

University of Manitoba

A THESIS

Submitted to the Faculty
of
Graduate Studies and Research.

Alienation from work in
the factory.

By

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In Partial Fulfillment of
the Requirements For the Degree
of
Master of Arts

Department of Sociology

ALIENATION FROM WORK IN THE FACTORY

BY

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A dissertation submitted to the Faculty of Graduate Studies of
the University of Manitoba in partial fulfillment of the requirements
of the degree of

MASTER OF ARTS

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Table of contents

Pages

1. Abstract	i
2. Acknowledgements	ii
3. Introduction to the research	1
 <u>Chapter 2 - Theoretical framework</u>	
4. Classical review of Marx's theory of alienation.	5
5. Contemporary review of the theory of alienation	10
6. Definition of alienation	24
7. Review of blue and white collar occupations	27
8. Operational definitions of the dependent and independent variables	36
9. Formulation of hypotheses	38
 <u>Chapter 3 - Methodology</u>	
10. Research Design	39
11. Site and instruments	40
12. Sampling procedures	44
13. Measures of alienation from work	46
14. Statistical techniques of data analysis	48

Chapter 4 - Presentation of results

15. Interpretation of data 49

Chapter 5 - Summary of the study

16. Summary 68

17. Conclusions 69

18. Limitations 72

19. Contributions 73

20. Suggestions for future research 74

21. Footnotes 75

22. Appendix 78

23. Selected bibliography 93

Abstract

This thesis addresses itself to the problem of "alienation from work" among blue and white collar workers in Motor Coach Industries Limited - a manufacturing company in the city of Winnipeg.

The dependent variable, "alienation from work" included four dimensions of analysis :Powerlessness, meaninglessness, self-estrangement and job dissatisfaction. The independent variable, "occupation" incorporated two dimensions :Blue and white collar occupations.

Four hypotheses were formulated as follows :

- (1) Blue collar workers have a tendency to experience powerlessness more so than do the white collar workers on the job in the same company.
- (2) Blue collar workers have a tendency to experience meaninglessness more so than do the white collar workers on the job in the same company.
- (3) Blue collar workers have a tendency to experience self-estrangement more so than do the white collar workers on the job in the same company.
- (4) Blue collar workers have a tendency to experience job dissatisfaction more so than do the white collar workers on the job in the same company.

Survey questionnaires were administered to one hundred MCI employees on the basis of a systematic random sampling procedure. Eighty-four of them(ie,forty-two blue collar and forty-two white collar)responded. This permitted

to adequately test the formulated hypotheses via the following statistical procedures :Frequency distributions, average mean alienation scores, Eta measures of association and regression analysis.

The summarized data results provided empirical support to the foregoing hypotheses of the study. Even after controlling for "Age, sex, marital status, income, education, length of time on job, union attendance and union participation" the direction and the strength of the relationships between "alienation from work" and "occupation" remained basically unaltered.

Acknowledgements

I am most grateful to the following individuals for their help and co-operation in the completion of this thesis. Professor Wayne Taylor - my Thesis Advisor - for his constant methodological assistance since the beginning of this project, Professors Jay Goldstein and Paul Stevenson - members of my Thesis Committee, for willingly accepted to participate and to review my work analytically. I am also grateful to Professor Albert Kristjanson for his advice in times of need and stress.

Quite aside from the academic environmental stimulation, emotional influences in this modest intellectual inquiry cannot be discounted. Rightly so, I would like to dedicate this piece of work, regardless of its merits and demerits, to my dear Mam and Dad - Mr and Mrs Harry parsad Mohit - for their steady moral support all throughout my study years. In addition to personal gratitude to Mr and Mrs L.Zielinski, I would also like to express my profoundest concern to my wife - Anna - for her patience and devotion during this endeavour, for which no words can translate.

Introduction to the research

Frequent interaction with blue and white collar workers in different work settings has led me to believe that the majority of them, if not all, are faced with social and psychological problems in the work place. Whether real or imagined, these problems are linked particularly to the idea of alienation - a phenomenon that is well reckoned for its theoretical usage and empirical versatility in social science.

Here it is not so much that the problematics of alienation figure prominently in the worker's universe of discourse. It is rather that certain aspects of the alienation syndrome are implicitly disclosed in our informal talks about work. To illustrate this point, while the utility labourer insinuates a "lack of meaning" on the job in a cloistered work environment, the office clerk posits a certain "lack of control" in the routinized work process.

This state of things, the argument goes, is for the most part a by-product of management officials in terms of impersonal attitudes, rigidity of authority towards the subordinates in the industrial organizational system. There are other instances of malaise and disaffection which are expressed in the work milieu. Absenteeism, strikes and high turnover rates are, for instance, frequent indicators of

unrest in modern employment settings.

Sociologists (R. Blauner :1964, J. Shepard :1970, G. Susman :1972, B. Widick :1976) have particularly addressed the foregoing issues within the spectrum of alienation from work. For instance, some empirical studies (R. Blauner :1964, M. Seeman :1967, Kirsch et al :1971) have explored the causality of alienation from work in different blue and white collar settings from the standpoint of technology in various industries.

Emerging from these studies is one striking point of interest. It is the support and enduring vitality that is given to the conceptualization of alienation in general. This is reflected in the continuing flow of empirical and theoretical work in the area of alienation. Despite this activity, virtually no efforts have been made by sociologists towards a comprehensive analysis of alienation from work among different types of workers in a specific work setting, i.e between blue and white collar employees in the same company environment.

In view of this paucity of research, the general purpose of this thesis is to test several dimensions of alienation from work among blue and white collar workers in the same company employment. More specifically, the researcher's objective is to find out to what extent the

blue collar worker differs in alienation from work from that of his white collar counterpart. In this regard, the multi-dimensionality of alienation, as is conceptualized by several analysts (R. Blauner :1964, M. Seeman :1967, Kirsch et al :1971, J. Shepard :1972) is theoretically considered.

In more precise terms, the proposed sociological dimensions of alienation from work used in this thesis included those of :Powerlessness, meaninglessness, self-estrangement and job dissatisfaction.

A discussion of the above-mentioned components is presented in chapter 2.

Organization of the thesis

Chapter 2 of this thesis provides the springboard for a discussion of the theoretical perspective. It first involves the review of the classical context of alienation in the Marxian tradition. It consequently attempts to trace the Marxian underpinnings of modern empiricized versions of alienation, as advocated by various sociologists like Blauner, Seeman and Shepard. It further provides for an analysis of blue and white collar occupations in terms of their skills and distinctions. Finally, hypotheses concerning alienation from work among blue and white collar workers are formulated.

Chapter 3

This chapter delineates the methodology of the thesis. This includes the description of the research design and instruments to measure the dependent and independent variables. The sampling procedures and statistical techniques of data analysis for hypotheses testing are also discussed.

Chapter 4

Chapter 4 provides a thorough discussion of the summarized data results. That is, it spells out the relationships between "alienation from work" and "occupation" via the statistical techniques of analysis used in this

study.

Chapter 5

In this chapter, the summary of the findings is presented. The conclusion, limitations, contributions and suggestions for future research are also discussed.

Chapter 2

Theoretical Framework of alienationMarx and Alienation from work

Any discussion of the phenomenon of alienation must refer in one way or another to the thoughts of Karl Marx. The Economic and Philosophical Manuscripts of 1844 provides an excellent reference point to understand the dynamics of alienated labour, as Marx himself saw it evolve in industrial society.

A cursory review of the Manuscripts presents us with one basic idea :The relationship of the worker to production. Marx expounded a three-fold theme to support his argument. According to him, the first aspect of alienation stems from the externality of work. A citation from the Philosophical Manuscripts is perhaps illustrative in this context here.

"What then, constitutes the alienation of labour? First the fact that labour is external to the worker, ie it does not belong to his essential being, that in his work, therefore, he does not affirm himself but denies himself, does not feel content but unhappy, does not develop freely his mental and physical energy, but mortifies his body and ruins his mind. The worker therefore only feels outside his work, and in his work feels outside himself. He is at home when he is not working, and when he is working he is not at home. His labour is not therefore not voluntary, but coerced, it is forced labour. It is therefore not the satisfaction of a need, it is merely a means to satisfy needs external to it. The external character of labour for the worker appears in the fact that it is not his own, but for someone else, that it does not belong to himself, but to another."

To the extent that work is externally controlled, it can

thus be seen as an alien activity, one which cannot be personally controlled by the worker in the work place. Various studies (Blauner :1964, Shepard :1972) indicate that it is generally the blue collar worker that is considered a victim of this lack of control syndrome. For that matter, Blauner (1964) stated :

"When a worker is dominated and controlled by the machine system in the very process of his work, he, in effect, becomes reduced to a mechanical device. Reacting to the rhythms of technology rather than acting in some independent or autonomous manner, he approaches most completely the condition of thingness, the essence of alienation²."

The second aspect to which Marx refers is man's alienation from the products of his labour. He starts with the premise that the "direct relationship of labour to its produce is the relationship of the worker to the object of production³." Consequently, the underlying idea in this type of relationship is the division of labour which specializes the worker to the point where he/she loses all knowledge related to the essence of the products that are made.

In Marx's terms, the object of labour appears before the worker (the producer if you will) as "something alien, as a power independent of the producer⁴." In this particular situation, we can see a power relationship existing between the worker's products and him/herself. Contextually, the individual worker has no control over the disposition of the things being produced. The products become alien and

consequently dominate the worker.

Finally, Marx suggests that because the worker is estranged from the things that are created, his/her essential nature is violated.

"Estranged labour estranges the species from man. It changes for him the life of the species into a means of individual life; indeed for labour, life activity - productive life now appears to man only as a means for the satisfaction of a need, the need to maintain physical existence. Productive life is, however, species life. It is life creating life. In the type of activity resides the whole character of a species, its species-character; and free, conscious activity is the species-character of human beings. Life itself appears as a means of life⁵."

So then, that which distinguishes the human animals from other animals, his/her consciousness, the very source of freedom is distorted by the fact of estranged labour; the essential being becomes a mere means to one's existence. Underlying much of Marx's ideas on alienation was mainly his interest in what the worker is capable of becoming on the job.

The works of Argyris, Herzberg and Maslow rest on assumptions about human needs which require certain conditions for their realization. The need for self-actualization (Argyris :1957) and the need for psychological growth (Herzberg :1968) are frequently thwarted at work as a result of conflict with the structure of the formal organization, based as it is on extreme specialization, strict hierarchy of authority and close supervision (Shepard :1973).

These assumptions about the needs and nature of man precisely formed the basis of Marx's critique of industrial life. Stephen Cotgrove (1966) argued in favour of Marx's position :

"Marx's critique is levelled against those features of society which have prevented man from achieving his vision of free, creative individuals, a society of artists in which each is free to realize his nature through spontaneous and untrammelled activity in three spheres; in productive life, social life and sensuous life⁶."

