptions, as follows:

5.2.1 First Hypothesis Test Results

H_{01}: There was no statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the employee's relationship with the management and the organizational conflict in Jordan Telecom Group (Orange).

To test the validity of the first sub-hypothesis of its incorrectness, Spearman's simple correlation coefficient was used, as shown in Table (4) below:

Table (4): Results of Spearman's Correlation Coefficient for the First Sub-Hypothesis

Dependent variable Independent variable	Organizational conflict
Employee relationship with the management	0.510*
Statistical significance (Sig.)	0.000

The results shown in Table (4) indicate that there is a positive and significant correlation between the employee relationship with the management and the organizational conflict at Jordan Telecom Group (Orange), which is supported by the value of statistical significance (Sig.) which is less than the moral level ($\alpha = 0.05$). Based on the previous results, the null hypothesis (H_{01}) was rejected, and the alternative hypothesis (H_{11}) was accepted. The correlation coefficient between the two variables is (0.510), indicates an increase in the organizational conflict in the Jordan Telecom Group (Orange) that will lead to an increase in the employee's relationship with the management in the company.

5.2.2 Second Hypothesis Test Results

H_{02}: There was no statistically significant relationship at the level of significance   ($\alpha \leq 0.05$) between the employee relationship with work colleagues and the organizational conflict in Jordan Telecom Group (Orange).

To test the validity of the second hypothetical hypothesis, the simple correlation coefficient of Spearman was used, as shown in Table 5 below:

Table 5: Results of Spearman's Correlation Coefficient for the Second Hypothesis

Dependent variable / Independent variable	Organizational conflict
Employee relationship with work colleagues	0.337*
Statistical significance (Sig.)	0.008

The results shown in Table (5) indicate that there is a positive and significant correlation between the employee relationship with work colleagues and the organizational conflict at Jordan Telecom Group (Orange), which is supported by the value of statistical significance (Sig.) which is less than the moral level ($\alpha = 0.05$). Based on the previous results, the null hypothesis (H_{02}) was rejected, and the alternative hypothesis (H_{12}) was accepted. The correlation coefficient between the two variables is (0.337), indicates an increase in the organizational conflict in the Jordan Telecom Group (Orange) that will lead to an increase in the employee's relationship with work colleagues in the company.

5.2.3 Third Hypothesis Test Results

H_{03}: There was no statistically significant relationship at the level of significance ($\alpha \leq 0.05$) between the employee relationship with the customers and the organizational conflict in Jordan Telecom Group (Orange).

To test the validity of the second hypothetical hypothesis, the simple correlation coefficient of Spearman was used, as shown in Table 6 below:

Table 6: Results of Spearman's Correlation Coefficient for the Third Hypothesis

Independent variable / Dependent variable	Organizational conflict
Employee relationship with the customers	0.468*
Statistical significance (Sig.)	0.000

The results shown in Table (6) indicate that there is a positive and significant correlation between the employee relationship with the customers and the organizational conflict at Jordan Telecom Group (Orange), which is supported by the value of statistical significance (Sig.) which is less than the moral level ($\alpha = 0.05$). Based on the previous results, the null hypothesis (H_{03}) was rejected, and the alternative hypothesis (H_{13}) was accepted. The correlation coefficient between the two variables is (0.468), indicates an increase in the organizational conflict in the Jordan Telecom Group (Orange) that will lead to an increase in the employee's relationship with the customers in the company.

5.2.4 Forth Hypothesis Test Results

H_{04}: There was no statistically significant relationship at the level of significance   ($\alpha \leq 0.05$) between the employee relationship with the surrounding working conditions and the organizational conflict in Jordan Telecom Group (Orange).

