

## Reducing Job Alienation through Employee Empowerment A Case Study of Brilix Company

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### **Abstract:**

*This study examines the role of employee empowerment in reducing job alienation, using Brilix Company as a case study. A sample of 50 employees was surveyed, and the data were analyzed using SPSS. The findings revealed a weak application of empowerment dimensions within the organization, alongside a high level of job alienation among employees. Moreover, the results indicated that empowerment dimensions significantly affect professional alienation, social isolation, and normlessness, while no significant impact was observed on the dimensions of powerlessness and self-estrangement.*

**Keywords:** Employee Empowerment ; Job Alienation ; Brilix Company

**Jel Classification Codes :** J53 ; J28 ; L20.

### **Résumé:**

*Cette étude examine le rôle de l'autonomisation des employés dans la réduction de l'aliénation au travail, à travers une étude de cas menée au sein de l'entreprise Brilix . Un échantillon de 50 travailleurs a été retenu et les données ont été analysées à l'aide du logiciel SPSS. Les résultats ont révélé une faible application des dimensions de l'autonomisation au sein de l'organisation, parallèlement à un niveau élevé d'aliénation professionnelle chez les employés. De plus, l'étude a mis en évidence l'existence d'un effet significatif des dimensions de l'autonomisation sur l'aliénation professionnelle, l'isolement social et l'anomie, à l'exception des dimensions de l'impuissance et de l'aliénation de soi, pour lesquelles aucun impact notable n'a été constaté.*

**Mots clés:** Autonomisation des employé ; Aliénation professionnelle ; Entreprise Brilix

**Jel Classification Codes :** J53 ; J28 ; L20.

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## **I. Introduction**

The human resource is considered the cornerstone of any organization, as it represents the key driver in achieving objectives and ensuring sustainability. Therefore, organizational success does not only depend on financial capital or technology, but also on understanding the nature of human resources, recognizing their psychological and social needs, and addressing them in ways that foster loyalty and commitment. However, employees in the workplace may experience a range of behavioral phenomena that affect their performance, among which **job alienation** stands out as a negative condition that can occur even in economically successful organizations, often leading to undesirable outcomes such as low commitment, frequent absenteeism, or high turnover.

Conversely, the concept of **employee empowerment** has emerged as a modern approach in the business world due to its role in enhancing employees' capabilities, granting them trust and autonomy, involving them in decision-making, and facilitating communication within the organization. Empowerment also encourages teamwork and reinforces employees' sense of value and belonging, thereby increasing satisfaction and organizational commitment.

Accordingly, empowerment is not merely an administrative tool to improve performance, but rather a strategic approach that can reduce job alienation and mitigate its negative effects by reestablishing the employee's connection to the organization on both psychological and managerial levels.

### **I.1 Research Problem**

The primary research question is formulated as follows: «To what extent does employee empowerment contribute to reducing job alienation at Brilix Company? »

### **I.2 Sub-research Questions**

Within the framework of this study, the research addresses the following sub-questions:

- To what extent is job alienation manifested among employees at Brilix Company?
- To what extent are the dimensions of employee empowerment applied within Brilix Company ?
- How do the dimensions of employee empowerment, when considered collectively, affect job alienation and its various dimensions at Brilix Company?

### ***1.3 Main Hypothesis***

« To what extent can employee empowerment contribute to reducing job alienation at Brilix Company ».

### ***1.4 Aims and Objectives***

The main objectives of this study are:

- Diagnose the level of implementation of the empowerment approach — both psychological and managerial dimensions — at Brilix Company.
- Determine the prevalence of job alienation among employees at Brilix Company in Jijel Province.
- Evaluate the role of employee empowerment in reducing job alienation among employees.

### ***1.5 Previous Studies***

- **The Role of Psychological Empowerment in Reducing Job Alienation (Iraq, 2022)**  
This study examined the relationship between psychological empowerment (meaning, competence, self-determination, and impact) and job alienation in an Iraqi insurance company. The findings revealed that higher levels of psychological empowerment significantly reduce job alienation.
- **The Effect of Psychological Empowerment on Job Alienation (University of Dohuk, 2013)**  
Focusing on heads of scientific departments, this study found a negative relationship between psychological empowerment and job alienation, indicating that empowering employees reduces feelings of alienation.
- **The Contribution of Employee Empowerment in Reducing Job Alienation – Field Study in a Cement Company, Bouira, Algeria**  
This research investigated the impact of administrative and psychological empowerment on job alienation. Results confirmed a statistically significant relationship, showing that empowerment contributes to reducing alienation in the workplace.
- **Predictors of Work Alienation: Differences Between Hierarchical Levels (2021)**  
This study explored organizational factors affecting job alienation, such as lack of autonomy. It demonstrated that employee empowerment and self-authority reduce alienation among employees at different hierarchical levels.
- **Work Alienation and Its Relationship with Job Crafting and Job Embeddedness Among Iranian Nurses (2023)**  
The study revealed that job crafting and job embeddedness are negatively associated with job alienation, highlighting the importance of employee involvement and job control in minimizing feelings of alienation.

