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The Role of Enlightened Leadership in the Face of Career Alienation: An Applied Study at Tikrit University

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ABSTRACT

Purpose – *The study aimed to learn about the role of enlightened leadership in the face of career alienation by applying to the University of Tikrit.*

Design/methodology/approach *– Using the analytical descriptive curriculum researcher to describe and analyze the opinions of the individuals of the sample and test the impact relationships between the research variables, representing the study community of Tikrit University through a random sample based on (82) Eighty-two teaching staff at Tikrit University Colleges, and the researcher also used a package of statistical programmes for social sciences known as " (SPSS).*

Findings *– the most important finding was that there was an impact relationship for enlightened leadership with its three dimensions (The serving role, the developing role, the model role) in the face of job alienation.*

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Chapter One
General Framework for Research
First-Introduction

The success of an organization depends mainly on the complementarity of the efforts of managers and employees together as partners in this success and the personnel who work always need the support and guidance of their managers. This requires managers capable of managing organizations efficiently and effectively. Leadership in its traditional sense is not enough and the concept of enlightened leadership as a modern concept reflects the philosophy of the leader and his ability to develop a clear vision for the organization. This is done through proper planning, efficient and serious work when implementing and censoring (Kashkusha, 2021, p.47).

In the light of the changes and developments in today's organizations, it is necessary to find solid mechanisms of action that will improve the performance of the organizations through the presence of leadership capable of dealing with accelerated events that contain a lot of ambiguity, complexity and change in all areas, the negative effects of which are becoming apparent to many working individuals. In many organizations, the phenomenon of workers' alienation arose as a result of lack of satisfaction, security and security, which called for the need to find leadership with the ability to create a spirit of belonging and cooperation and cultivate a spirit of citizenship among employees (Atta, 2018, p.268).

Job alienation is an organizational phenomenon that limits the development and advancement of working individuals and their activities, thereby limiting their functioning, which negatively affects the overall performance of the organization. This is why this topic is beginning to take great interest from the departments of organizations and researchers in the field of management (Rasheed et al., 2017, p.277).

From this point of view, researchers found it necessary to link these two terms. Enlightened leadership as an independent variable, career alienation as a subordinate variable, practical reflection of its gifts and demonstration of the role of enlightened leadership in the face of career alienation in an environment where such studies are most needed as in the Iraqi environment. The study was divided into four investigations. The first research included the general framework of research and the second research included the theoretical aspect of the research variables. The third research included the practical aspect and the fourth and final research included the findings and recommendations of the research.

Second-Previous studies:

Studies on Enlightened leadership:

1. Kashkusha Study 2021: Study title “The Impact of Enlightened Leadership in Support of Organizational Identity”. The study aimed to learn about the availability of enlightened leadership pattern in the company under consideration, and determine the level of understanding of organizational identity by workers by selecting a random sample of 274 individuals.
2. Al-Obaidy study 2018: The study aimed to highlight the role of symbolic capital in the pattern of enlightened leadership. The results of the study showed a knowledge gap to explain the nature of the relationship, between symbolic capital and enlightened leadership in the organization under consideration.

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3. Lambe Kathleen Study 2011: Study title "The Impact of Enlightened Leadership Dimensions on the School Climate". The study was aimed at six schools. A sample of 49 teachers who were perceived to have enlightened leadership qualities was selected. The study showed that most of the enlightened leadership dimensions had a weak impact on the school's climate.

Studies on Job Alienation:

1- Atta Study 2018: Study Title Impact of Strategic Leadership Practice in Reducing Career Alienation. The study aims to know the impact of strategic leadership dimensions as an independent variable on career alienation subdivisions as a subdivided variable, through an identification distributed to (80) Employees of the company in question, one of the most important findings of the research is the moral effect of enlightened leadership practices to reduce job alienation in the company in question.

2- Al Khafaji Survey 2019: The impact of the organizational ethical work climate on job alienation. The study aimed to identify the relationship of the ethical work climate and its impact on job alienation. One of the most important findings of the research is the existence of a statistically significant moral effect between the dimensions of the ethical work climate and job alienation.

3- Fakhri and Saleh Study 2020: the title of the study job alienation and its impact on job satisfaction, the aim of the study is to determine the role of job alienation and its impact on the satisfaction of the employees of the company in question. The results showed the weak management of the company in reducing job expatriation.

Third-The Problem of Research:

The Following Questions Summarize the Problem of the Research:

1. To what extent does enlightened leadership contribute to the face of job alienation?
2. How well are the university's staff aware of the dimensions of enlightened leadership?
3. How much are the university's staff aware of the dimensions of job alienation?