To test the validity of the second hypothetical hypothesis, the simple correlation coefficient of Spearman was used, as shown in Table 7 below:

Table 7: Results of Spearman's Correlation Coefficient for the Forth Hypothesis

Independent variable / Dependent variable	Organizational conflict
Employee relationship with the surrounding working conditions	0.563*
Statistical significance (Sig.)	0.000

The results shown in Table (7) indicate that there is a positive and significant correlation between the employee relationship with the surrounding working conditions and the organizational conflict at Jordan Telecom Group (Orange), which is supported by the value of statistical significance (Sig.) which is less than the moral level ($\alpha = 0.05$). Based on the previous results, the null hypothesis (H_{04})

was rejected, and the alternative hypothesis (H_{14}) was accepted. The correlation coefficient between the two variables is (0.563), indicates an increase in the organizational conflict in the Jordan Telecom Group (Orange) that will lead to an increase in the employee's relationship with the surrounding working conditions in the company.

6 Conclusions and Recommendations

6.1 Conclusions
In the light of the previous findings, the study reached a number of conclusions, as follows:

a. The study sample on all functional dimensions of individual alienation estimates represented by: the employee's relationship with the direct management, the relationship between the employee and the work colleagues, the relationship between the employee and the customers, and the working conditions surrounding the employee, was with a high level of evaluation from their point of view.

b. The employee's relationship with the co-workers was ranked first in terms of importance to the sample of the study. Second rank came the relationship between the employee and the public receiving the service, while the relationship of the employee direct management ranked third, and finally came working conditions surrounding the employee ranked forth and the final priority on the estimates of the sample members of the study.

c. There is a positive correlation ($\alpha = 0.05$) between the functional alienation and the organizational conflict in the Jordanian Telecom Group (Orange), indicating that the increase in the organizational conflict in the company will lead to an increase in alienation employment among the employees in the company.

d. There is a positive correlation ($\alpha = 0.05$) between the employee's relationship with the direct management and the functional alienation and the organizational conflict in the Jordanian Telecom Group (Orange), indicating that the increase in the organizational conflict in the company will lead to an increase in alienation employment among the employees in the company.

e. There is a positive correlation ($\alpha = 0.05$) between the employee and the work colleagues and the functional alienation and the organizational conflict in the Jordanian Telecom Group (Orange), indicating that the increase in the organizational conflict in the company will lead to an increase in alienation employment among the employees in the company.

f. There is a positive correlation (α = 0.05) between the employee and the customers and the functional alienation and the organizational conflict in the Jordanian Telecom Group (Orange), meaning that the increase in the organizational conflict in the company will lead to an increase in alienation employment among the employees in the company.

g. There is a positive correlation (α = 0.05) between the working conditions surrounding the employee and the functional alienation and the organizational conflict in the Jordanian Telecom Group (Orange), indicating that the increase in the organizational conflict in the company will lead to an increase in alienation employment among the employees in the company.

6.2 Recommendations

Based on previous findings, the study reached a number of recommendations, as follows:

a. The management of Jordan Telecom Group (Orange) should take care of the work environment surrounding the employee because it ranked fourth and last among the priorities of the sample of the study sample in this company, taking into account the improvement of working conditions surrounding the employees.

b. The need of the management of Jordan Telecom Group (Orange) to focus on the positive aspects of the organizational conflict because of its clear impact on reducing the dominance of alienation employment among the employees of the company.

c. Work to highlight the positive aspects of organizational conflict at Jordan Group (Orange); as it contributes to the advancement of the dimensions of Job alienation (the relationship of the employee direct management, the relationship between the employee and colleagues, the relationship of the employee to the cuatomers, and working conditions surrounding the employee) in the company, and vice versa.

d. The need for the management of Jordan Telecom (Orange) to educate employees about the organizational conflict, it doesn't mean disagreement, conflict, quarrels and collisions; it is one of the types of social interactions practiced by the individual, publicly or implicitly, in order to achieve the objectives of the company.

e. Work on the management of Jordan Telecom Group (Orange) to confront the organizational conflict with ways and mechanisms that can invest in the company's interest in order to pursue its objectives.

f. Focus on the management of the Jordan Telecom Group (Orange) to hold training programs and workshops, through which to explain the positive and

negative aspects of the organizational conflict on alienation employment among employees of the company.

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