## **II. Job alienation**

### **II.1 The concept of job alienation**

The concept of alienation has its philosophical roots in Hegel, who associated it with freedom and human self-realization, highlighting both its negative form reducing humans to mere instruments of production—and its positive form achieving self-realization through work (Georg Wilhelm Friedrich Hegel A. V. Miller, 1977). Feuerbach (1957) linked alienation to religion, considering religious estrangement as the loss of true human essence, while Marx (2007) emphasized the economic and social dimensions of alienation under industrial capitalism, distinguishing alienation from the self, from others, and from nature. In organizational studies, Seeman (1959) identified dimensions such as powerlessness, meaninglessness, isolation, and self-estrangement, and Blauner (1964) analyzed alienation in industrial labor. This evolution gave rise to the notion of job alienation, which has attracted considerable scholarly interest due to its negative effects on employee motivation, satisfaction, and performance (Vohra, 2010)(سليمان، ديسمبر 2019) .

cholars have provided various definitions of job alienation that highlight its psychological and behavioral dimensions. Kanungo conceptualizes job alienation as an individual's experience of isolation, loss, loneliness, lack of belonging, and absence of trust, often accompanied by anxiety, hostility, rejection of prevailing organizational values and norms, and exposure to psychological stress (Kanungo, 1982). In contrast, Daly and Aveyrbach emphasize the behavioral manifestation of alienation, defining organizational alienation as an attitude or state in which the employee shows little concern for work and fails to exert adequate effort in performing it(عادل، 2020) . Taken together, these definitions suggest that job alienation encompasses both an internal psychological state and an observable decline in work-related attitudes and behaviors (Kanungo, 1982).

### **II.2 Dimensions of Job Alienation**

1. **Powerlessness:** Also referred to as lack of control, this dimension reflects the employee's feeling of weakness and inability to exercise control over their behaviors, actions, or surrounding circumstances. The individual perceives themselves as deprived of will and choice, unable to participate in or make decisions, and incapable of predicting or influencing outcomes of events and problems in the workplace (Seeman, 1959 ; Blauner, 1964).
2. **Meaninglessness:** This refers to the employee's sense that their professional life lacks purpose or value. The individual feels that their presence in the work environment and among colleagues is meaningless, and their tasks have become routine and insignificant. This emerges when

employees lose the sense of importance in their organizational roles, leading to indifference, a sense of emptiness, and alienation within the organization ((Seeman, 1959 ; Kanungo, 1982)

3. **Social Isolation:** This dimension refers to the employee's experience of loneliness and withdrawal from social relationships within the organization, often accompanied by feelings of exclusion or rejection ((Blauner, 1964 ; Feild, 2000)
4. **Normlessness:** Defined as the absence or breakdown of established norms and guidelines within the organization. Under such conditions, employees may attempt to achieve objectives by any means, even if these contradict prevailing values and traditions. This erosion of values and standards creates a gap between organizational goals and employees' ability to achieve them, potentially leading to organizational dysfunction (Reisel, 2007).
5. **Self-Estrangement:** Also referred to as self-alienation, this dimension expresses the gap between the ideal self-image an employee wishes to achieve in the workplace and the actual image imposed by prevailing organizational conditions. This results in feelings of exclusion, organizational detachment, and job dissatisfaction. It is often regarded as the core of alienation, as employees perceive their work activities as failing to fulfill personal needs or provide psychological comfort. Rather than finding meaning and enjoyment, employees perceive their work as monotonous and unfulfilling (2021، الحميد).

### ***III. Employee Empowerment***

#### ***III.1. Definition of Employee Empowerment***

Employee empowerment has been defined in various ways by scholars, yet most definitions converge on the idea of granting employees greater authority, autonomy, and participation in decision-making. Chang and Bartol (1994) emphasize empowerment as a managerial practice that enables employees to take part in organizational decisions through information sharing and motivational incentives. Similarly, Gibson (1991) highlights the psychological dimension, describing empowerment as an individual's ability to perform tasks effectively, foster self-respect, and advance in their career. From a managerial perspective, Ivancevich (2001) views empowerment as a process in which managers help employees acquire and use the power necessary to make decisions affecting their work. In the same vein, Hellriegel, Jackson, and Slocum (2004) define empowerment as providing employees with authority, skills, and freedom to perform their duties (Jr., 2004). Al-Afandi (2010) broadens the concept, presenting empowerment as a strategic management approach that involves

granting employees decision-making power, encouraging problem-solving and creativity, and fostering responsibility and accountability (Ivancevich, 2001). In general, empowerment can be seen as a comprehensive process that combines structural practices—such as delegation of authority, access to resources, and participation in decision-making—with psychological outcomes, including enhanced confidence, motivation, and organizational commitment (Spreitzer, 1995).

### ***III.2 Employee Empowerment Dimensions***

Employee empowerment comprises two main dimensions: managerial empowerment and psychological empowerment.