Of these, productive life is viewed as vital to Marx. To cite R. Schacht (1971) it is through "productive activity that man develops his individuality, that is, achieves self-realization as an individual person⁷." He further added that "through the production of objects, the individual reproduces himself ... actively and in a real sense, and sees his own reflection in a world which he has constructed⁸."

Granted this phenomenological perspective of reality, Marx's idea of domination and control on the job is important to understand his sociological position on alienated labour.

E. Kamenko neatly summed up this point :

"The domination of some individuals by others arises frequently from the division of labour and the consequent introduction of private ownership; man's alienation for Marx is expressed in the fact that man's forces, products, creations are split off from man, they acquire independent status and power and turn back on man to dominate man as his master⁹."

The foregoing discussion summarily indicates the dynamics of alienation in the Marxian tradition. To the extent that

private ownership was seen in Marx's time as a dominant feature of alienated labour in the factory, it is not, however, perceived as a significant problematic issue in modern factory employments. As is now, social scientists are more concerned with the debate on Marx's ideas of power, control and meaning of work in the working environment, granted that they are, in fact, current issues with which we are faced today in industrial societies.

Thus, the relevance of these issues, as mentioned above, is treated as the next item of analysis in this chapter. It is hoped that it will provide a logical point of departure in understanding, at least in part, the multi-dimensionality of alienation from work, as advocated by contemporary research analysts in the area.

To begin with, several sociologists (Blauner :1964, Middleton 1966, Shepard :1970, Schact :1970), following the Marxian tradition of alienation, do acknowledge the over-use of the concept of alienation in their studies. F. Johnson (1971) even labelled it as a "Panchreston" term, meaning by that a term which while seeking to explain all, explains nothing in social science. If this is the case, then, where do we begin with this over-used word ?

To suggest that a person is in a state of alienation is an invitation to the following questions :

- a. What are the marks and circumstances by which we judge him to be alienated ?
- b. How has this come about ?
- c. What does it mean for a person or a group to be alienated ?

Sociologists asking these questions may be said to share a common perspective. However the commonality rests on the questions that are asked, and certainly not in the answers that are given. The debate among sociologists about these questions has generated considerable intellectual stimulation. There is yet little consensual agreement on the causality of alienation. According to recent studies (G. Susman : 1974, M. Seeman : 1976) the most frequently cited dimensions of alienation in industrial settings are those of powerlessness, meaninglessness, self -estrangement and job dissatisfaction among others.

In brief terms, Susman : 1974 argues that powerlessness refers to a lack of control over those factors associated with the immediate job duties of the worker. Meaninglessness refers to the inability of the individual to relate his contribution to the entire work process. Aiken and Hage (1966) refers to dissatisfaction as such things pertaining to the lack of satisfaction with one's position relative to other workers and also to the lack of recognition extended to one by one's superiors. Finally, Kirsch et al (1971) conceive

of self-estrangement in such terms as the lack of intrinsic reward where work is regarded as a means to an end, rather than an end in itself.

The prominence of the foregoing citations is sociologically mirrored in two things. Firstly, there is an implicit multi-dimensional conceptualization of alienation which serves to reinforce the terms of the tradition in which it (alienation) is primarily developed and perceived in empirical studies. Secondly, while these multi-dimensions are indicative of subjective interpretations of workers in terms of their attitudes, beliefs and behaviours on the job, they are also perceived as situational descriptions of what is involved in being alienated.

For instance, the alienation of the factory worker would seemingly involve a lack of relationship to the work process or to his/her own labour. Sociologically speaking, it appears that something desirable, natural or normal is lost. That is, a positive relationship between the worker and his/her labour has ceased to exist in the process.

To illustrate, we shall argue that a worker experiences alienation in the form of powerlessness because work is bureaucratically organized, ruled from the top, so much so that the worker is treated as just another piece of machinery to be directed, controlled and manipulated.

Work is meaningless because it is divided into fragmented tasks, over one of which the worker has some expertise, and whose contribution to the final product is minimal. These are, among others, illustrations of psychological manifestations which seem to be inherent in the bureaucratic and technological structure of modern industrial settings. Thus what it takes to be alienated in the work place is not so much what one has to do in his/her work, but what work can do to him/her in general.

The discussion is now geared to the conceptualization of the various dimensions of alienation, as we have already noted. That is, the four-fold interpretive paradigm of alienation (powerlessness, meaninglessness, self-estrangement and job dissatisfaction) is analytically clarified. This analytic process, it is hoped, provides the grounds for the formulation of the testable hypotheses which underlie this study.

Powerlessness

The analysis is first focused on what is claimed to be the central core of alienation - ie powerlessness. Blauner (1964) stated that alienation is characterized above all by the lack of freedom and control over the conditions of the work process and the inability of the individual to reduce and eliminate that control.

Other analysts like Form and Shepard have it that it occurred

as a result of the socio-technical settings of industrial organizations. Much of the evidence supporting this viewpoint indicated that the skills previously expressed by workers in the work environment are built into the machines of the new technologically oriented factories. Such a work situation, the argument goes, "permits little worker control over job activities, provides a minimum outlet for use of creative abilities, and gives rise to expectations that workers should be passive, dependent and submissive (Shepard :1973)."

Workers are thus left with jobs that are basically routine, monotonous, and over which they have no control. In other words, it means that the technological system has come to dominate the factory worker, whose alienation can be expressed in his relative powerlessness before it.

Another viewpoint about powerlessness is expressed in the "object and subject" split, ie the organic relationship between man and his existential experience. Simon Marcson (1970) summed up this point as follows :

"A worker is powerless when he is an object controlled and manipulated by other persons or by an impersonal system (such as technology) and when he cannot as a subject assert to change or modify his domination."

Various studies (Blauner :1964, Shepard :1972, Seeman :1976) support Marcson's argument. The general consensus is the " machine pace set by the organization's time and motion

specialists" means that the "rhythms of work and the timing of the operator's action depend on the speed of the machine or machine process¹²." Actually the timing is designed to get the maximum productivity of each individual worker. Once the speed of the line is set, there is not much a worker can do to affect its tempo. Consequently the worker cannot control the pace of his/her work, given the fact that he/she cannot vary the pace of his/her actions.

Viewed objectively, the notion of control over the pace of work in the factory is thus a significant social aspect in the work environment. The controlling mechanism does not just set the worker apart from the machine system of modern technology, but it is an essentially vital aspect on the job. To keep control of one's work means to a great extent the affirmation of human freedom and dignity. As a result of this freedom being essential in the work place, it follows that if the worker controls the pace of work, he/she can regulate the degree of pressure exerted on him/her. That is to say, control over work pace, freedom from pressure, freedom of physical mobility and the ability to choose the techniques of work together make for control over the immediate work process.

When these things are lacking, the possibility of alienation tendencies experienced in the form of powerlessness is likely

to exist. The discussion is now shifted to the meaninglessness dimension :another variant of alienation from work used in this study.

Meaninglessness

The concept of meaninglessness has more often been applied to the effect of division of labour upon the job of the industrial worker. Some studies(W.Faunce :1968, J.Shepard : 1972) point out that the division of labour produces jobs that are increasingly simple, diminished in responsibility and requiring little or no understanding of the total productive process.Blauner(1964) argues that work of this diminished nature has "fragmented the relation of the individual to his work and robbed ... his sense of purpose¹³."

In Mannheim's view, the lack of meaning in work corresponds to the inability of the worker to see the inter-relationship of events in the work structure as a process of substantial rationality. The worker is "unable to act intelligently in a given situation on the basis of one's own insight into the inter-relation of events¹⁴." Thus, in the performance of minutely specialized tasks,activities become routinized. It becomes much more simple for workers to take the path of least resistance, by not questioning why, how or when things should be done.

From another theoretical standpoint, Marcson(1970)construes

meaninglessness in terms of a split between the part and the whole, He states that " a worker experiences alienation of this type when his individual acts seem to have no relation to a broader life program. Meaninglessness occurs when individual roles are not seen as fitting into the total system of goals of the organization, but have become severed from any organic connection with the whole¹⁵."

In the day-to-day context of modern factory life, the worker makes so small a contribution to the final product by virtue of the division of labour that what is being done, seems meaningless to him/her. The tendencies towards meaninglessness of the job stem, then, from the nature of modern manufacturing which is based on a "division of labour" that reduces the size of the worker's contribution to the final product.

Self-estrangement

Another aspect of the alienation syndrome is self-estrangement. Blauner(1964) described its existence primarily from the worker's subjective viewpoint. It exists when workers view their work as "a means to some other ends such as making money, rather as a means of personal self-fulfilment; and also as a lack of intrinsic meaning in work. The worker is detached from his work process and sees it only as an instrumental activity¹⁶."

This meaning of self-estrangement is originally derived from the Marxian description of work which has become an instrumentalized means rather than a creative end in itself. Various sociologists (Shepard :1973, Cotgrove :1972, Seeman :1967) argue that self-estrangement is a form of "non-intrinsic engagement" in the work environment; that is, a means external to ends in the work situation.

For instance, M. Seeman (1967b) conceives of alienated work as work which is "not intrinsically satisfying" and "measures work alienation" in terms of negative responses to questions which ask essentially whether the respondent finds his work engaging or rewarding in itself. Similarly, a worker is considered alienated if he/she would concur with the statement "I don't really enjoy most of the work I do, but I feel I must do it in order to have other things done¹⁷ ."

The measure of work alienation in terms of self-estrangement then, consists of statements referring to the intrinsic pride or meaning of work. One is thus considered alienated from work if one fails to find it rewarding in itself and works merely for one's salary.

Job dissatisfaction

This variant of alienation from work, although limited in its usage in contemporary research, was explored by Aiken and Hage (1966) and subsequently treated in Schacht's Alienation (1972). In his discussion of alienation from work, Johnson

(1970) reported that the "conditions of modern work, and particularly in industry, which deprived the workers of control over the means and the product of his labour are linked with job dissatisfaction. He added that "no other aspect of alienation has received as much attention as this..pg173"¹⁸

In this thesis, it is used as an indicator of alienation from work to the extent that workers do experience alienation in the form of job dissatisfaction in the work place - ie a psychological manifestation of alienation similar to those of powerlessness, meaninglessness and self-estrangement.

What causes this phenomenon to arise in the work context? Some studies(Walker and Guest :1954, E.Chinoy :1955, J.Shepard :1977) indicate that there is strong evidence to suggest that at least for some workers, dissatisfaction is directly related to short job cycles, low autonomy, little control over the work pace and the lack of challenge in the work process.

Other studies indicate that the greatest dissatisfaction is produced by mechanized technology :

"Assembly-line work, in many instances, is like a signal revealing the present deficiencies of technology wherever it causes the hands of a man to perform largely sub-divided operations 19 which mechanization has been unable to conquer".

Similarly, Harold Sheppard et al(1972) concluded in their studies that "job dissatisfaction is indeed widespread

and not only among blue collar workers, that workers entering the labour force are increasingly authoritarian than past generations of workers. They are more against meaningless, repetitive and dull job assignments²⁰."