Fourth-Research Objectives:

According to the study's problem and questions, the study seeks to achieve the following objectives:

1. To know to what extent enlightened leadership contributes to job alienation.
2. To recognize the extent to which the university's staff are aware of the dimensions of enlightened leadership.
3. To recognize the extent to which university staff are aware of the dimensions of job alienation.

Five-The Importance of Research:

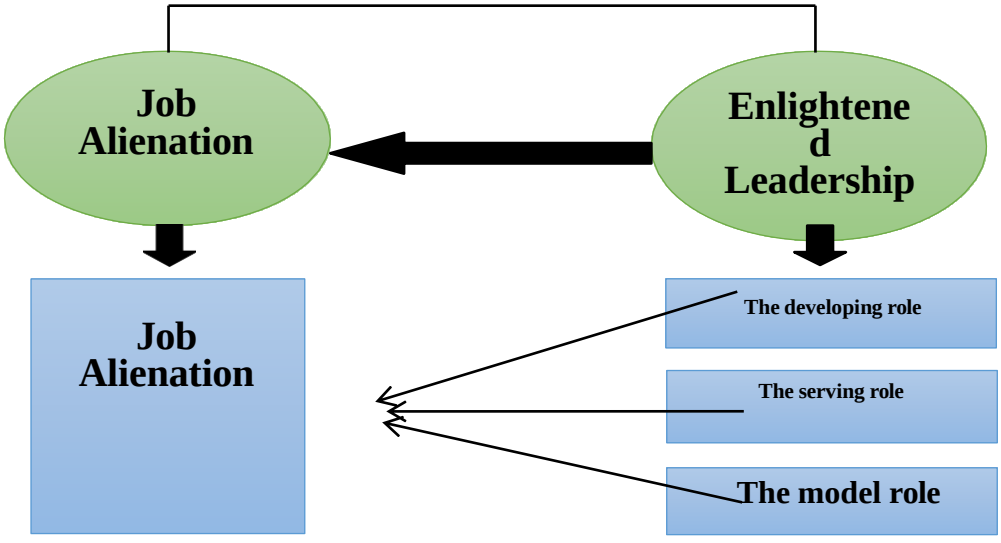
The study gains scientific significance through the importance of enlightened leadership, which has become one of the most important subjects. This leadership pattern is one of the main reasons for the success and growth of institutions. And so academic and scientific efforts tended to shed light on it to learn

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what it is and how it benefits, from this point of view, the present study is one of a series of studies carried out in this area. The researchers hope that the results and recommendations of this study will be taken seriously by the university leaders in question and that they will be employed in the practical and field realities in a manner that contributes to the achievement of the university's common objectives and employees in the various administrative configurations alike.

Six-The Model of the Study:



Seven-Research Hypotheses:

In the light of the research problem and its questions and in order to achieve its objectives, the researcher makes the main hypothesis that (there is a statistically significant moral effect for enlightened leadership in the face of job alienation) of this hypothesis is three sub-hypotheses:

1. There is a moral positive impact of the developing role as an enlightened leadership dimension in the face of job alienation.
2. There is a moral positive effect of the serving role as one dimension of enlightened leadership in the face of job alienation.
3. There is a moral positive impact of role model as one of the dimensions of enlightened leadership in the face of job alienation

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Eight-Research Methodology:

1. Data sources and data collection sources are divided into two types:

- Secondary data: Arab and foreign references include books, periodicals, research and letters associated with study variables.
- Preliminary data: the researcher conducted a field visit to the university in question and conducted personal interviews with sample individuals to obtain the data .

2. Research Limits: The research limits are as follows:

- Objective boundaries: The limits of scientific research were limited to highlighting the role of enlightened leadership as an independent variable in the face of alienation as an approved variable.
- Spatial boundaries: the field side is limited to Tikrit University in Salahuddin governorate .

Sample of the Study and Sampling Procedure:

The sample of the study is represented by a random sample of faculty members working at different university colleges of Tikrit, as the sample consisted of 82 individuals distributed to the university colleges in question.

Tools of the Research:

Drawing on previous cognitive contributions related to the current study variables, the researcher based the drafting of the questionnaire list as a measurement tool on the study (Kashkusha: 2021) regarding enlightened leadership as an independent variable according to dimensions (the serving role, the developing role, the role model), while the study (Al Khafaji: 2019) was used to measure career alienation as an approved variable.