1. **Managerial Empowerment:** This dimension focuses on creating and maintaining a supportive work environment that facilitates employee participation in decision-making, delegation of authority, effective communication, teamwork, motivation, and training (Kanter, 1993 ; Macaulay, 1997 ; Daft, 2001)). For instance, delegation of authority enables employees at lower levels to make decisions related to their performance. Effective communication enhances motivation and problem-solving. Teamwork fosters collaboration and reduces feelings of alienation. Motivation and incentives stimulate productivity, while continuous training develops skills and confidence (Mullins, 2005 ; Gupta, 2008; Rath, 2010 )
2. **Psychological Empowerment:** According to Zimmerman (1995) and Spreitzer (1995), psychological empowerment refers to an individual's internal perception of empowerment, which is expressed through four key elements: **meaning**, where employees perceive their work as valuable; **autonomy**, reflected in the freedom of choice; **influence**, representing the extent to which employees feel they can impact outcomes; and **competence**, which refers to the confidence in their ability to perform tasks effectively (Velthouse, 1990).

In sum, managerial empowerment emphasizes structural and organizational practices, while psychological empowerment focuses on individual perceptions and intrinsic motivation. Together, these two dimensions contribute to fostering commitment, improving performance, and enhancing employee well-being.

### ***IV. The Relationship between Employee Empowerment and the Dimensions of Job Alienation***

By examining the concepts of job alienation and employee empowerment, it becomes clear that each has distinct dimensions. The dimensions of job alienation include **powerlessness, meaninglessness, normlessness, social isolation, and self-estrangement**, whereas employee empowerment encompasses two main aspects: **psychological empowerment** (meaning, influence, autonomy, etc.) and **managerial empowerment** (decentralization,

communication, motivation, teamwork, etc.). To better understand the role of employee empowerment in reducing job alienation, it is necessary to explore the relationship between these dimensions.

**1. Empowerment and Powerlessness**

Job-related powerlessness may stem from psychological stress, anxiety, depression, or a lack of harmony with colleagues, which often results in reduced productivity and insufficient access to timely information. When managerial empowerment dimensions are present—such as participation in decision-making, delegation of authority, motivation, and training—they can positively influence the employee's performance and psychological well-being. Thus, empowerment is related to reducing powerlessness, although the relationship may sometimes be indirect, as powerlessness may also originate outside the organization.(توفيق، 2021)

**2. Empowerment and Social Isolation**

Empowering employees within the organization can substantially reduce social isolation. When employees are engaged in decision-making, they feel part of the team and develop a sense of belonging to the group. Moreover, empowerment enhances confidence in one's ability to achieve organizational goals, which in turn strengthens job satisfaction and organizational commitment. Furthermore, empowerment fosters interaction and communication among employees, thereby minimizing isolation and promoting teamwork and stronger social relations in the workplace.

**3. Empowerment and Meaninglessness**

Employees who perceive themselves as mere tools without personal responsibility or connection to their work are likely to lose enthusiasm, creativity, and emotional attachment to their tasks. This can lead to boredom, frustration, and stress. Employee empowerment mitigates such risks by creating a positive work environment that encourages participation, recognizes the importance of employees' contributions, and provides opportunities for professional growth and development. Motivation and recognition help employees perceive their work as meaningful and significant, which strengthens their passion and engagement.(مرزوق، 2017)

**4. Empowerment and Normlessness**

Empowerment contributes to reducing normlessness by enhancing employees' ability to make decisions and follow clear organizational paths. Empowered employees feel more capable of determining appropriate courses of action, which helps prevent deviant behaviors that could result from the absence of standards or norms, thereby mitigating this dimension of alienation.

**5. Empowerment and Self-Estrangement**

Employee empowerment can decrease self-estrangement by fostering a sense of recognition, value, and achievement. When employees are granted autonomy and opportunities to take control of their tasks without excessive managerial interference, they experience greater independence and

organizational belonging. This strengthens their commitment and enables them to contribute meaningfully to organizational success.

In conclusion, employee empowerment is closely linked to the reduction of job alienation. The more psychological and managerial empowerment dimensions are present, the less employees experience the dimensions of alienation—namely powerlessness, meaninglessness, normlessness, social isolation, and self-estrangement. Hence, empowerment plays a pivotal role in counteracting job alienation within organizations.

## ***V. A Case Study of Brilix Company***

In this part of the study, we aim to explore the role of employee empowerment in mitigating the phenomenon of job alienation within the Brilix organization, by analyzing how the psychological and administrative dimensions of empowerment may contribute to reducing the various aspects of alienation experienced by employees.

### ***V.1 Introduction to the Brilix Company and the Methodological Framework of the Field Study***

#### ***1- Introduction to the Brilix Company***

Brilix, the commercial brand of Garden Clean Company, is a limited liability enterprise established in 2006 with an initial capital of 40,000,000 DZD. The company's headquarters is located at Intersection 49.52, Hedada Storage Zone – Jijel. Since its inception, Brilix has positioned itself as a key player in the Algerian cleaning products industry.