Blauner(1974) has attempted to compile the results of a number of job attitude studies which have asked questions such as "Taking into consideration all the things about your job, how satisfied or dissatisfied are you with it?" The compiled results are as follows :

Proportion of dissatisfied workers in major dissatisfaction studies.

Researchers	Composition of study	Year	Dissatisfaction
Morse and Weiss	401 men	1955	20
Centers	811 men	1949	17
Palmer	517	1957	21
Shister et al	800 manual workers	1960	21
Hoppock	309	1955	15
Kornhauser	324	1959	11

The foregoing work dissatisfaction studies, while explicitly indicating dissatisfaction among workers within the range of 11 to 21 per cent, also implicitly suggest higher satisfaction. This prevailing ideology of work satisfaction in the sixties, which was expressed in the manner of a "religious like attraction", to use Marx's words, underwent drastic changes as a result of advanced technology in the seventies.

J.Rinehart(1978), in a published article on work-related attitudes and behaviour, found out that the worker's actions indicate "dissatisfaction and resistance to work" given his subordinate position at the work place and also his adherence to dominant values which justify capitalist authority and production. D.Garson(1973) further argues that work satisfaction reigns on the surface. When asked about the on-the-job behaviour , as he(Garson) noted,

"more workers than not are dissatisfied or very dissatisfied on a range of factors that impinge on all sides :Treatment by foremen and managers, speed of the work process, noise on the job, opportunity for increase of payment.21"

A summary table "Satisfaction on specific work items" is presented for that matter.

	Very dissatis- fying	Dissatis- fying	Neu- tral	Satis- fied	Very satisfied
Treatment by foremen	18%	32%	20%	20%	10%
Speed of the work process	12%	30%	30%	24%	4%
Treatment by management	18%	30%	14%	32%	6%
Noise on the job	26%	34%	18%	18%	4%
Likelihood of promotion	20%	22%	28%	20%	8%

Based on the "Garson" review, the range of 42 to 70 percent seems to be the general prevalence of job dissatisfaction among workers in contemporary factory organizations.

To sum up, the theoretical discussion has thus far addressed itself to the problem of alienation from work in a paradigm which involves four dimensions :powerlessness, meaninglessness, self-estrangement and job dissatisfaction. Quite logically, one can ask "What do these dimensions of alienation share in common?"

Some studies(Blauner :1964, Shepard :1971, Marcson :1972) implicitly indicate a common theme which underlies the so-called variants of alienation mentioned above. This "commonality" aspect rests secure on the foundation that there is the "notion of fragmentation in the worker's experience and existence which impedes his activity²²." ie, there is a split in the worker's existence as subject and object. An attempt at explaining this split condition is given below.

To begin with, a worker is spoken as separated from his/her work when he/she plays no part in deciding what to do or how to do it. There is no need to understand how one's work fits into that of others, why it is being done at all or what is the final product. Those things are taken care of by the management. All that is left for the worker is to execute certain simple movements repeatedly, accurately and in rhythms with the machine.

This indicates a split between the individual and his/her activity. Secondly, a worker is also said to be separated

from his work products(the worker has no control over what he/she makes or what becomes of it afterwards)- a break between the individual and the material world. Another equally important observation is the separation of the worker from his/her fellow workers(competition or hostility renders cooperation difficult in the work place)- a split between man and man.

Thus, to the extent that the split in the workers' existence into "subject and object" involves the characteristics of power, meaning and control (features already discussed) it can also be argued that work alienation implies certain psychological manifestations of the worker's attitudes and behaviours on the job. These attitudes are, in turn, influenced by the technological and bureaucratic structures of modern industrial settings.

The foregoing theoretical discussion, as it might have been noted, emphasized two positions on the alienation theory, ie Marx's social relations of production and Blauner's socio-technical(technological) position. In Marx's writings, alienation refers to social processes; it is rooted in the capitalist social and economic organization of the production process (J.Israel :1970, B.Ollman :1971). Yet, although he fundamentally stresses the social relations of production within a capitalist economy, Marx does however, refer to "psychological reactions of individuals to social structural conditions

as indications of alienation²³ ...P.Archibald,pg 124"

On the other hand, contemporary sociologists(Blauner :1964, Shepard :1971) argue that technology - a product of the social and economic organization - rather than the social relations of production, structures the conditions of powerlessness, meaninglessness and self-estrangement, among others. In both positions described above, an implicit continuity in Marx's and Blauner's ideas of alienation seems apparent. The structural processes and subjective manifestations of alienation are parts of the organic whole and "internal relations exist between all such parts"²⁴...B.Ollman,pg 131".

In response to the foregoing review of the literature, we shall now proceed with a theoretical definition of alienation from work. It is hoped to provide an adequacy of "fit" in the general orientation of this study.

Definition of alienation

The concept of alienation, although deeply rooted in the sociological tradition, has provided little agreement as to its conceptual definition. The reason is not so much that social scientists interested in alienation are uneven in their contributions. It is more so that they tend to define it in different ways, thereby resulting in a proliferation of conceptions of alienation.

Despite the lack of conceptual clarity, some scholars like Blauner(1964) and Kirsch et al(1971) view alienation as an operationalizable phenomenon which can be broken down into systematic empirical indices. Judging from the words of Blauner, the most familiar approach to an empirical definition ,often, involves some similarities to the original framework of Seeman's study of alienation which comprises five defined meanings :powerlessness, meaninglessness, self-estrangement, isolation and normlessness.

In point of fact, Blauner(1964) employed Seeman's definition to test its presence among blue collar workers in four industries :Printing,Textile, Motor and Chemical industries. By the same token, Kirsch et al(1971), following Blauner's definition, examined the problem of alienation from work among 150 white collar employees in a bank setting.

Specifically, Blauner defined alienation in the work process as a "quality of personal experience". He argued that

"Alienation exists when workers are unable to control their immediate work processes, to develop a sense of purpose and function which connects their job to the overall organization of production, to belong to integrated industrial communities, and when they failed to get involved in the activity of work as a mode of self-expression...25"

In this context, alienation seems to be structurally grounded in the social system to the extent that it is built into

human relationships in the work place. To illustrate, in a given stage of the technological process (conveyor belt, for example) in the factory, the average production worker cannot engage his mental capabilities in the work process, which for the most part, requires no intelligence. The excessive simplicity of the tasks, the removal of initiative and decision-making powers, the pace dictated by the machines, all these factors turn the average worker, or even a sizeable portion of the labour force into semi-automata ... reduced to the level of robots.

Confronted with a situation as described above in the factory as Blauner (1964) noted, there arises the tendency of intensified alienation. There is a complete absence of personal control over what is to be produced in the work process, a sense of meaninglessness of work and an absence of opportunity to develop and express one's unique potential in work.

An important feature of this multi-dimensional definition of alienation from work seems to emerge in both the subjective and objective working conditions in the factory. While on the one hand, it serves to indicate the individual's subservience to the capitalist social relations (ie, the worker does not own the means of production), it also describes the effects such relations have on the individual (ie, the individual actions and reactions to such objective structural conditions).

The definition of alienation in this thesis is consequently multi-dimensional. It is based on similar pattern adopted by Blauner, though with some slight modification. Specifically it is defined in the manner by which various sociologists speak of it in at least four different ways : in terms of powerlessness, meaninglessness, self-estrangement and job dissatisfaction. These four dimensions, discussed previously, are used as indicators to test the presence of alienation among blue and white collar workers in this study.

The next step of this chapter is to present a theoretical perspective of the blue and the white collar occupations in general. To the extent that the study is based primarily on workers belonging to these broad categories, it is deemed appropriate to discuss their relevance in terms of skills, nature of their work and other job characteristics.

Blue collar occupation

The significance of the blue collar occupational role has been greatly exaggerated by several writers in the sociological tradition. Braverman(1974) pointed out in Labour and Monopoly Capital that the first socio-economic occupational classification used in the United States divided manual workers into two main categories :Craftsmen and Labourers.

"Craftsmen- the mechanics in various trades, whose admission into this category of skilled workers was dependent upon satisfying the traditional requirements of craft mastery. Labourers were all others: They were thus a residual class...26"

The labourers, in a revised analysis of the categorization, were further divided into two sub categories "Those, who tended or operated machines, or attended mechanized processes were called operatives. Labourers, still a residual category, now consisted of those non-farmers who were neither craftsmen nor operatives...²⁷"

To note, the distinction between unskilled, semi-skilled and skilled workers made in Braverman's categorization was not based on a study of occupational tasks, but "on a simple mechanical criterion." Generally, these three broad skill blocs represent the blue collar categories in the labour force.

The Bureau of Labour Statistics(1969) grouped the blue collar workers in the following categories :

- (1) Craftsmen, foremen and kindred
- (2) Operatives and kindred
- (3) Labourers(except farm and mine)
- (4) Service workers(except private household)

Examples of the kind of work that is involved include the following :

<u>Craftsmen</u>	<u>Operators</u>	<u>Labourers</u>	<u>Service operators</u>
Electricians	Assemblers	Utility workers	Barbers
Plumbers	Machine-operators	Floor-cleaners	Cooks
Painters	Blasters	Warehousemen	Waiters

Each of the foregoing categories approximates a skill bloc which is illustrated below. In modern factory employments, the unskilled worker is frequently faced with work on auto-assembly lines. There, he spends the day climbing up on the auto bodies that glide by every few minutes to clamp "heavy hooks and chains" onto them. Other labourers may spend their lives carrying equipment and spare parts to help other skilled workers in the work place. In short, unskilled work has, as its chief characteristic, its heavy reliance on muscular power and its insignificant training requirement. Workers can spend most of their life at a task taught to them on the first day of work in perhaps less than thirty minutes. The routine involved in doing this type of job is generally fixed and unchangeable.

The chief characteristics of semi-skilled work are reliance on rudimentary mental skills and minimal training requirements. While several months of practice may be required for real proficiency, no formal apprenticeship is involved in general. Some of the work is highly repetitious, as in operating the same powered mechanical equipment to produce the same routine parts of an automobile in the factory.

The major feature of skilled work lies in the exertion of good judgment on the job and extensive requirements. Very little of the work is repetitious; most of it generally demands initiative and responsibility. For instance, a plumber

may spend the day high up the sky scraper, moving carefully around the beams taking sights, dropping plumb lines, thereby ensuring that appropriate action is taken on the job.

Recognizing the fractionalization of skills among these workers, fairly recent research (W. Form :1973, J. Shepard :1973, B. Shostak :1969) indicate that unskilled and semi-skilled blue collar workers experience the most restrictive work conditions in the work process.

"Many are unable to control their work processes (as do building craftsmen), develop a sense of purpose (as do skilled technicians), find support in industrial organization (as do skilled printers who 'socialize together after work) and experience work as a mode of personal self-expression.....
28, Shostak :pg 45"

To the extent that the mechanization process in factory systems significantly lessened worker's control over the pace of work, and cut down on responsibility and mind reliance of the job, the factory workers are seemingly left with jobs devoid of meaning and power. Blauner (1964) reiterated this argument in quite convincing terms.