Chapter Two
Theoretical Background
First requirement: conceptual framework for enlightened leadership
First.

The concept of enlightened leadership:

Enlightened leadership is a modern style of leadership that expresses the ability to keep abreast of the rapid developments and changes faced by the management of organizations by optimizing the capabilities, talents and potential of the organization's employees (Kashkusha, 2021, p.58).

Enlightened leadership is a philosophy based on the underlying skills of leaders and workers to make the organization more distinctive, competitive and sustainable (Watkin, 2014, p.18).

Leaders are the link between the plans and objectives of the Organization and workers. Their role is to recruit and direct all the Organization's capabilities towards achieving the Organization's vision and strategic objectives. This is done with an enlightened leader who has a great role in instilling a spirit of

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cooperation, forming relations and joint action, building human relations based on love and compassion, and advising individuals working with appropriate appreciation for their efforts (Al-Obaidy et al., 2016, p.116).

Second. The Importance of Enlightened Leadership:

The importance of enlightened leadership stems from the fact that it is possible to transcend the limits of possibility and expectation to dream and vision in keeping with the processes of development, growth and success. This is done through a different approach and behaviour from traditional methods. It is the enlightened leaders who apply spiritual leadership as a more effective method of leadership and achieve significant positive results and help decision makers to make influential decisions that benefit the most organized persons (Kathleen, 2011, p.2).

Third

Enlightened Leadership dimensions:

The main dimensions of enlightened leadership are illustrated by the roles of the enlightened leader, which are the following points (Kashkusha, 2021, pp.60-62).

1- The serving role: They are the leaders who work on the basis of the service of others and this pattern of democratic leadership that allows workers to participate in decisions and enhance their belonging to the organization, a leader characterized by giving and integrity and supports positive values.
2- The model role : Has the ability to inspire and motivate workers to achieve success and well-being for all.
3- The developing role : The development process requires leaders to streamline and improve working procedures and enjoy sufficient flexibility to overcome difficulties. Development is a strategic process that requires significant and radical changes aimed at moving the organization from the current situation to achieving a future vision that brings it to the forefront.
4- The role of the communicator: The enlightened leader has the ability to communicate with workers directly or indirectly as communication is an important means to achieve the goals.
5- The role of the moderator: This requires a leader inspired by an enlightened vision that responds to the change that has become an urgent necessity imposed by the enormous developments in the economic, social, technological and other fields .

Second Requirement: Conceptual Framework for Job Alienation

First.

The Concept of Job Alienation:

The concept of career alienation carries many meanings and contents, as some researchers define it as the employee's sense of inability to define his or her objectives and lack control over the stages of his or her current work and his or her sense of failure to belong to his or her place of work. The concept of job alienation is one of the most relevant concepts of the individual and varies from one individual to another depending on the nature of the society and the personality of the individual as well as the regulations and laws followed by the organizations (Mohammed and Balchat, 2018, p.23).

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Others also consider alienation to be a phenomenon that distinguishes humans from the rest of creatures. It is the only object capable of moving away from itself or from society or both. The degree of alienation varies from person to person depending on the degree of their sense of it. Job alienation can be said to be a psychological condition that some workers experience and feel unrelated to the reality surrounding them as a result of environmental or subjective factors they cannot adapt to (Sabr, 2013, p.250).

It is also defined as a phenomenon through which a staff member considers that his or her job is irrelevant and feels that he or she is unable to adapt to his or her social and cultural surroundings and that he or she is poorly able to control his or her work within the organization, causing him or her a sense of isolation, loneliness and despair (Dağlı & Av, 2017, p.1713).

Second.

Phases of Job Alienation:

Career alienation does not occur in the individual at once but goes through three stages until the individual reaches the peak of as follows (Aleyn, 2018, p.22).

1- First stage psychological alienation: At this point, the individual feels a kind of alienation between himself and the organization in which he works, and the individual feels negative feelings about the organization, causing low productivity and a spirit of indifference among the workers.

2- The second stage is mental alienation: It is more dangerous than the psychological alienation of the organization and employees, where it is characterized by mental homelessness and loss of ability to concentrate and the desire of working individuals to obtain leave to move away from the organization's atmosphere.

3- Phase III Physical alienation: At this point the alienation is total, as problems within the organization are exacerbated especially if the administration is in the face of the expatriate or stands against it and does not want to hear his problems leading the organization to the abyss of decline .

Third.

