

How Marketing Employees' Feelings of Job Alienation Affect Their Marketing Creativity in Jordan

Prof. Tareq N. Hashem*

Full Professor of Marketing Department, Faculty of Business, Applied Science Private University, Amman, Jordan

ORCID ID: <https://orcid.org/0000-0001-9564-931X>

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ABSTRACT

Original research paper

This study aims to examine the relationship between job alienation and marketing creativity among marketing staff in the banking industry. Job alienation characterized by feelings of powerlessness, meaninglessness, and social isolation, has an influence on marketing creativity. The study employs a quantitative method to gather data and determine the extent to which job alienation affects marketing creativity. A standard survey was distributed to 333 marketing employees in Jordan's banking sector. Statistical techniques, including descriptive and regression analyses, were applied to investigate how job alienation translates into marketing creativity. The results indicate that job alienation impacts marketing creativity, which is significant for how companies handle and attempt to engage their employees.

Keywords: Job Alienation, Powerlessness, Meaninglessness, Social Isolation, Marketing Creativity.

*Corresponding author: Prof. Tareq N. Hashem

Full Professor of Marketing Department, Faculty of Business, Applied Science Private University, Amman, Jordan

1. Introduction

In today's competitive business world, creativity plays a key role in marketing. We define creativity in marketing as the ability to come up with new useful ideas to boost plans and campaigns. Among the many mental and company-related issues that can hold back creativity feeling disconnected from work stands out. Studies of society and organizations show that when people feel alienated at their job, they pull away from their work, colleagues, and the company itself. This disconnect can lead to feeling isolated, purposeless, and powerless, which can affect job happiness and output. In marketing where creativity matters most, feeling cut off from one's job can get in the way of crafting and using fresh ideas. Creativity drives competitive edge in today's business world in marketing. Marketing creativity means staff can

come up with new useful ideas to boost marketing plans, campaigns, and customer connections (Amabile, 1988; Zhou & Shalley 2003). Several factors in organizations and people's minds often block creativity; job alienation stands out as a big one. Job alienation marked by feelings of helplessness, pointlessness, and being cut off from others, has a widespread effect on how much workers engage how happy they are, and how well they perform (Seeman 1959; Hirschfeld & Field 2000). Job alienation can hurt the creation and rollout of fresh ideas in marketing where breaking new ground and thinking outside the box matter most. While research on marketing workers is scarce in developing countries like Jordan many organizational settings have been examined to understand how job alienation relates to creativity. Jordan's unique cultural, economic, and

organizational environment provides a compelling case to examine this connection. The country's job market is characterized by high unemployment rates among youth, and a heavy dependence on foreign labor.

These factors might increase the feeling of job alienation among marketing staff particularly in sectors with high turnover and limited opportunities to grow. This study looks at Jordan to give a fresh take on how job alienation and marketing creativity are connected. By summing up recent research and spotting gaps in what we know, it aims to shed light on the way job alienation has an impact on marketing creativity. This review also hopes to offer useful tips for companies that want to build a workforce that's more innovative and engaged.

2. Problem Statement

Despite the growing importance of marketing creativity in developing nations like Jordan, there is a lack of research on how job alienation affects marketing creativity.

While people are starting to see how important creativity is in marketing in growing countries like Jordan, not much research looks at how feeling with job alienation affects marketing creativity. Most studies on job disconnection and creativity have been done in Western countries where culture, money, and how companies work might be very different from Jordan. Also, there's not enough research on marketing workers in specific situations that need a lot of new and creative ideas. It is important to analyze the impact of job alienation on marketing creativity in Jordan within the specific cultural, economic, and organizational environment of the country.

These questions are the focus of this paper:

1. Is there an impact of job alienation on marketing creativity?
2. What if the level of job alienation in Banking sector?
3. What if the level of determining the level of marketing creativity in banking sector?

Research Objectives

1. Determining the impact of job alienation on marketing creativity.
2. Determining the level of job alienation in Banking sector.
3. Determining the level of marketing creativity in banking sector.

3. Literature Review

3.1 Job alienation

Job alienation is a complex issue rooted in sociology and organizational theory. Melvin Seeman (1959) identified five key aspects of alienation: feeling powerless, seeing things as meaningless, lacking norms, being isolated, and feeling

estranged from oneself. Experts in organizational behavior measure job alienation using three main factors: a sense of powerlessness, lack of meaning, and social isolation (Hirschfeld & Field, 2000).

1. **Powerlessness:** This part talks about the feeling that you can't control your actions or how hard you work. People who feel powerless think what they do doesn't change much in the company. This makes them feel stuck and cut off from others (Spreitzer 1995).
2. **Meaninglessness** happens when someone thinks their job doesn't matter or has no point. Workers who see their tasks as pointless are less likely to care or get involved. This can affect how much they do and how creative they are (Hackman & Oldham 1976).
3. **Social isolation** is about feeling apart from the company and other workers. People who feel isolated don't want to work with others or share ideas anymore. This gets in the way of coming up with new ideas and being creative (Sarros et al. 2002).

3.2 Marketing Creativity

Creative marketing plays a key role for companies looking to create unique marketing plans, boost customer involvement, and stay ahead of rivals. This includes launching new products and services, speeding up marketing efforts, and solving marketing problems. Many studies show that marketing creativity has an impact on various parts of an organization (Hashem 2010; Hashem 2016; Hashem 2020; Hashem, & Al-Aqrabawi 2013). This matters a lot in the finance world where customer likes often change and competition is fierce.