Performing one or a few small operations out of the entire production process, robs machine operators, in this case assembly-line workers, of a sense of connection of their jobs to the job of others or to the purposes of the larger organization. They (the assembly-line workers) know their limited tasks and need not know the tasks of other workers, jobs performed in other departments or how their work related to the operations of the larger organization..29"

Essentially, research data- that collected and interpreted by analysts like Chinoy, Widick and Shepard, to mention but

a few, suggest the conclusion that blue collar workers, particularly the automobile workers, exhibit the highest levels of alienation from work on three dimensions of analysis :

"94 per cent of the assemblers feel a sense of powerlessness, 73 per cent are on the high end of meaninglessness, and 69 per cent of these workers are above the median on the instrumental work orientation..29, Shepard :pg 25-25"

For the purpose of this study, the automobile workers - the unskilled and semi-skilled - are treated as representing the blue collar categories in Motor Coach Industries Limited, granted that they form a good part of the MCI labour force. Two of the above dimensions(powerlessness, meaninglessness) and two others(self-estrangement and job dissatisfaction) are used as indicators to determine the variations in the levels of alienation among MCI employees.

White collar occupation

The white collar occupational structure has undergone many changes since the turn of the century. These are primarily due to the increasing decline of the labour force in agriculture and the continuous rise in clerical workers as a result of mechanization and automation in the office. The white collar occupations are, for that matter, as many and varied as the blue collar ones. The Dictionary of Occupational Titles(1970) classified the white collar categories as follows :

- (1) Clerical workers(Book keepers, file clerks, secretaries, key-punch operators, store keepers)

- (2) Professionals and technocrats (Accountants, scientists, doctors, lawyers, engineers etc)
- (3) Managers, salesmen, teachers, nurses etc.

Sociologically, the significant increase in size of the clerical labour force is a mirror image of the growth of bureaucracy and technology in present-day industrial systems. G. Ritzer (1977) argued that "white collar workers came into existence to handle the enormous amount of paper work generated by the large scale organization³⁰." Consequently, the large-scale job creation has intensified the development of office machines such as typewriters, accounting machines, computers and electronic data-processing units. At the same time, while there has been a corresponding increase in the specialization of office work, one would expect to find the presence of alienation tendencies in the white collar occupational structure as well.

In fact, various studies (J. Shepard :1970, Kirsch et al :1971, I. Hoos :1961) indicated the growing interest in the problem of alienation which the white collar worker has to face on the job as a result of mechanization and automation of the office. To cite one example, Kirsch et al (1971) pointed out that the problem of alienation among white collar workers :

"is an appropriate subject for study, since many of these workers are now being subjected to the conditions which Blauner described in his analysis of alienation in blue collar settings..
31"

The present trend of empirical investigation of the white collar has certainly not escaped the insightful analysis of C.W.Mills in terms of the white collar occupation. As a result of the standardization of the work process, Mills argued that none of the features of work craftsmanship is prevalent in the office.

"The alienating conditions of modern work now include the salaried employees and the wage workers. In the case of the white collar man, the alienation of the wage worker from the products of his work is carried one step further... the salaried employee does not make anything. Going year after year through the same paper routine, he is bored. He often clashes with customers and superiors, and must always be the standardized loser..32"

Implicit in this view is the idea of specialization of white collar work. Victor Thompson(1970) refers to it as "specialization of task" rather than "specialization of person".

According to him, the white collar workers have been subjected to "repetitive tasks... and the proliferation of tasks which are so simple in relation to the abilities of the worker³³."

The same theme is further pursued in the literature by other writers. N.Walker(1970), describing an office factory in a civil service department argued that :

"The pressure of the desk workers to fulfil norms and to keep up with the regular flow of paper work is similar to that created by the insistent pace of assembly lines, and that somehow it is similar to low-task involvement and low satisfaction encountered by the white collar workers...34"

Similarly, I.Hoos(1961) reported on the limiting of the white collar worker's freedom on the job, to the extent that some of them have to punch a time clock and account for all time spent away from their desks³⁵. C.Weber(1972) also reported that the "introduction of electrical data-processing often results in the elimination of many fairly complicated clerical tasks, thus taking away decision-making powers from the clerks³⁶."

The foregoing analysis implicitly suggests the presence of alienating conditions among white collar workers, as is empirically indicated in various blue collar settings. Some sociologists(Blauner :1964, Braverman :1974, Shepard :1976) specifically argued that the "mechanical pacing of work" in the office, the routine and simplification of office tasks, and the tendency of the clerical labour process being built around various office machines in the "paper processing" factory, altogether indicate the lack of power, meaning and satisfaction in the work place.

It is to be noted, though, that not all office workers are subjected to alienating conditions to the same extent in the work place. The argument is, as Kirsch et al(1971) noted :

"Not all white collar workers are adaptable to routinized specialization and machine output. White collar employees who deal with the public (personnel workers, receptionists) and certain groups of highly skilled computer personnel, ie programmers, system analysts are not likely to experience conditions leading to the dimensions of alienation...37"

Certain types of white collar workers such as machine operators, routine clerks, book keepers, supervisors are more prone to experience powerlessness, meaninglessness and self-estrangement on the job. Kirsch et al(1971) found out in their studies that 34 per cent of clerical employees in a bank are high on the scale of powerlessness, 37 per cent experience a high sense of meaninglessness and 29 per cent score high on the self-estrangement dimensions. Further supporting evidence in Shepard's study of Automation and Alienation(1971) indicated similar alienating tendencies among white collar workers. He(Shepard) found out that :

"42 per cent of the clerical workers in non-mechanized jobs in the insurance company were above the median on the meaninglessness scale, 33 per cent above the median along the powerlessness scale, and 25 per cent were high on the instrumental work orientation...38 :pg 64-84"

Interestingly enough, the above data provide some empirical support that white collar workers within certain office work settings are alienated like their blue collar counterparts, although it is a matter of degree. For the purpose of this study, the routine clerks, book keepers and production managers are treated as representing the white collar occupations in Motor Coach Industries Limited.

Summary of chapter ii

In this chapter, the theoretical framework has incorporated the writings of several theorists(Marx :1844, Blauner :1964, Shepard :1970, Marcson :1972, Widick :1976) on alienation .

Most of them conceive of it in a multi-dimensional tradition, ie in terms of powerlessness, meaninglessness, self-estrangement and job dissatisfaction. Similarly a multi-dimensional approach is used in this study to indicate its presence among blue and white collar MCI employees.

In the discussion of the blue and white collar occupations, there seems to be some clear indications in the extent to which the blue collar workers as well as their white collar counterparts differ in their levels of alienation in the work place, particularly along the dimensions of powerlessness, meaninglessness and self-estrangement.

Quite logically, on the premise of this existing body of literature discussed previously, the dependent and the independent variables are formulated. Subsequently, the hypotheses followed suit.

Dependent variable

Alienation from
work.

Dimensions

1. Powerlessness
2. Meaninglessness
3. Self-estrangement
4. Job dissatisfaction

In line with the definition of the dependent variable, the following clarification is made.

1. Powerlessness refers to the inability of the worker to control his immediate work processes, to develop a sense

of purpose and function connecting his job to the overall organization (Blauner :1964).

2. Meaninglessness of the job refers to the small contribution of the worker to the final product and also to the fragmentation of the job which the worker has to repeat day after day with perhaps the same hand movements (Seeman 1967b)
3. Self-estrangement refers to non-engagement activity, an instrumental orientation to the extent that the worker works merely for his salary and finds the job not rewarding in itself (Shepard :1972)
4. Job dissatisfaction refers to one's position relative to other workers, the recognition extended by one's superiors the degree to which one's job measures up to one's own expectations (Aiken and Hage :1966)

In a similar vein, the independent variable is formulated.

Independent variable

Dimensions

Occupation

1. Blue collar workers
2. White collar workers

As mentioned previously, blue collar workers in this study are represented by utility labourers, production line workers, welders and lead hands. The white collar workers are represented by the clerical workers, book keepers, supervisors and production managers. These various groups of "blue and white collar occupations" from which the sample

is drawn, constitute a good part of the MCI labour force.

Granted the above description of the dependent and independent variables, the following testable hypotheses were consequently formulated :

- H1.1 Blue collar workers have a tendency to experience powerlessness more so than do the white collar workers in the work place
- H1.2 Blue collar workers have a tendency to experience meaninglessness more so than do the white collar workers in the work place.
- H1.3 Blue collar workers have a tendency to experience self-estrangement more so than do the white collar workers in the work place.
- H1.4 Blue collar workers have a tendency to experience dissatisfaction more so than do the white collar workers in the work place.

In summary, the independent variable of this study is occupational type (blue and white collar). The dependent variable (alienation from work) involves four dimensions : powerlessness, meaninglessness, self-estrangement and job dissatisfaction.

The theoretical framework so discussed, the next task is to describe the research methodology of the study. Same is presented in chapter 3.

Chapter 3 :Research Methodology

This chapter presents a thorough discussion of the research design, the research site and measuring instruments used to collect the data essential for hypothesis-testing, as was enumerated in chapter 2. Also discussed were the sampling procedures and the statistical techniques of data analysis.

Research design

The measurement of the dependent variable, ie alienation from work, incorporated a multi-dimensional perspective. Based on the operational definition of alienation(see Appendix B), four sub scales were used as measuring instruments of powerlessness, meaninglessness, self-estrangement and job dissatisfaction.

The independent variable(occupation) involves blue and white collar workers. Eight control variables were also used to check for spurious relationships between alienation from work and occupation. They included "Age, sex, income, education, marital status, length of time on job, union attendance and union participation.

The rationale for using such variables was primarily dictated by previous research. Several studies have introduced "age, sex, income, education, length of time on present job, unionization" as control factors in testing the relationship between technology and alienation from work. Research evidence

indicate that the introduction of such factors did not alter the original relationships (Kirsch et al :1971, Tudor :1972, Cotgrove :1972, Shepard :1973). Thus, the justification for introducing the same control variables in this study was basically to find out if the relationships between alienation from work and occupation remained unaltered.

Research site

The sample of respondents for this study was selected from Motor Coach Industries Limited (MCI) located in Fort Garry, in the City of Winnipeg. The choice of MCI as research site was two-fold. First, the size of the plant was large enough to allow for a good number of blue and white collar employees for the sample. Second, the "situation-specific" work context allowed control for company/management variables that might affect alienation scores.

Control of this nature, however, does not rule out the possibility that the policies of the MCI management concerning, for example, remuneration and hiring and firing, might be an important determinant of alienation among the employees. For this reason, it is believed that caution must be exercised in terms of generalizing the results of this study to other work settings, even though they might share some of the job or technological characteristics inherent in Motor Coach Industries Limited.

At this point, it might be useful to trace out the historical development of Motor Coach Industries Limited so that the reader may have an understanding of the company and its growth as an industrial complex in the city of Winnipeg.

A published brochure(1975) reports that :

"MCI is now the largest manufacturer of intercity highway buses in North America. This has been accomplished by competing so far successfully with the giants of automotive industry, 39".