Career Alienation Dimensions:

The dimensions of career alienation are five dimensions agreed upon by most researchers:

1- Lack of strength: The lack of strength is the staff member's sense of helplessness and inability to control and predict the outcomes of work. This feeling is created by the conditions to which the staff member is exposed, leaving him unable to carry out the required activities (Fakhri and Saleh, 2020, p.287)

2- Incomprehensible: This feeling is generated by an individual's feeling that he or she lacks guidance or behaviour and belief, which generates a sense of emptiness and lack of motivation to give meaning to his or her interests and orientations (Patience, 2013, p252).

3- Loss of standards: Workers' lack of adherence to regulations, standards and norms means a disintegration of social values that generates failure to control and control an individual's behaviour (Atta, 2018, p.286).

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4- Self-alienation: is the loss of one's relationship with oneself, becoming separate from it, unable to find self-appropriate activities and having no internal motivation, so that the individual becomes like a robot (Fakhri and Saleh, 2020 ,p.288).
5- Isolation: Isolation occurs when individuals fail to form relationships with others in their workplaces, leaving them unable to communicate with them, as well as inducing isolation as a result of other factors such as bureaucratic organizational structure that leads to a sense of isolation among workers (Al-Khafaji, 2019, p.141).

Chapter Three

Practical Framework for Research

First

Validity and Reliability (Alpha Cronbach Test):

Measuring the degree of validity and reliability of the questionnaire form through the Alpha Cronbach coefficient shown in the following table:

Table (1)
Measurement of validity and reliability for measuring research variables (Questionnaire)

Reliability	Validity	Items	Variables
0.82	0.77	12	Enlightened leadership
0.75	0.79	12	Job alienation

Table 1 of the Alpha Cronbach test for validity shows that the constant value of enlightened leadership phrases is 0.77 while the value of the coefficient of reliability for the same phrases is 0.82, indicating that the internal consistency of enlightened leadership phrases is highly acceptable.

As shown in table 1 of the Alpha Cronbach Test of validity, the constant value of career alienation terms is 0.79 while the value of the coefficient of reliability for the same terms is 0.75, indicating that the internal consistency of career alienation terms is highly acceptable.

Descriptive analysis of the study's variables, includes:

1-Descriptive test of Enlightened Leadership Dimensions:

It includes the description and presentation of the opinions of the selected research sample statistically according to statistical measures (computational medium and standard deviation factor difference).

Table No. (2)
Description of sample research opinions on the dimensions of enlightened leadership

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O	Enlightened Leadership Measurement Phrases	ean	D	F
After the Serving Role				
	Get my leadership support permanently	.8	.91	.192
	Leadership is keen to solve my own problems	.4	.81	.188
	The University appreciates my knowledge contributions to the University	.7	.72	.193
	I can sit with university leadership at some point.	.4	.79	.184
	Total Values	.8	.80	.189
After the developing role				
	The university is keen to develop my skills	.4	.87	.192
	The university seeks to provide developed methods of performance	.9	.83	.197
	The University is interested in holding training courses for development	.6	.89	.199
	On a personal level, I seek to develop my skills.	.3	.85	.186
	Total Values	.3	.86	.193
Model role				
	University leadership is interested in faculty members	.4	.81	.190
0	University leadership supports leadership culture by example	.6	.80	.187
1	Follow my line manager at work	.7	.83	.194
2	University leadership is an important source of work for me	.9	.79	.195
	Total Values	.4	.80	.191

Source: Researcher * * relevant statistically prepared at a morale level of 0.01 * relevant statistically at a morale level of 0.05

It can be concluded from table (2)

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- All computational circles are statistically relevant to the removal of enlightened leadership, as follows: The serving role has arithmetic average of (4.4) with a standard deviation (0.86) and a different factor (0.193), and the developing role has arithmetic average (4.3) with a standard deviation (0.86) and a different factor (0.193), and the dimension of a model role has arithmetic average of (4.4) with a standard deviation (0.80) with a standard deviation (91).
- The ratios in Table 2 indicate the consent, acceptance and understanding of the University's investigators in question of the terms of measuring leadership enlightened by its dimensions (developing role, serving role, model role).

2-Descriptive test of the dimensions of job alienation:

It includes the description and presentation of the opinions of the selected research sample statistically according to statistical measures (computational medium and standard deviation factor difference).