Currently, the company operates two production plants and employs more than 300 workers, reflecting its growing contribution to the regional labor market and local economic development. Brilix's product portfolio is diversified into three main categories:

- Detergents, covering a wide range of household cleaning solutions;
- Insecticides, designed to ensure hygienic and safe domestic environments;
- Air fresheners, providing complementary products to enhance household comfort.

Through its continuous expansion and diversified product lines, Brilix plays a strategic role in strengthening the local industrial fabric, while responding to increasing consumer demand for quality cleaning and hygiene products in Algeria.

#### ***2- Methodological Framework of the Field Study***

In order to achieve the objectives of this research, a quantitative approach was adopted, relying on the use of a structured questionnaire as the main instrument for data collection. The methodological framework can be summarized as

follows:

➤ **Population and Sample**

The study targeted both administrative staff and factory workers of *Brilex Company – Jijel*. A random sampling technique was employed to ensure objectivity and representativeness. The initial sample consisted of **90 individuals**, of whom **50 valid responses** were retrieved and considered for the final analysis.

➤ **Data Collection Tool**

A structured questionnaire was designed to collect the required information. The questionnaire was distributed directly to participants and later retrieved for data processing.

➤ **Data Processing and Statistical Analysis**

Once collected, the data were coded and processed using the *Statistical Package for the Social Sciences (SPSS)*. This allowed for a systematic treatment of the data and facilitated the extraction, analysis, and interpretation of results.

➤ **Statistical Techniques Employed**

To analyze the data and test the research hypotheses, the following statistical methods were applied:

- Range (R);
- Percentages and frequencies;
- Arithmetic mean;
- Standard deviation;
- Correlation coefficient;
- Cronbach's Alpha reliability coefficient;
- T-test.

This methodological framework provides the foundation for ensuring the reliability and validity of the study results, while also enabling an in-depth analysis of the relationship between employee empowerment and job alienation within the organizational context of Brilex Company.

### **3- Design of the Study Instrument**

To collect the required data, a structured questionnaire was designed consisting of **36 items** distributed across two main sections.

- **Section One:** Personal and job-related information of respondents (e.g., gender, age, job position).
- **Section Two:** Divided into two parts:
  - **Job Alienation (dependent variable):** Comprising 22 items distributed over five dimensions:

- Powerlessness (4 items);
- Meaninglessness (5 items);
- Social Isolation (5 items);
- Normlessness (4 items);
- Self-estrangement (4 items).
- **Employee Empowerment (independent variable):** Comprising 14 items covering two dimensions:
  - Psychological empowerment (7 items);
  - Administrative empowerment (7 items).

Responses were measured using a **five-point Likert scale** (ranging from *strongly disagree* = 1 to *strongly agree* = 5). For interpretation, scale ranges were calculated using the class interval method, resulting in five categories: very low, low, moderate, high, and very high.

This structured design ensured both comprehensive coverage of the study variables and reliable quantification of participants' perceptions.

## V.2 - Testing the Research Instrument

### 1- Instrument Validation and Relationship between Employee Empowerment and Job Alienation

The study tested the internal consistency and construct validity of the questionnaire dimensions measuring job alienation and employee empowerment. Results confirmed acceptable reliability and validity levels across the studied dimensions, as shown below.

**Table 1. Internal Consistency of Job Alienation Dimensions**

| <i><b>Dimension</b></i>         | <i><b>Correlation Range</b></i> | <i><b>Significance</b></i> | <i><b>Validity Result</b></i> |
|---------------------------------|---------------------------------|----------------------------|-------------------------------|
| <i><b>Powerlessness</b></i>     | 0.500 – 0.766                   | $p < 0.01$                 | Valid                         |
| <i><b>Meaninglessness</b></i>   | 0.449 – 0.783                   | $p < 0.01$                 | Valid                         |
| <i><b>Social Isolation</b></i>  | 0.680 – 0.922                   | $p < 0.01$                 | Valid                         |
| <i><b>Normlessness</b></i>      | 0.310 – 0.857                   | $p < 0.05$                 | Valid                         |
| <i><b>Self-Estrangement</b></i> | 0.491 – 0.921                   | $p < 0.01$                 | Valid                         |

Source: Prepared by the researcher based on SPSS outputs

**Table 2. Internal Consistency of Employee Empowerment Dimensions**

| <i>Dimension</i>                  | <i>Correlation Range</i> | <i>Significance</i>          | <i>Validity Result</i> |
|-----------------------------------|--------------------------|------------------------------|------------------------|
| <i>Psychological Empowerment</i>  | 0.474 – 0.756            | $p < 0.01$                   | Valid                  |
| <i>Administrative Empowerment</i> | 0.268 – 0.674            | $p < 0.05$ (except one item) | Largely Valid          |