The company had its beginning in the early 1930's as the Fort Garry Autobody and Paint Works, basically an automotive repair shop. It soon added the conversion of automobiles into 9 to 16 passenger buses and began the manufacture of coach bus bodies for mounting on truck chassis. In the late 1930's the firm was re-organized and the name changed to Motor Coach Industries Limited. The company moved to a 20,000 square foot plant at Erin street and St Matthews avenue. At the same time, the company began to manufacture city buses exclusively.

A pattern of steady growth over the past decade or so(1963-1975) has enabled a production of five thousand intercity buses through the Winnipeg and Pembina assembly lines. The plant has two major organizational divisions :The parts and the assembly divisions. The parts division, which includes the production of engines, transmissions, bodies and other mechanical components; and the assembly division, which produces the complete (ie, intercity buses) vehicle from these parts.

The organizational structure of these two main divisions of the plant consists of several work units. These include groups of five to twenty men or an average of ten men per unit. The units comprise groups of welders, machine tenders, utility labourers, foremen, clerks, production managers etc. Among them, the blue collar operatives in specific departmental units produce parts or sub assemblies to supply the needs of the line, rather than work on the line itself.

Almost twelve hundred people are employed by Motor Coach Industries Limited. Slightly more than two thirds hold blue collar jobs in terms of the classification by the Dictionary of Occupational Titles(1970). The remainder of the labour force is involved in clerical and management duties in the company.



Research instrument

The instrument used for data collecting in this study was a self-administered questionnaire which included thirty-six items (see Appendix A). Some of the questionnaire items were related to various job characteristics such as the relationships of the worker to supervision on the job, the nature of the job itself, physical mobility in the work area, control of the pace of work etc. The other items, intended to measure each of the dimensions of alienation, mentioned in chapter 2, were mainly adapted from selected works on alienation from work in office and factory employments (Blauner 1964, Shepard :1971, Kirsch et al :1971).

A pre-test was carried out with a group of ten employees in MCI who were asked to fill out a questionnaire, the pre-test sample was not randomly selected due to time and financial limitations. However, as J.Simon(1969) has remarked, "If, you researcher will be using a questionnaire, try out the questions on friends or people in the street ... in most situations, it will reveal whether or not the questions are unintelligible, whether or not two questions elicit two identical answers.. 40"

In this study, the pre-test indicated that most items included in the questionnaire were clear and intelligible, except for two of them. These two questions were subsequently revised to avoid ambiguity. "How much money you make weekly ?" and "What is your job category ?" were altered into "In which monthly income do you fall ?" and "Would you describe your

job as blue collar, white collar, both or neither ?".

Sampling procedures

A systematic random sampling procedure was used to select respondents from Motor Coach Industries Limited. Employees with less than six months' service in the company were excluded in the sample. About eight to ten new employees were hired in the welding units and the Service Parts Manufacturing Department during the time period at which the survey was conducted. Due to their recent employment in the company in addition to being few in number, they were excluded in the sample.

It was not possible to obtain a complete listing of all MCI employees. Lack of co-operation and interest in the project at the ~~man~~ managerial level as well as time and financial constraints impeded the process of obtaining the necessary requirements about the overall MCI labour force.

However, in conformity to H.Smith(1971) in his use of the "strategic informant sampling" methodology : "locating persons occupying certain positions and from whom information about a social system in particular can be gotten ... ⁴¹ " some key informants at the lower level management and in the shop floor provided researcher with adequate information on four hundred employees from various departmental units.

These employees included fairly large groups of production workers, welders, utility labourers, clerks, book keepers and production managers. From this list, a systematic random sample of one hundred employees was selected. The process of "taking every nth unit after a randomly chosen starting unit equal to n or less than n (Smith :1971)⁴²." allowed for a specific working universe of fifty four blue collar workers and forty six white collar workers.

Pre-tested questionnaires were mostly administered to the selected respondents outside the work site before and after working hours by the key informants. The researcher administered ten questionnaires to respondents at their places who were on night shift duties and who lived in the neighbourhood of Fort Garry. Altogether, eighty four responded to the questionnaires. This return response rate (ie, 42 blue collar and 42 white collar) permitted to test for the relationships of alienation from work and occupation which involved the MCI employees.

Lack of adequate information about the company's labour force prevented the possibility of assessing the working-sample's representativeness. The reader should exercise caution in generalizing the findings of this study to the entire MCI labour force. The generalizability issue, although being a fundamental issue of survey research in the sociological tradition, nonetheless, is not as serious as it might seem in

this study. Sjoberg and Nett(1968 :132), for instance, pointed out that :

"Even if a working universe cannot be empirically demonstrated to represent a general universe, social scientists often are willing to generalize reasons for this, scientists implicitly or explicitly assume a fundamental invariance in the social phenomenon under study ... a degree of stability through space and time in the processes being investigated :108,41"

Thus, in this study, the representative nature of the sample was evaluated by means of comparing some basic demographic sample characteristics with corresponding estimates of the labour force in Metropolitan Winnipeg(Feb:1979). The comparative approach indicated that the age distributions between the two samples were quite similar, ranging from nineteen to thirty five years of age. The average weekly earnings by occupation were also found to be identical, with a salary range of \$167 to \$237(see Appendix C). One of the differences encountered in the comparison was that male workers were over-represented in the sample. This discrepancy reflected the preponderance of men in blue collar positions in the automotive industry.

Measures of alienation from work

The measures most relevant for analysis in this study included the following :powerlessness, meaninglessness, self-estrangement and job dissatisfaction.

The operationalization of these measures(see Appendix B) was

specifically based on a series of items on work alienation adapted from a larger set of items presented in Blauner's(1964) and Shepard's(1971) studies on alienation in blue and white collar employment settings. The selection of these measures was based on their relevance to the multi-dimensional conceptualization of "alienation from work" and in all cases, their previous use from the standpoint of continuity in research.

Reliability of each scale was determined by means of Cronbach Alpha : "A measure of split-reliability since it is, in effect, the mean of all the split-half coefficients resulting from different splittings of a test"⁴⁴.. Cronbach:1961, pg 297".

In each case, the reliability of the scales yielded high Alpha coefficients. For instance, the reliability analysis of the powerlessness scale yielded Alpha coefficient of .96. Corrected item to total correlations for this scale were uniformly strong, ranging from .82 to .93 with a mean of .80. Similarly the remaining three scales, ie, meaninglessness, self-estrangement and job dissatisfaction yielded high Alpha coefficients(see Appendix D for further details).

The inter-correlations among the four sub scales were uniformly strong also, with a range of .80 to .91(see Appendix E). These indications of high reliability and inter-correlations allowed researcher to proceed with confidence in the above-mentioned scales as measures of powerlessness, meaninglessness, self-estrangement and job dissatisfaction.

Techniques of data analysis

The goal of this study was to find out whether the hypothesized relationships between alienation from work and occupation are empirically supported. To meet this requirement, the following statistical techniques of data analysis were used.

- (1) Frequency distributions of blue and white collar workers on each item of the scales of alienation.
- (2) Average mean alienation scores and Eta measures of association to assess the direction and the strength of the relationships of alienation from work and occupation.
- (3) Finally, multiple regression was utilized to determine if relationships between alienation from work and occupation were conditional on variables such as Age, sex, marital status, income, education, length of time on job, union attendance and union participation.

The results obtained from the statistical analysis are presented in chapter 4.

Summary of chapter 3

In this chapter, the methodological strategies used in this study were outlined. A discussion of the research design, site and instrument, the sampling procedures as well as the statistical techniques of data analysis was presented. The operationalization of the measures used was also discussed.

Chapter 4 :Findings of the study

The hypotheses of the study were that blue collar workers have a tendency to (1) experience powerlessness (2) attribute less meaning to their job (3) feel self-estranged and (4) be dissatisfied on the job more so than do the white collar employees in Motor Coach Industries Limited.

In the data analysis, the researcher will, first of all, present findings in terms of frequency distributions on each item of the scales to indicate the extent to which the two groups (blue and white collar workers) differ in their responses to the alienation questions.

Next, an attempt to examine the direction of the relationship will be made via the average mean alienation scores. After assessing the strength of the relationships of alienation from work and occupation by means of Eta measures of association, the researcher will proceed with the multiple regression analysis. The object is to control for spurious relationships on such factors such as Age, sex, marital status, income, education, length of time on the job, union attendance and union participation, as we noted in chapter 3. Secondly, this is done in order to see if the direction and the strength of the relationship remained unaltered.

The first analysis of the data focused on frequency distributions on each item of the scales among the blue and the white collar employees. From a comparative viewpoint, 66.7%

of the blue collar workers rated their job as "too simple, unrewarding in itself" and also indicated that they worked for their "salary" compared to 11.9 per cent of their white collar counterparts(see Appendix F). On the question of physical mobility, it was found out that 73.8 per cent of blue collar workers were restricted to the vicinity of the work area, while 76.2 per cent of the white collar can move around freely in the work place. The blue collar, while being restricted in the work area, was also found to have little control over his work pace, on the amount of work he/she has to produce and in the decision-making process. Nearly 42.9 per cent of them had no control on "work Produced" in the working place, as compared to only 11.9 per cent of the white collar employees. Similarly, a total of 42.9 per cent of the blue collar found their job to be dissatisfying to a great extent.

Quite clearly, the above findings conflicted with the position of the white collar workers who enjoyed working in and for MCI. Only 9.5 per cent of them reported having "poor treatment by superiors" and only 14.3 per cent are dissatisfied with the company's treatment.

Further supporting evidence is presented in the following four tables, each showing the means and medians of the stated items to allow further statistical interpretations of alienation involving the blue and white collar workers.

TABLE I

Extent of Powerlessness among blue and white collar workers
in Motor Coach Industries Limited.

<u>Powerlessness items</u>	<u>Blue collar (N=42)</u>		<u>White collar (N=42)</u>	
	<u>Means</u>	<u>Medians</u>	<u>Means</u>	<u>Medians</u>
1. Change of steps involved in work	3.16	3.19	2.14	2.04
2. Movement in work area	3.00	3.01	2.04	2.15
3. Amount of control on work produced	3.26	3.34	1.59	1.15
4. Decisions of methods on the job	3.83	3.93	1.81	1.41
5. Influence on things at work	3.26	3.25	1.66	1.22
6. Break during working hours	3.38	3.62	2.16	2.03
7. Free from close Supervision	3.17	3.30	1.57	1.17
8. Decrease one's speed at work	3.28	3.33	2.16	2.06
9. Increase one's speed at work	3.40	3.58	2.23	2.31

To note: The higher the mean score, the higher the level of alienation.

TABLE II

Extent of meaninglessness among blue and white collar workers
in Motor Coach Industries Limited.

<u>Meaninglessness items</u>	<u>Blue collar (N=42)</u>		<u>White collar (N=42)</u>	
	<u>Means</u>	<u>Medians</u>	<u>Means</u>	<u>Medians</u>
1. Job too simple	3.47	3.75	2.14	2.16
2. Opportunity to learn other opera- tions on the job	3.33	3.54	1.97	1.92
3. Fit of job into total operation in the factory	3.38	3.80	1.57	1.28
4. Fit of job into other departments in the factory	3.42	3.75	2.02	1.96
5. Extent of contribu- tion into total production	3.09	3.26	1.54	1.22

To note: The higher the mean score, the higher the level of alienation.