Table (3)

Description of sample individuals' opinions on job alienation statistically

NO	Career alienation measurement phrases	Mean	S D	C V
1	It is difficult for me to make any decision related to my future career	3.2	0.80	0.193
2	I'm bored because of the work routine	3.8	0.84	0.184
3	I have not achieved anything of value in my line of work	4.7	0.89	0.192
4	My job does not give me the opportunity to exploit my potential and capabilities	3.6	0.84	0.188
5	I adhere to work contexts and procedures even if I am not convinced of them	3.8	0.43	0.191
6	I meet the mistake sometimes by being silent about it	3.4	0.89	0.192
7	My exercise of freedom at work is limited	3.6	0.81	0.177
8	I feel weak in my ability to adhere to the prevailing systems and values in my work environment	3.6	0.83	0.197
9	I feel like a stranger among my coworkers	3.7	0.80	0.191
10	My relationship with my coworkers is not characterized by trust	4.2	0.79	0.189

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NO	Career alienation measurement phrases	Mean	S D	C V
11	I lose sense of job security	3.3	0.80	0.176
12	I don't feel my self-worth when I work	3.7	0.84	0.186
	Total Values	3.7	0.79	0.188

The statistical indicator at a morale level is of 0.01, also, statistically indicative at a morale level of 0.05

Source: Prepared by the researcher based on the results of the statistical analysis.

Table 3 concludes that the results of statistical processing in relation to the level of career alienation at the university in the questionnaire according to the opinions of the individual responsibilities of the selected sample were of an average arithmetic (3.7) and a standard deviation (0.79). While the value of the variation factor (0.188), these ratios are considered acceptable and indicate the acceptance and understanding by the members of the specimen selected for career alienation measurement terms and their availability in the workplace.

Testing Research Hypotheses and Impact Relationships:

1. **Test hypotheses and relationships:**

The objective of the hypothesis test is to know the nature of the relationship between enlightened leadership dimensions (the serving role , the developing role, the model role) and between career alienation as a subordinate variable. The research relies on a key hypothesis (there is a moral effect that statistically demonstrates enlightened leadership in the face of career alienation), three of which are sub-hypotheses, as follows:

1. There is a moral positive effect of the dimension of the model role as one of the dimensions of enlightened leadership in the face of job alienation.
2. There is a moral positive impact of the developing role as an enlightened leadership dimension in the face of job alienation.
3. There is a moral positive impact of the model role as one of the dimensions of enlightened leadership in the face of job alienation.

Table (4)

Pearson's grading coefficient between enlightened leadership and job alienation

Level of significance and morality	R value	Enlightened leadership dimensions	Job alienation
Positive and morally significant	0.535**	Serving role	
Positive and morally significant	0.646**	Developing role	
Positive and morally significant	0.592**	Model role	

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Positive and morally significant	0.591 **	Average Total Dimension Values	

Statistical significance at a morale level of 0.01 Statistical significance at a morale level of 0.05

Table 4 shows the following:

1. The results of the statistical processing above demonstrated that the value of the correlation factor between servants' homes and career alienation was (0.535 * *) which is a positive moral value indicating a positive correlation of statistical significance at a moral level (0.01) between servants' homes and career alienation.

2. The result of statistical processing was shown in the above table that the value of the coefficient of association was the model role and career alienation (0.646 * *) which is a positive moral value indicating a positive correlation of statistical significance at a moral level (0.01) between the developing role and career alienation.

3. The result of statistical processing in the above table demonstrated that the coefficient of association between model role and career alienation (0.592 * *) was a positive moral value indicating a positive correlation of statistical significance at a moral level (0.01) between model role and career alienation.

4. The result of statistical processing in the above table demonstrated that the aggregate value of the coefficient of association between enlightened leadership by removing it in aggregate and career alienation was (0.591 * *) which is a statistically relevant moral value at a moral level (0.01) indicates an impact relationship of enlightened leadership in the face of career alienation.

5. According to the statistical processing results in Table 4, more than one dimension of enlightened leadership was shown to have been the developing role as an influence tool in the face of career alienation at the university in question according to data obtained from the selected sample at that value (0.592 * *), which is a statistically significant moral value.
   2. Test hypotheses:

The first sub thesis: "There is a moral positive effect of the serving role as one of the dimensions of enlightened leadership in the face of job alienation. ".

Through the T-test and regression model to measure the relationship between the serving role element as an enlightened leadership dimension (as an independent variable) and career alienation as a subordinate variable.

Table (5)

The regression model to measure the relationship between the serving role as one dimension of enlightened leadership (as an independent variable) and career alienation as an approved variable

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Morale	Level of significance	T-Tests	Regression coefficient β_i	Independent variables	
Significance	**.005	4.2	1.54	Consistency	
Significance	**.000	5.4	0.77	Serving role	X_1

Source: Prepared by the researcher: there is a statistical indication at a morale level of 0,01 * *.