Source: Prepared by the researcher based on SPSS outputs

**Table 3. Construct Validity (Dimension–Total Correlation)**

| <i>Dimension</i>                  | <i>Correlation</i> | <i>Significance</i> |
|-----------------------------------|--------------------|---------------------|
| <i>Powerlessness</i>              | 0.615**            | $p < 0.01$          |
| <i>Meaninglessness</i>            | 0.671**            | $p < 0.01$          |
| <i>Social Isolation</i>           | 0.790**            | $p < 0.01$          |
| <i>Normlessness</i>               | 0.409**            | $p < 0.01$          |
| <i>Self-Estrangement</i>          | 0.591**            | $p < 0.01$          |
| <i>Psychological Empowerment</i>  | 0.735**            | $p < 0.01$          |
| <i>Administrative Empowerment</i> | 0.518**            | $p < 0.01$          |

Source: Prepared by the researcher based on SPSS outputs

**Table 4. Correlation between Employee Empowerment and Job Alienation**

| <i>Job Alienation Dimension</i> | <i>Correlation with Empowerment</i> | <i>Significance</i> | <i>Direction</i> |
|---------------------------------|-------------------------------------|---------------------|------------------|
| <i>Powerlessness</i>            | -0.372**                            | 0.008               | Negative         |
| <i>Meaninglessness</i>          | -0.192                              | 0.182               | Weak Negative    |

|                          |         |       |               |
|--------------------------|---------|-------|---------------|
| <b>Normlessness</b>      | 0.000   | 0.998 | None          |
| <b>Social Isolation</b>  | -0.113  | 0.435 | Weak Negative |
| <b>Self-Estrangement</b> | -0.340* | 0.016 | Negative      |

**Source: Prepared by the researcher based on SPSS outputs**

The reliability analysis confirmed that the questionnaire used in this study demonstrated **acceptable levels of internal consistency and construct validity** across the examined dimensions. All subscales of **job alienation** (powerlessness, meaninglessness, social isolation, normlessness, and self-estrangement) achieved significant correlation ranges, supporting their validity. Similarly, the dimensions of **employee empowerment** (psychological and administrative empowerment) showed satisfactory reliability, with the latter being largely valid despite one item falling below the threshold. Overall, the results provide strong evidence that the instrument is both reliable and valid for assessing the relationship between employee empowerment and job alienation.

## 2- Questionnaire Reliability

Questionnaire reliability refers to the tool's ability to produce consistent results when applied multiple times to the same sample under the same conditions. Cronbach's alpha coefficients were calculated for different dimensions and sections.

**Table 5. Cronbach's Alpha Reliability Coefficient**

| <b>Variable</b>                   | <b>Item Numbers</b> | <b>Cronbach's Alpha</b> | <b>Reliability Level</b> |
|-----------------------------------|---------------------|-------------------------|--------------------------|
| <b>Powerlessness</b>              | 1-4                 | 0.797                   | High                     |
| <b>Meaninglessness</b>            | 5-9                 | 0.855                   | Very High                |
| <b>Social Isolation</b>           | 10-14               | 0.953                   | Very High                |
| <b>Normlessness</b>               | 15-18               | 0.751                   | High                     |
| <b>Self-Alienation</b>            | 19-22               | 0.780                   | High                     |
| <b>First Section</b>              | 1-22                | 0.959                   | Very High                |
| <b>Psychological Empowerment</b>  | 23-29               | 0.875                   | Very High                |
| <b>Administrative Empowerment</b> | 30-36               | 0.826                   | Very High                |
| <b>Second Section</b>             | 23-36               | 0.890                   | Very High                |
| <b>Overall Reliability</b>        | 1-36                | 0.928                   | Very High                |

**Source: Prepared by the researchers based on SPSS outputs.**

The results in Table indicate that Cronbach's alpha coefficients for all dimensions and sections of the questionnaire are high, ranging from (0.751) to (0.959), which exceed the minimum acceptable threshold of 0.70 in social science research. The **Social Isolation** dimension recorded the highest reliability (0.953, Very High), while the **Normlessness** dimension had the lowest value (0.751, High). Furthermore, the overall reliability of the questionnaire reached (0.928, Very High), confirming the internal consistency of the items and the instrument's suitability for use in this study.

### V.3 - Analysis of Results

#### 1- nalysis of Respondents' Answers Regarding Personal Variables

Table « 6 » provides a detailed analysis of the personal and occupational characteristics of the study sample, including age, gender, educational level, years of experience, and job position.

**Table 6. Sample Distribution According to Personal Variables**

| <b>Dimension</b>         | <b>Categories</b>                                     | <b>Frequency</b> | <b>Percentage (%)</b> | <b>Brief Analysis</b>                                                         |
|--------------------------|-------------------------------------------------------|------------------|-----------------------|-------------------------------------------------------------------------------|
| <b>Gender</b>            | Male (27) – Female (23)                               | 50               | Male 54 – Female 46   | The distribution shows a relatively balanced ratio between males and females. |
| <b>Age</b>               | Less than 30 (31) – 31–40 (11) – 41 and above (8)     | 50               | 62 – 22 – 16          | Most respondents are young, under 30 years old (62%).                         |
| <b>Educational Level</b> | Secondary (24) – Bachelor (10) – Master/Engineer (16) | 50               | 48 – 20 – 32          | The largest group holds a secondary education degree (48%).                   |
| <b>Work Experience</b>   | Less than 7 years (40) – 8–13 (5) – More than 13 (5)  | 50               | 80 – 10 – 10          | The majority have limited experience, less than 7 years (80%).                |
| <b>Job Position</b>      | Administrative (19) – Production (31)                 | 50               | 38 – 62               | Most respondents work in production (62%).                                    |

**Source: Prepared by the researchers based on SPSS outputs**

The results indicate that the study sample is predominantly young, with most respondents under 30 years old. In addition, the majority have relatively short work experience (less than 7 years). Nearly half of the sample holds a secondary education degree, with a significant proportion holding a Master's/Engineering degree. There is also a relatively balanced distribution between males and females, while production jobs dominate over administrative positions.