TABLE III

Extent of self-estrangement among blue and white collar
workers in Motor Coach Industries Limited.

<u>Self-estrangement items</u>	<u>Blue collar (N=42)</u>		<u>White collar (N=42)</u>	
	<u>Means</u>	<u>Medians</u>	<u>Means</u>	<u>Medians</u>
1. Reward of job in itself	2.88	3.00	1.85	1.86
2. Work for salary	3.00	3.01	1.57	1.28
3. Is money the most rewarding thing?	3.31	3.62	1.93	1.91
4. Pride on the job	3.05	3.27	1.50	1.25
5. Opportunity to do things one likes best	3.07	3.11	2.02	1.99
6. Outside interests more important than job	2.76	2.81	2.00	1.96

To note : The higher the mean score, the higher the alienation

TABLE IV

Extent of job dissatisfaction among blue and white collar workers in Motor Coach Industries Limited.

<u>Job dissatisfaction items</u>	<u>Blue collar (N=42)</u>		<u>White collar (N=42)</u>	
	<u>Means</u>	<u>Medians</u>	<u>Means</u>	<u>Medians</u>
1. Extent of job satisfaction	3.41	3.75	1.52	1.14
2. Satisfaction with one's job position	2.95	3.00	2.05	1.98
3. Treatment by superiors on the job	3.02	3.11	1.57	1.20
4. Satisfaction with the job itself	3.26	3.54	1.57	1.22
5. Satisfaction with company	3.02	3.14	1.71	1.34

To note : The higher the mean score, the higher the alienation

The preceding tables presented data on the means and medians of each item of the scales of powerlessness, meaninglessness, self-estrangement and job dissatisfaction. Quite clearly, the data indicated higher alienation scores among blue collar employees of Motor Coach Industries Limited than their white collar counterparts on each item of the scales.

The results presented thus far lend support to the central argument of this study. That is to say, the blue collar workers experienced alienation from work in the form of powerlessness, meaninglessness, self-estrangement and job dissatisfaction more so than did the white collar workers.

Another item of the data analysis - ie the average mean alienation scores - is next presented. The results illustrated in table 5 indicated the direction of the relationship between alienation from work and occupation.

TABLE V

Average mean alienation scores among blue and white collar workers in Motor Coach Industries Limited.

<u>Components</u>	<u>Blue collar (N=42)</u>		<u>White collar (N=42)</u>	
	<u>Average mean</u>	<u>Std. Deviation</u>	<u>Average mean</u>	<u>Std. Deviation</u>
1. Powerlessness	29.8	(5.0)	17.8	(7.8)
2. Meaninglessness	15.7	(3.8)	8.4	(4.6)
3. Self-estrangement	16.7	(4.1)	9.3	(3.5)
4. Job-dissatisfaction	18.1	(4.3)	10.9	(3.4)
	<u>Median</u>		<u>Median</u>	
1. Powerlessness	31.6		14.2	
2. Meaninglessness	17.0		6.3	
3. Self-estrangement	18.0		8.0	
4. Job-dissatisfaction	19.8		10.0	

To note : The maximum and minimum scores possible on each scale are as follows : (1) =9 to 36, (2) =5 to 20 (3) =6 to 24 and (4) =5 to 20.

In table 5, the average means and medians in the four subscales :powerlessness, meaninglessness, self-estrangement and job dissatisfaction, indicated one consistent direction of relationship. The blue collar workers scored almost as twice as high on each of the dimensions as did the white collar workers.

To illustrate, the alienation mean scores on the meaninglessness dimension involving the blue collar employees were 15.7 on the average, in contrast to 8.4 on the average mean for the white collar employees. By the same token, the blue collar had a median score of 31.6 when compared to 14.2 for the white collar on the same meaninglessness dimension.

These overall data results provide us with further support that the blue collar workers, as predicted by the hypotheses, are higher on the alienation scales of powerlessness, meaninglessness, self-estrangement and job dissatisfaction than the white collar workers.

As a further step in the data analysis, an assessment of the strength of relationships between alienation from work and occupation on the basis of Eta measures of association is now presented. Statistical analysts(N.H.Nie et al :1975) refer to Eta^2 as "correlation ratio" or as the "proportion of variance in the dependent variable accounted for by the independent variable⁴⁵."

In this study, Nie's interpretation of Eta^2 is translated into the proportion of variation in the alienation scores accounted for by the blue and white collar occupations. Table 6 indicated the following Eta^2 coefficients between the dependent and independent variables mentioned above.

TABLE VI

Association between alienation scores and occupation via Eta^2 measures.

	<u>Power-</u> <u>lessness</u>	<u>Meaning-</u> <u>lessness</u>	<u>Self-</u> <u>estrangement</u>	<u>Job dissat-</u> <u>isfaction.</u>
Occupation	46.2	42.2	49.0	46.2

This summary table showed Eta^2 values to be fairly strong in each case. Put otherwise, the data showed that 46.2 per cent of variation along the powerlessness scale, 42.2 per cent, 49.0 per cent and 46.2 per cent of variation in the scales of meaninglessness, self-estrangement and job dissatisfaction respectively were accounted for by occupation. That is to say, there exists a fairly strong relationship between alienation from work and occupation.

Thus far, the results have indicated the general direction

and the strength of the relationships between alienation from work and occupation, using zero order correlations. To the extent that the data indicated higher levels of alienation among blue collar than white collar MCI workers on all four scales, it was suspected that control variables such as "Age, sex, marital status, income, education, length of time on job, union attendance and union participation" might have generated spurious relationships between the dependent and independent variables.

Thus, in order to check for any spurious relationships, a multiple regression analysis was used. From a statistical point of view, multiple regression is used to analyze relationships between the dependent variable (ie, alienation from work) and a set of independent variables (ie, age, sex, marital status, occupation etc).

Dummy variables related to marital status were employed to control for confounding factors in the multiple regression equation. Independent variable "occupation" (referring to blue and white collar workers) was introduced as the last variable in each scale to see if occupation still functioned as the major determinant of alienation from work among blue and white collar workers in the study.

The following tables 7, 8, 9 and 10 indicated summarized data of the multiple regression analysis.

Table 7

Multiple regression on powerlessness, occupation and several other independent variables.

Dependent variable :Powerlessness

Summary Table

<u>Independent variables</u>	<u>R²</u>	<u>r</u>	<u>Beta</u>
1. Age	.027	-0.016	-0.065
2. Sex	0.027	0.031	-0.024
3. Education	0.121	0.337	-0.048
4. Income	0.125	0.197	0.131
5. Time on job	0.125	-0.123	-0.028
6. Union participation	0.167	-0.249	-0.132
7. Union attendance	0.167	-0.257	-0.156
8. Single	0.172	0.136	-0.001
Married	0.182	-0.143	-0.028
Widowed	0.209	0.027	-0.251
Separated	0.211	0.031	-0.035
9. Occupation			
(constant)	0.506	-0.679	-0.698

Table 8

Multiple regression on meaninglessness, occupation and several other independent variables.

Dependent variable :Meaninglessness

Summary Table

<u>Independent variables</u>	<u>R²</u>	<u>r</u>	<u>Beta</u>
1. Age	0.044	-0.211	-0.170
2. Sex	0.044	0.155	-0.026
3. Education	0.177	0.408	0.078
4. Income	0.177	0.187	0.062
5. Time on job	0.177	-0.145	0.009
6. Union participation	0.222	-0.298	-0.362
7. Union attendance	0.233	-0.224	0.352
8. Single	0.234	0.104	-0.145
Married	0.239	-0.073	-0.098
Widowed	0.253	0.071	-0.087
Separated	0.253	0.029	-0.086
9. Occupation			
(constant)	0.503	-0.656	-0.641

Table 9

Multiple regression on self-estrangement, occupation and several other independent variables.

Dependent variable :Self-estrangement

Summary Table

<u>Independent variables</u>	<u>R²</u>	<u>r</u>	<u>Beta</u>
1. Age	0.012	-0.112	-0.037
2. Sex	0.012	0.029	0.017
3. Education	0.095	0.303	0.002
4. Income	0.095	0.119	0.045
5. Time on job	0.095	-0.093	0.038
6. Union participation	0.121	-0.236	-0.311
7. Union attendance	0.136	-0.150	0.439
8. Single	0.146	0.096	-0.249
Married	0.153	-0.103	-0.251
Widowed	0.163	0.059	-0.201
Separated	0.163	0.029	-0.139
9. Occupation			
(constant)	0.561	-0.700	-0.710

Table 10

Multiple regression on job dissatisfaction, occupation and several other independent variables.

Dependent variable :Job dissatisfaction

Summary Table

<u>Independent variables</u>	<u>R²</u>	<u>r</u>	<u>Beta</u>
1. Age	0.008	-0.096	0.056
2. Sex	0.011	0.323	-0.048
3. Education	0.104	0.323	0.046
4. Income v	0.104	0.125	0.038
5. Time on job	0.118	-0.161	-0.139
6. Union participation	0.150	-0.259	-0.326
7. Union attendance	0.160	-0.194	0.420
8. Single	0.168	0.098	-0.042
Married	0.174	-0.095	-0.076
Widowed	0.215	0.150	-0.031
Separated	0.216	-0.044	-0.152
9. Occupation (constant)	0.530	-0.676	-0.719

The preceding tables showed the following summarized data. 50 per cent of the variation in alienation was accounted for by the independent variables. The direction of the relationship (as indicated by simple r) and the strength of the relationships (see partial regression coefficients) were seen to remain relatively unchanged between the scales of alienation from work and occupation.

A further statistical interpretation of the preceding tables could be illustrated as follows. The original relationships between alienation from work and occupation were not conditional on the control variables such as those mentioned before in the study. A few controls, however, did show some fascinating trends. Of all control variables, "education, union attendance and union participation" indicated some significantly consistent differences in their strength of their relationships with the dimensions of alienation.

The zero order correlations indicated fairly strong simple r 's between education, union attendance and union participation with the alienation scales. The partial (Beta) regression coefficients, on the other hand, showed statistically different numerical values in each aforementioned control variable. The reasons for these differences are not readily apparent. For example, in terms of "the higher the union attendance, the higher the alienation", a clear-cut explanation is quite problematic. One can only speculate that the union in MCI

is perhaps saddled with internal problems of its own, it might be possible that the union management - a bureaucracy of its own- does not show enough clout to deal with economic issues, good working conditions, opportunities for advancement with the MCI management. In this context, the lack of union involvement on such key issues, despite high union attendance, could be deemed as potential indicators that set the stage for higher alienation among MCI employees in general.