Table 5 concludes that the element of the serving role as an enlightened leadership dimension has a statistically positive impact on the career alienation variable as a dependent variable. Statistical treatment through table 5 demonstrates the validity of the second subtheme: "There is a moral positive effect of the dimension of the serving role as an enlightened leadership dimension in the face of career alienation".

Sub-hypothesis II: "There is a moral positive impact of the developing role as an enlightened leadership dimension in promoting job alienation. ".

Through the T-test and regression model to measure the relationship between the developing role element as an enlightened leadership dimension (as an independent variable) and career alienation as a dependent variable.

Table (6)

Regression Model for Relationship Measurement Developing Role Element as an Enlightened Leadership Dimension (as an independent variable) and Career Alienation as a Dependent Variable

Morale	Level of significance	T-Tests	Regression coefficient β_i	Independent variables	
Significance	**.000	5.4	1.58	Consistency	
Significance	**.000	4.7	0.73	developing role	X_1

Source: Prepared by the researcher: there is a statistical significance at a morale level of 0.01 * *.

Table 6 concludes that the developing role as an enlightened leadership dimension has a statistically positive impact on the career alienation variable as a dependent variable. Statistical treatment through table 6 demonstrates the validity of the second subtheme: "There is a moral positive impact of the developer's role as an enlightened leadership dimension in the face of career alienation".

Sub-hypothesis III: "There is a moral positive impact of the model role as one of the dimensions of enlightened leadership in the face of job alienation. ".

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Through the T-test and regression model to measure the relationship between model role as a tool for change as a dimension of enlightened leadership (as an independent variable) and career alienation as a subordinate variable.

Table (7)

Proposed regression model for measuring the relationship between model role as a dimension of enlightened leadership (as an independent variable) and career alienation as a subordinate variable

Morale	Level of significance	T- Tests	Regression coefficient β_i	Independent variables		
Significance	**.005	5.2	1.44	Consistency		
Significance	**.000	5.8	0.62	model role		X_1

Source: Prepared by the researcher: there is a statistical significance at a morale level of 0.01 * *.

Table 7 concludes that the model role as an inspiring dimension of leadership has a statistically positive impact on the career alienation variable as a dependent variable. Statistical treatment through the above table demonstrates the validity of the third subtheme: "There is a moral positive effect of the model role as a dimension of enlightened leadership in the face of job alienation".

Chapter Four

Conclusions and Recommendations

First: Conclusions

Through statistical processing, the researcher reached a set of conclusions which are:

1. The results of statistical processing of data have validated the main hypothesis that (there is a moral effect statistically to inspiring leadership as an independent variable by removing it (the serving role, the developing role, the model role) in the face of career alienation as a subordinate variable.
2. The result of statistical processing proved that the value of the correlation coefficient between after the serving role and career alienation was (0.535 * *), a moral value indicating a positive correlation of statistical significance at a moral level (0.01) between the serving role and career alienation.
3. Statistical treatment has shown that the value of the correlation coefficient between post-developed role and career alienation is (0.646 * *), a moral value that indicates a statistical correlation at a level of morale (0.01) between developing role and career alienation.
4. Statistical treatment demonstrated that the value of the coefficient of association between the model role and career alienation was (0.592 * *), a moral value that indicates a positive

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correlation of statistical significance at a moral level (0.01) between model role and career alienation.

According to statistical processing results, more than one dimension of enlightened leadership has had a significant impact in the face of job alienation at the university in question, which is the highest moral value statistically.

Second: Suggestions

Through the results of the study, the researcher suggests the following recommendations:

1. University leadership should adopt an enlightened leadership style based on understanding the views, thoughts and aspirations of faculty members as they feel they are important members of the university.
2. University leadership is keen to empower faculty members to enhance their self-confidence in a way that contributes to their sense of alienation and motivation towards the execution of tasks and activities.
3. The university leadership should enhance the effectiveness of its serving role , developing and model role. In accordance with the results of the present study, it contributes to confronting the feeling of expatriate employees and reduces their sense of isolation, as these roles are based on respect and mutual cooperation among individuals and their leadership.
4. Intensify research and scientific efforts by urging researchers at the University to highlight and focus on research focusing on enlightened leadership and its roles in the face of job alienation at the University in question in particular and at universities, institutes and academic institutions in general.

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