#### 2- Analysis of Job Alienation Dimensions

To assess the extent of job alienation within Brilix – Jijel, it is essential to first examine the prevalence levels of its core dimensions—powerlessness, social isolation, meaninglessness, normlessness, and self-alienation—among the respondents of the study sample

## 1. Powerlessness

In order to assess the prevalence of powerlessness within the organization under study—as one of the dimensions of job alienation—the arithmetic mean and standard deviation of respondents’ answers were calculated. The results are summarized in the following table.

**Table 7. Results of Powerlessness Dimension Analysis**

| Statement                                                         | Mean | Std. Dev | Significance | Agreement Level |
|-------------------------------------------------------------------|------|----------|--------------|-----------------|
| <i>I cannot make decisions regarding my career.</i>               | 3.40 | 1.512    | 0.000        | Moderate        |
| <i>I feel bored due to the routine nature of my work.</i>         | 3.00 | 1.429    | 0.000        | Moderate        |
| <i>I cannot convince my colleagues regarding work activities.</i> | 3.74 | 1.157    | 0.000        | High            |
| <i>I find it difficult to complete any task I perform.</i>        | 3.88 | 1.172    | 0.000        | High            |

**Source: Prepared by the researchers based on SPSS outputs**

The results show that employees experience **moderate to high levels of powerlessness**, reflecting a lack of control and influence over their work. Respondents reported difficulties in making career decisions, boredom due to routine tasks, limited ability to convince colleagues, and challenges in completing tasks effectively. These findings suggest that employees perceive **restricted autonomy and influence**, contributing to a sense of **disempowerment** that can negatively affect motivation, engagement, and overall job performance.

## 2. Meaninglessness

In order to assess the prevalence of meaninglessness within the organization under study—as one of the dimensions of job alienation—the arithmetic mean and standard deviation of respondents’ answers were calculated. The results are summarized in the following table.

**Table 8. Results of Meaninglessness Dimension Analysis**

| <i>Statement</i>                                    | <i>Mean</i> | <i>Std. Dev</i> | <i>Significance</i> | <i>Agreement Level</i> |
|-----------------------------------------------------|-------------|-----------------|---------------------|------------------------|
| <i>My goals are unclear in my work environment.</i> | 2.96        | 1.177           | 0.000               | Moderate               |
| <i>I feel my work has no personal value.</i>        | 3.68        | 1.269           | 0.000               | High                   |
| <i>My career has no meaning.</i>                    | 3.56        | 1.417           | 0.000               | High                   |
| <i>I do not care about organizational goals.</i>    | 3.96        | 1.087           | 0.000               | High                   |
| <i>I do not feel guilty when I delay work.</i>      | 3.88        | 1.335           | 0.000               | High                   |

**Source: Prepared by the researchers based on SPSS outputs**

The results indicate that respondents experience an increasing sense of meaninglessness in their work. Most expressed the belief that their jobs lack personal or professional value, while also showing a high level of indifference toward organizational goals and no guilt when delaying tasks. This reflects a weak connection between individuals and organizational objectives, thereby reinforcing their level of job alienation.

### **3. Social Isolation**

In order to assess the prevalence of social isolation within the organization under study—as one of the dimensions of job alienation—the arithmetic mean and standard deviation of respondents' answers were calculated. The results are summarized in the following table.

**Table 9. Results of Social Isolation Dimension Analysis**

| <i>Statement</i>                                   | <i>Mean</i> | <i>Std. Dev</i> | <i>Significance</i> | <i>Agreement Level</i> |
|----------------------------------------------------|-------------|-----------------|---------------------|------------------------|
| <i>I feel like a stranger among my colleagues.</i> | 4.18        | 1.173           | 0.000               | High                   |
| <i>I feel uncomfortable in a team.</i>             | 3.98        | 1.332           | 0.000               | High                   |

|                                              |      |       |       |           |
|----------------------------------------------|------|-------|-------|-----------|
| <i>I refuse cooperation with colleagues.</i> | 4.22 | 1.183 | 0.000 | Very High |
| <i>I avoid building friendships at work.</i> | 3.70 | 1.282 | 0.000 | High      |
| <i>My relationships lack trust.</i>          | 3.86 | 1.278 | 0.000 | High      |

**Source: Prepared by the researchers based on SPSS outputs**

The results reveal that respondents experience a high level of social isolation in the workplace. They feel like strangers among colleagues and uncomfortable in team settings, with a clear tendency to refuse cooperation and avoid building friendships, in addition to a lack of trust in their professional relationships. These findings highlight weak social integration within the organization and reinforce the intensity of job alienation.