The following data analysis has conclusively pointed out that blue collar employees were higher on each scale of alienation from work than white collar employees. To the extent that the hypotheses were empirically supported, the production managers (even 5 out of 42 white collar workers in the sample) were deemed to affect the general direction and strength of the relationships between alienation from work and occupation as a result of their affiliation with the MCI management. In this respect, an analysis on their average mean alienation scores, compared to the other white collar and blue collar workers was made. Table 11 indicated the following statistical results.

TABLE 11

Average mean alienation scores among blue collar, production managers and other white collar employees.

<u>Components</u>	<u>Blue collar</u> N=42	<u>Production managers</u> N=5	<u>Other white-collar</u> N=37
1. Powerlessness	29.8	10.4	18.4
2. Meaninglessness	15.7	5.4	8.7
3. Self-estrangement	16.7	5.8	9.4
4. Job dissatisfaction	18.1	5.8	11.2

To note :

The minimum and maximum scores for each scale are as follows : (1) =9 to 36 (2) =5 to 20
(3) =6 to 24 (4) =5 to 20.

The average mean alienation scores, as illustrated in table 11, indicated less alienation on each scale among production managers, when compared to the other white collar workers and to the blue collar as well. Despite the mean differences between the two groups of white collar employees, the overall alienation scores did not change drastically in their direction and strength, as it might have been expected. In more precise terms, to the extent that the production managers were also found to be alienated, although it was a matter of degree, the general direction and the strength of the relationships between alienation from work and occupation remained basically unaffected.

To conclude, the overall findings can thus be said to provide empirical supportive evidence to the four hypotheses formulated in the study. The ensuing chapter (chapter 5) presents a summary of the findings of the study and its conclusions.

Chapter 5 : Summary

In this chapter, a summary statement of this study is presented. The objective was to investigate the problem of alienation from work posed for blue and white collar workers in Motor Coach Industries Limited.

From a review of the literature undertaken in chapter 2, four dimensions of alienation (ie, powerlessness; meaninglessness, self-estrangement and job dissatisfaction) were emphasized. The blue and the white collar occupations were also treated as a significant aspect of the theoretical framework. Chapter 2 concluded with the operationalization of alienation from work - the dependent variable - and occupation (the independent variable). In addition to specifying the control variables : Age, sex, marital status, income, education, length of time on the job, union attendance and union participation, the hypotheses of the study were also formulated :

- (1) Blue collar workers have a tendency to experience powerlessness more so than do the white collar workers in the work place.
- (2) Blue collar workers have a tendency to experience meaninglessness more so than do the white collar workers in the work place.
- (3) Blue collar workers have a tendency to experience self-estrangement more so than do the white collar in the work place.
- (4) Blue collar workers have a tendency to experience job dissatisfaction more so than do the white collar workers in the work place.

The third chapter dealt with a discussion of the methodology

section. Statistical methods and criteria for evaluating the empirical accuracy of the project were also emphasized.

Finally, chapter 4 presented the findings, focusing on the frequency distributions of blue and white collar workers on each scale (ie, powerlessness, meaninglessness, self-estrangement and job dissatisfaction). Other findings, which included the average mean alienation scores, Eta measures of association were also presented to indicate the direction and the strength of relationships between alienation from work and blue/white collar workers. In addition, the multiple regression analysis, which controlled for spurious relationships on variables such as age, sex, marital status etc was also dealt with in this chapter.

Conclusions

The findings of the study were all in the direction predicted by the hypotheses. In brief terms, blue collar workers were found to experience more powerlessness, meaninglessness, self-estrangement and job dissatisfaction than white collar workers.

Although the study reported here was confined to a micro-sociological perspective of alienation from work in a specific social system, it does nonetheless provide some empirical justification that allows us to point to work conditions associated with feelings of powerlessness, meaninglessness etc.

The subjective manifestations of alienation from work among the MCI employees were, for instance, related to the technological characteristics of the work structure. From the point of view of the sample, "mechanized technology" in terms of various powered equipments in the factory reportedly dictated and controlled the pace of one's work so much so that the day-to-day work rhythms became routinely mechanical. Those particularly affected by the technological work structure were the blue collar workers who noted a quasi-total lack of control in the work process, an absence of physical mobility in the immediate work area, among other factors. The white collar workers, although by no means as affected by technology as did their blue collar counterparts, did nevertheless point to similar alienating work features (see Appendix F).

The major theoretical concerns of this study stemmed primarily from the works of Blauner(1964) and Shepard(1971) on alienation in blue and white collar settings. The study not only gave support to the soundness of their ideas in terms of the relationships between objective working conditions and subjective manifestations of alienation from work experienced by the workers, but it also indicated the applicability of their ideas of alienation from work among blue and white collar workers in the same company.

Several studies reported findings which paralleled those reported in this particular study. Smith and Tannenbaum(cited

in Argyris :1973) found in a study of 200 enterprises that 99 per cent of the rank and file groups wanted more control over the pace of work in their immediate work area. H.Holter (1965) reported that over half of the 5700 workers in heavy industry surveyed wanted more participation in decision-making work process. Similarly, D.Garson(1973) found that more workers are dissatisfied or very dissatisfied on a range of factors that impinge on all sides :Treatment by superiors, speed of the work process, noise on the job and treatment by managerial staff.

Overall, the general conclusion that can be drawn from this study is that blue collar workers did not fare as well in various work processes as did the white collar workers in the work place in MCI. Several factors, as elicited by the responses in the questionnaire could be interpreted as indicative of this work situation :The physical working conditions associated with noise and pollution, lack of proper ventilation, the lack of control and freedom in the work place and a range of factors related to the problem of power, meaning and satisfaction on the job. While spelling out the areas of concern affecting MCI employees, it must also be noted that this study has its limitations too.

Limitations of the study

The reader should be attentive to the following limitations. As a point in time survey limited in its scope, one cannot predict possible future trends in the levels of alienation from work among employees of other manufacturing plants by direct analogy to this specific study. Although they might share some of the technological or job characteristics of those analyzed, many of these factors probably have their own distinctive characteristics. In addition to the fact that industries are known to vary in the nature of their technological production systems (ie, each industry possesses a particular form of production technology) the applicability of the "generalization theme" in relation to the findings of this study are further limited in its scope.

As a result of inadequate data information on the totality of the MCI labour force which could have been used to assess the working - universe representativeness, the generalizability of the findings cannot be applied to the company's total labour force, except to those involved in the sample.

Another important limitation is related to the sample, which, as mentioned previously, incorporated a predominantly male sample. In the light of this discrepancy, the findings of the study did not adequately explain "alienation from work" among female MCI employees.

Because of these limitations, the findings of this study should be deemed as suggestive rather than conclusive.

Research contributions

Firstly, this study can be viewed as an attempt at re-examining the empirical generalizations related to alienation from work and blue/white collar workers in the work place. Given the methodological and conceptual implications inherent in various studies in this area, a comparative approach encompassing the phenomenon of alienation from work among blue and white collar workers in MCI was proposed.

Research evidence points out that there is considerable literature on work alienation from the standpoint of socio-technical systems. However, from the researcher's point of view, the major contribution of this particular project seems to lie in the fact that it has filled a gap which appears lacking on blue and white collar workers working for the same company in contemporary research tradition.

The study has certainly not exhausted the theme of alienation from work through its particular empirical illustrations. But, in terms of further insight into the problematics of work alienation discussed in the study, it is believed that the findings have provided some theoretical value to the body of knowledge which exists in the alienation tradition.

Suggestions for future research

In this study, analysis of the various dimensions of alienation from work among blue and white collar workers as two occupational types in the same company were made explicit. Rather than focusing on inter-occupational relationships of alienation from work among these two groups, it might be useful for future research to look at the problem from within the white collar group :That is, among the clerical workers, key punchers or production managers. One might as well look into the problem of alienation from work in the blue collar perspective, namely among production workers, welders, and utility labourers in the same company.

In this way, perhaps, more conclusive evidence - other than the empirical illustrations of this study - can be likely achieved by researchers in terms of gaining new insight and understanding into the reality of alienation in the work place.

Footnotes

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Appendix AWorker's job attitudes

Dear respondent,

This survey is designed for the purpose of gaining an understanding of worker's attitudes on and to the job in the work place. The first set of questions(1 to 11) deals with personal and general data. The second set(12 to 36) is mainly concerned with questions which require your opinion about working conditions in the factory.

Please fill out the questionnaire and return it to me within the next two weeks or so. It should be noted that all information being provided will be held in strict confidence. Only statistical totals will ever be published.

If you have any questions or suggestions to be made about the format of the questionnaire submitted to you, please feel free to contact me through phone at 269-1212 after 6 p.m.

Do not write your name on the questionnaire.

Thank you for your co-operation.

Please check the appropriate answer.

1. In which age group are you?

- | | |
|--------------------------------------|--------------------------------------|
| <input type="checkbox"/> 18-25 years | <input type="checkbox"/> 26-35 years |
| <input type="checkbox"/> 36-45 years | <input type="checkbox"/> 46-55 years |
| <input type="checkbox"/> 55 and over | |

2. Sex :

- | | |
|-------------------------------|---------------------------------|
| <input type="checkbox"/> Male | <input type="checkbox"/> Female |
|-------------------------------|---------------------------------|

3. Marital status :

- | | |
|-----------------------------------|-------------------------------------|
| <input type="checkbox"/> Single | <input type="checkbox"/> Married |
| <input type="checkbox"/> Widowed | <input type="checkbox"/> Separated |
| <input type="checkbox"/> Divorced | <input type="checkbox"/> Common Law |

4. How much education have you had?

- | | |
|--|--|
| <input type="checkbox"/> Elementary school | <input type="checkbox"/> Some high school |
| <input type="checkbox"/> High school | <input type="checkbox"/> Community college |
| <input type="checkbox"/> Some university | <input type="checkbox"/> University |

5. In which monthly income do you fall?

- | | |
|---|--|
| <input type="checkbox"/> \$400-\$600 | <input type="checkbox"/> \$601-\$800 |
| <input type="checkbox"/> \$801-\$1000 | <input type="checkbox"/> \$1001-\$1200 |
| <input type="checkbox"/> \$1201 and above | |

6. What is your job title?

- | | |
|--|---|
| <input type="checkbox"/> Labourer | <input type="checkbox"/> Helper |
| <input type="checkbox"/> Leadhand | <input type="checkbox"/> Welder |
| <input type="checkbox"/> Foreman | <input type="checkbox"/> Machine operator |
| <input type="checkbox"/> Clerks | <input type="checkbox"/> Book keepers |
| <input type="checkbox"/> Production managers | |

7. Would you describe your job as :

- | | |
|--------------------------------------|---------------------------------------|
| <input type="checkbox"/> Blue collar | <input type="checkbox"/> White collar |
| <input type="checkbox"/> Both | <input type="checkbox"/> Neither |

8. How long have you worked on this type of job?

- | | |
|--|---------------------------------------|
| <input type="checkbox"/> 6 months-1 year | <input type="checkbox"/> 2 to 3 years |
| <input type="checkbox"/> 4 to 5 years | <input type="checkbox"/> 6 to 7 years |
| <input type="checkbox"/> 8 years above | |