#### 4. Normlessness

In order to assess the prevalence of normlessness within the organization under study—as one of the dimensions of job alienation—the arithmetic mean and standard deviation of respondents' answers were calculated. The results are summarized in the following table.

**Table 10 . Results of NormlessnessDimension Analysis**

| <i>Statement</i>                                              | <i>Mean</i> | <i>Std. Dev</i> | <i>Significance</i> | <i>Agreement Level</i> |
|---------------------------------------------------------------|-------------|-----------------|---------------------|------------------------|
| <i>It is difficult for me to follow organizational rules.</i> | 3.60        | 1.294           | 0.000               | High                   |
| <i>I feel less committed to my job.</i>                       | 3.88        | 1.272           | 0.000               | High                   |
| <i>I prefer achieving my goals by any means.</i>              | 2.74        | 1.509           | 0.001               | Moderate               |
| <i>I do not respect ethical values in the organization.</i>   | 4.28        | 1.031           | 0.000               | Very High              |

**Source: Prepared by the researchers based on SPSS outputs**

The results indicate that respondents experience a high level of normlessness. They show a strong tendency toward difficulty in following organizational rules (Mean = 3.60) and reduced commitment to their jobs (Mean = 3.88). A very high level of disregard for ethical values within the organization was also observed (Mean = 4.28), reflecting a clear breakdown in organizational norms and values.

In contrast, the tendency to achieve goals by any means was only moderate (Mean = 2.74). Overall, the findings suggest that normlessness is highly prevalent in the organization under study, which may negatively affect both individual and group performance.

### 5. Self-Alienation

In order to assess the prevalence of self-alienation within the organization under study—as one of the dimensions of job alienation—the arithmetic mean and standard deviation of respondents’ answers were calculated. The results are summarized in the following table.

**Table 11 . Results of Self-Alienation Dimension Analysis**

| Statement                                    | Mean | Std. Dev | Significance | Agreement Level |
|----------------------------------------------|------|----------|--------------|-----------------|
| I lack job security.                         | 3.70 | 1.093    | 0.000        | High            |
| I have a strong desire to leave work.        | 2.74 | 1.426    | 0.001        | Moderate        |
| I hesitate to make decisions on my own.      | 3.50 | 1.249    | 0.000        | High            |
| I feel low self-worth when performing tasks. | 3.84 | 1.267    | 0.000        | High            |

*Source: Prepared by the researchers based on SPSS outputs*

The results reveal that respondents experience a high level of self-alienation. They report a strong sense of lacking job security (Mean = 3.70) and low self-worth when performing tasks (Mean = 3.84). In addition, hesitation in making independent decisions is evident (Mean = 3.50). However, the desire to leave work is only moderate (Mean = 2.74). Overall, the findings suggest that **self-alienation is prevalent in the organization under study**, which may hinder employees’ confidence and satisfaction at work.

## 3- Analysis of Employee Empowerment Dimensions

### 1. Psychological Empowerment

In order to assess the level of application of psychological empowerment in the organization under study—as one of the dimensions of employee empowerment—the arithmetic mean and standard deviation of respondents’

answers were calculated. The results are presented in the following table.

**Table 12. Results of Psychological Empowerment Dimension Analysis**

| <i>Statement</i>                                              | <i>Mean</i> | <i>Std. Dev</i> | <i>Significance</i> | <i>Agreement Level</i> |
|---------------------------------------------------------------|-------------|-----------------|---------------------|------------------------|
| <i>I feel my work is valuable as it meets my desires.</i>     | 2.02        | 0.937           | 0.881               | Low                    |
| <i>I feel my work is important as it gains me experience.</i> | 1.94        | 1.132           | 0.709               | Low                    |
| <i>My goal is to achieve higher levels.</i>                   | 1.74        | 0.828           | 0.310               | Very Low               |
| <i>I feel freedom and autonomy in solving problems.</i>       | 2.04        | 1.049           | 0.789               | Low                    |
| <i>I have the freedom to express my opinion.</i>              | 1.90        | 1.015           | 0.489               | Low                    |
| <i>I can change work methods if I wish.</i>                   | 2.08        | 1.027           | 0.584               | Low                    |
| <i>My experience allows me to influence decisions.</i>        | 2.00        | 0.833           | 1.000               | Low                    |

*Source: Prepared by the researchers based on SPSS outputs*

The results indicate a generally **low level of psychological empowerment** among respondents. Most statements, including those related to feeling that work is valuable, having freedom to express opinions, or influencing decisions, scored low means (around 2.00), reflecting a general perception of **limited autonomy, control, and impact** in the workplace. Only the statement regarding the desire to achieve higher levels showed a very low mean (1.74), suggesting that employees have **low motivation and limited ambition for personal or professional growth**. Overall, these findings imply that employees perceive their work as **lacking meaningfulness, independence, and influence**, which may negatively affect their engagement, job satisfaction, and overall organizational performance. The results highlight the need for organizational interventions aimed at **enhancing psychological empowerment**, such as increasing decision-making authority, encouraging participation, recognizing employee contributions, and providing opportunities for career development.

## 2. Administrative Empowerment

In order to assess the level of application of Administrative Empowerment in the organization under study—as one of the dimensions of employee empowerment—the arithmetic mean and standard deviation of respondents' answers were calculated. The results are presented in the following table.

**Table 13. Results of Administrative Empowerment Dimension Analysis**

| <i>Statement</i>                                             | <i>Mean</i> | <i>Std. Dev</i> | <i>Significance</i> | <i>Agreement Level</i> |
|--------------------------------------------------------------|-------------|-----------------|---------------------|------------------------|
| <i>Management supports my task performance.</i>              | 1.80        | 0.670           | 0.040               | Very Low               |
| <i>I have decision-making authority.</i>                     | 2.26        | 1.046           | 0.085               | Low                    |
| <i>I feel motivated to work in a team.</i>                   | 1.78        | 0.582           | 0.010               | Very Low               |
| <i>I feel belonging to my team.</i>                          | 1.64        | 0.563           | 0.000               | Very Low               |
| <i>I receive information needed to perform tasks timely.</i> | 2.16        | 1.037           | 0.281               | Low                    |
| <i>I provide required data accurately and quickly.</i>       | 1.84        | 0.710           | 0.118               | Low                    |
| <i>My supervisor values my efforts.</i>                      | 1.92        | 0.778           | 0.471               | Low                    |

*Source: Prepared by the researchers based on SPSS outputs*

The results indicate a very low level of administrative empowerment among respondents. They reported limited managerial support, decision-making authority, motivation to work in teams, sense of belonging, and recognition of efforts by supervisors.

### V.4 - Hypotheses Testing

#### 1- First Main Hypothesis (H1):

The hypothesis stated that **job alienation does not exist among Brilix employees at a 0.05 significance level**. The results show a mean score of 3.649 (high),  $t = 12.487$ ,  $p = 0.002 (< 0.05)$ , indicating statistical significance. **H0 is rejected and H1 is accepted**, confirming a high level of job alienation among employees.

## 2- Second Main Hypothesis (H2):

The hypothesis posited that **employee empowerment dimensions exist at a 0.05 significance level**. The overall mean of empowerment was 1.937 (low),  $t = -0.777$ ,  $p > 0.05$ , indicating no statistical significance. **H1 is accepted**, confirming the absence of significant employee empowerment dimensions.

## 3- Third Main Hypothesis (H3):

This hypothesis stated that **employee empowerment dimensions collectively influence job alienation dimensions at a 0.05 significance level**. Sub-hypotheses tested via simple linear regression yielded the following results:

- **Powerlessness:**  $R^2 = 0.138$ ,  $F = 7.727$ ,  $p < 0.05$ . Negative relationship ( $\beta = -0.777$ ); empowerment reduces powerlessness by 13.8%.
- **Meaninglessness:**  $R^2 = 0.037$ ,  $F = 1.832$ ,  $p > 0.05$ . No significant effect; 3.7% variance explained.
- **Social Isolation:**  $R^2 = 0.013$ ,  $F = 0.619$ ,  $p > 0.05$ . No significant effect; 1.3% variance explained.
- **Normlessness:**  $R^2 = 0.000$ ,  $F = 0.000$ ,  $p > 0.05$ . No effect observed.
- **Self-Alienation:**  $R^2 = 0.116$ ,  $F = 6.281$ ,  $p < 0.05$ . Negative relationship ( $\beta = -0.763$ ); empowerment reduces self-alienation by 11.6%.

Employee empowerment at Brilix – Jijel has a **significant negative impact on powerlessness and self-alienation**, while its effect on **meaninglessness, social isolation, and normlessness** is not significant. Therefore, empowerment partially mitigates job alienation, with other factors influencing the remaining dimensions..

## VI- Conclusion

This study highlights the crucial role of **employee empowerment** in reducing **job alienation** within organizations. The findings indicate that empowerment—through enhancing autonomy, expanding participation in decision-making, and providing opportunities for professional growth—can significantly reduce feelings of powerlessness and self-alienation. Empowerment also contributes to increased job commitment, motivation, innovation, and overall job satisfaction, positively impacting organizational performance.

Regarding **Brilix**, the study found that employee empowerment is limited, which contributes to the prevalence of certain aspects of job alienation, such as powerlessness and self-alienation. Nonetheless, the findings reveal significant potential for implementing effective empowerment strategies. By fostering **employee** autonomy, encouraging active participation in decision-making, and developing a collaborative work environment with strong social interaction, Brilix can mitigate job alienation and enhance employee loyalty and commitment

to organizational goals.

Therefore, adopting **comprehensive empowerment policies** is not merely an option but a strategic necessity. Empowerment serves as an effective tool to balance employee needs with organizational objectives, improving sustainable performance and enhancing the overall quality of the work environment.

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