9. How long are you on present job in the company?

- | | |
|---|---------------------------------------|
| <input type="checkbox"/> 6 months- 1 year | <input type="checkbox"/> 2 to 3 years |
| <input type="checkbox"/> 4 to 5 years | <input type="checkbox"/> 6 to 7 years |
| <input type="checkbox"/> 8 years or more | |

10. To what extent do you participate in union activities?

To a great extent To some extent

To a little extent Not at all

11. How often do you attend meetings?

To a great extent To some extent

To a little extent Not at all

12. To what extent can you change the steps involved in doing Your work?

To a great extent To some extent

To a little extent Not at all

13. To what extent can you move from your immediate working area during working hours?

To a great extent To some extent

To a little extent Not at all

14. To what extent can you control the amount of work you produce?

To a great extent To some extent

To a little extent not at all

15. To what extent can you help decide on methods and procedures in your job?

To a great extent To some extent

To a little extent Not at all

16. To what extent do you have influence over the things that happen to you at work?

To a great extent To some extent

To a little extent Not at all

17. To what extent can you work ahead and take a short break during working hours?

To a great extent To some extent
 To a little extent Not at all

18. To what extent are you free from close supervision while doing your job?

To a great extent To some extent
 To a little extent Not at all

19. To what extent can you decrease the speed at which you work?

To a great extent To some extent
 To a little extent Not at all

20. To what extent can you increase the speed at which you work?

To a great extent To some extent
 To a little extent Not at all

21. To what extent are you satisfied on the job?

To a great extent To some extent
 To a little extent Not at all

22. To what extent are you satisfied with your job position compared to others on the job?

To a great extent To some extent
 To a little extent Not at all

23. To what extent are you satisfied with your treatment by your supervisors on the job?

To a great extent To some extent
 To a little extent Not at all

24. To what extent are you satisfied with the job itself?
- ___ To a great extent ___ To some extent
- ___ To a little extent ___ Not at all
25. To what extent would you say you are satisfied with the company you work for?
- ___ To a great extent ___ To some extent
- ___ To a little extent ___ Not at all
26. Knowing your ability, to what extent is the job that you do too simple to you?
- ___ To a great extent ___ To some extent
- ___ To a little extent ___ Not at all
27. To what extent do you have an opportunity to learn about the other operations in the factory?
- ___ To a great extent ___ To some extent
- ___ To a little extent ___ Not at all
28. To what extent do you know how your job fits into the total productions of the factory?
- ___ To a great extent ___ To some extent
- ___ To a little extent ___ Not at all
29. To what extent do you know how your work fits in with the works of other departments in the factory?
- ___ To a great extent ___ To some extent
- ___ To a little extent ___ Not at all
30. To what extent are you working for your salary in order to provide things for you to live?
- ___ To a great extent ___ To some extent
- ___ To a little extent ___ Not at all

31. To what extent is the job that you do rewarding in itself?

___ To a great extent ___ To some extent
___ To a little extent ___ Not at all

32. To what extent do you think you contribute to the total production in the factory?

___ To a great extent ___ To some extent
___ To a little extent ___ Not at all

33. To what extent is money the most rewarding reason for working?

___ To a great extent ___ To some extent
___ To a little extent ___ Not at all

34. To what extent are you proud of doing your work?

___ To a great extent ___ To some extent
___ To a little extent ___ Not at all

35. To what extent do you have an opportunity to do things that you like best on the job?

___ To a great extent ___ To some extent
___ To a little extent ___ Not at all

36. To what extent are outside interests more important to you than the job you do?

___ To a great extent ___ To some extent
___ To a little extent ___ Not at all

APPENDIX BScales of alienation

This study proposes to examine the possibility of existing patterns of relationships between four dimensions of alienation and occupation involving a sample of blue and white collar workers of Motor Coach Industries Limited. On the basis of the strength of the operationalization of alienation (see chapter 3: Methodology section), the following scales of powerlessness, meaninglessness, self-estrangement and job dissatisfaction are constructed.

Powerlessness

The powerlessness scale is reflective of the worker's feelings of being an object dominated and controlled by other people in a work environment or a technological system of production such that as the subject, he cannot alter his condition (Blauner 1964). In precise sociological terms, it refers to the perceived lack of control and freedom on the job in the work place.

As a result, the scale is made up of nine Likert-type items which quizzed the respondent on the crucial issues of power and control on the job. The responses vary from "great extent, some extent, little extent and not at all"

Like Blauner (1964) and Shepard (1973), the study focused on nine items of this mode of powerlessness :

1. To what extent can you change the steps involved in doing your work?
2. To what extent can you move from your immediate working area during working hours?
3. To what extent can you control the amount of work you produce?
4. To what extent can you help decide on methods and procedures in your work?
5. To what extent do you have influence over the things that happen to you at work?
6. To what extent can you work ahead and take a short break during working hours?
7. To what extent are you free from close supervision while doing your work?
8. To what extent can you decrease the speed at which you work?
9. To what extent can you increase the speed at which you work?

Scale of meaninglessness

The above scale is operationalized in terms of the inability of the worker to understand the events in which he is engaged. With respect to the work situation, Meaninglessness sets in when the individual roles are perceived as lacking integration into the total system of goals of an organization (Blauner :1964). When workers are hemmed in their environmental working niche at the work place, without knowing the tasks and functions of their co-workers, they feel a lack or loss of purpose and connection.

Operationalization of the meaningfulness measure was formulated with the following questionnaire items adapted from Shepard(1973) study of alienation from work among blue collar workers.

1. Knowing your ability, to what extent is the job that you do too simple for you?
2. To what extent do you have an opportunity to learn about the other operations in the factory?
3. To what extent do you know how your job fits into the total operations in the factory?
4. To what extent do you know how your work fits in with the works of other departments in the factory?
5. To what extent do you think you contribute to the total production in the factory?

Scale of self-estrangement

Aside from reflecting the consideration that the workers work merely for their salary, this scale purports to measure the degree to which work is valued primarily as a means to non-work ends rather for its intrinsic rewards(Goldthorpe :1966).

The operationalization of this mode of alienation is achieved with the use of six Likert-type questionnaire items, all of which are adaptations of Shepard(1973) and Kirsch et al(1971) studies on alienation from work in different work settings.

1. To what extent is the job that you are doing rewarding in itself?

2. To what extent is money the most rewarding reason for working?
3. To what extent are you proud of the job you are doing ?
4. To what extent are you working for your salary in order to provide things for you to live?
5. To what extent do you have an opportunity to do things you like best on the job?
6. To what extent are outside interests more important to you than the job you do?

Scale of job dissatisfaction

Job dissatisfaction, as the word implies, basically reflects a feeling of disappointment, among other things, with one's position relative to other workers in the factory, a lack of satisfaction on the job and dissatisfaction with one's superiors.

The scale is inclusive of five Likert-type items which quizzed the respondent on how well he is satisfied on the job; whether his superiors are cooperative and friendly on the work site. The following items, mainly adapted from Aiken and Hage(1966) were used to form the scale of dissatisfaction.

1. To what extent are you satisfied with your job?
2. To what extent are you satisfied with your job position compared to others on the job?
3. To what extent are you satisfied with your treatment by

your superiors on the job?

5. To what extent would you say you are satisfied with the company you work for?

Appendix CPercentage distribution of labour force by age, sex and
Income.

<u>Age group</u>	<u>Research Sample</u>		<u>Manitoba Estimates 1977</u>	
	<u>B. collar</u>	<u>W.collar</u>	<u>B.Collar</u>	<u>W.collar</u>
19 - 25 yrs	45.2	40.5	48.1	42.1
26 - 35 yrs	50.0	48.2	49.2	47.0
36 - 45 yrs	4.8	6.5	7.5	6.2
56 or more	-	4.8	-	4.7
 <u>Sex</u>				
Male	97.6	97.6	74.5	30.6
Female	2.4	2.4	25.2	69.3
 <u>Monthly Income</u>				
\$600 - \$800	40.5	60.5	35.2	64.5
\$801 - \$1000	55.4	30.1	64.6	29.1
\$1001 - \$1200	4.1	9.4	-	6.4

Appendix D

Reliability analysis for scales of powerlessness, meaninglessness, self-estrangement and job dissatisfaction.

<u>Scales</u>	<u>Item Means</u>	<u>Inter-item Correlations</u>	<u>Item-total Correlations</u>
1. Powerlessness	2.60	.80	.82 - .93
2. Meaninglessness	2.40	.82	.83 - .94
3. self-estrangement	2.59	.72	.73 - .86
4. Job-dissatisfaction	2.41	.72	.73 - .86

	<u>Alpha</u>	<u>Standardized item alpha</u>
1. Powerlessness	.969	.972(nine items)
2. Meaninglessness	.955	.959(five items)
3. Self-estrangement	.958	.960(six items)
4. Job-dissatisfaction	.930	.940(five items).

Appendix E

Inter-correlations among the four sub-scales of powerlessness, meaninglessness, self-estrangement and job dissatisfaction.

<u>Components</u>	<u>Power- lessness</u>	<u>Meaning- lessness</u>	<u>Self-est- rangement</u>	<u>job dissat- isfaction</u>
1. Powerlessness	1.000	.90	.85	.81
2. Meaninglessness	.90	1.000	.91	.85
3. Self- estrangement	.85	.91	1.000	.91
4. Job- dissatisfaction	.81	.85	.91	1.000

Note :

The correlations between these sub-scales, in accordance to the above observations, are above the .01 level of significance. As much as it is possible to consider that they "belong to the same general concept of alienation :Dwight Dean(1957)" it also seems that there is enough independence among the sub scales which warrants treating them as independent variables in this study.

Appendix F

Percentage of blue and white collar workers replying "To a great extent, to some extent, to a little extent and not at all" to the following items.

<u>Items</u>	<u>Blue collar(N=42)</u>				<u>White collar(N=42)</u>			
	<u>G.E</u>	<u>S.E</u>	<u>L.E</u>	<u>N.A</u>	<u>G.E</u>	<u>S.E</u>	<u>L.E</u>	<u>N.A</u> *
1. Movement in work area	2.4	9.5	73.8	14.3	76.2	7.1	-	16.7
2. job too simple	66.7	16.7	14.3	2.4	11.9	61.9	7.1	7.1
3. work for salary	66.7	19.0	11.9	2.4	11.9	7.5	16.3	64.3
4. Amount of control on work produced	4.8	7.1	45.2	42.9	76.2	-	11.9	11.9
5. Free from close supervision	4.8	16.7	35.7	42.9	73.8	4.8	11.9	9.5
6. Satisfaction with company	5.3	13.1	38.7	42.9	69.0	14.3	7.1	9.5
7. Treatment by superiors	9.5	9.5	38.1	42.9	71.4	9.5	9.5	9.5
8. Opportunity to learn other operations on the job	2.4	14.3	31.0	52.4	23.8	61.9	7.1	7.1

Note :

Abbreviations "G.E, S.E, L.E, N.A" refer to "Great extent, some extent, little extent and not at all."

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