Marketing creativity is the ability of staff members to generate new useful ideas to enhance marketing campaigns, plans, and means of client interaction (Amabile, 1988).

According to Woodman et al. (1993), marketers must be creative to design campaigns that attract attention, speak to their intended audience, and outperform competitors. People are realizing how important marketing creativity is as a result of technology's rapid advancement and the complex nature of consumer behavior (Zhou & Shalley 2003). Organizational culture, leadership, and employee involvement are only a handful of the many elements influencing marketing creativity (Oldham & Cummings, 1996).

Companies have to create a culture encouraging experimentation and risk-taking if they want to increase creativity (Amabile, 1988). Research have also revealed that transformational leadership, which seeks to motivate and include individuals, can foster creativity (Tierney & Farmer 2002). High degrees of employee involvement, which manifests as enthusiasm and commitment, also help to foster creativity (Shalley et al. 2004).

3.3 The Relationship Between Job Alienation and Marketing Creativity

Employee creativity can be stifled, according to research, if you feel unconnected to your work. Those who feel out of place are less inclined to engage in innovative thinking and problem-solving. According to Oldham and Cummings (1996) and Nair and Vohra (2010), this gap can deplete motivation and engagement, which ultimately harms creativity and produces poorer marketing outcomes.

1. **Powerlessness and Creativity:** Workers who feel helpless might believe their efforts have no impact on corporate results. This feeling of being powerless can reduce their motivation to generate and implement innovative ideas (Spreitzer 1995). Studies indicate that those who believe they have no control over their job are less inclined to leap in and find solutions in novel ways (Zhou & Shalley, 2003).
2. **Meaninglessness and creativity:** Those who view their task as pointless lack more desire and passion. Because employees don't want to spend time coming up with fresh ideas, this lack of incentive might inhibit creativity (Hackman & Oldham 1976). Research indicates that those who consider their job important are more likely to participate in creative activities (Amabile, 1988).
3. **Social Isolation and Creativity:** Social isolation decreases opportunities to collaborate and exchange ideas, so harming creativity. Workers who feel socially isolated are less likely to seek comments and suggestions from their colleagues, hence hindering their capacity to generate and develop innovative ideas (Sarros et al. 2002). Studies indicate that encouraging social surroundings are quite important in promoting creativity (Woodman et al. 1993).

3.4 Contextual Factors in Jordan

The cultural, economic, and organizational setting in Jordan has an influence on the link between work alienation and marketing creativity. Jordan's job market depends on foreign workers and sees high youth unemployment (Naveed & Rana, 2013). These issues can cause marketing staff to disconnect from their work in companies that offer few chances to advance and have high staff turnover.

1. **Cultural Factors:** Jordan's culture values teamwork and friendship. So, workers who find it hard to build good relationships with colleagues might feel alone (Hofstede, 1984). This loneliness could stop you from coming up with new ideas if you have fewer chances to work together and share thoughts.
2. **Economic Factors:** Marketing professionals in Jordan might feel useless and undervalued because of the lack of jobs for young people. When workers can't move up in their careers, they might think their work doesn't matter. This can hold back new ideas.
3. **Organizational Factors:** One thing to think about in companies is that local workers in Jordan might feel

alone because the country depends on workers from other countries. Local employees might think foreign workers get better treatment. This situation could cause problems and make it harder for people to work together.

4. Study Hypotheses

H: There is an impact between Job alienation, characterized by feelings of powerlessness, meaninglessness, and social isolation and marketing creativity in banking sector.

H1: There is an impact between powerlessness and marketing creativity in banking sector.

H2: There is an impact between meaninglessness and marketing creativity in banking sector.

H3: There is an impact between social isolation and marketing creativity in banking sector.

5. Methodology

This research uses a quantitative method to gather data. It involves giving marketing staff in Jordanian banks a structured survey to fill out.

6. Population and Sample

This study focuses on marketing staff employed in banking sector in Jordan. The researchers picked 333 people from various banks using a convenience sampling method.

7. Data Collection

We created a questionnaire with three parts to measure job alienation and marketing creativity:

1. **Demographic Information:** This part asks about the gender, education, and experience of those taking part.
2. **Job Alienation Scale:** This part has items from proven scales to gauge job alienation (powerlessness, meaninglessness, and social isolation). People rate how much they agree with each item on a 5-point Likert scale.
3. **Marketing Creativity Scale:** This part evaluates how creative people say they are in their marketing jobs.

8. Data Analysis

Here's how researcher analyzed the gathered information:

1. Descriptive analysis: Frequency and percentages, mean and standard deviation.
2. Multiple regression was used to check if their hypotheses were right.

9. Reliability

We used Cronbach's Alpha to check how reliable the scale was. The numbers turned out good, as they were higher than the accepted 0.70. (Sekaran & Bougie, 2016)

You can see a summary of what we found in the table below:

Table1. Cronbach Alpha test

Variable	α	Q
powerlessness	0.979	1-5
meaninglessness	0.966	6-10
social isolation	0.867	11-15
Marketing Creativity	0.866	16-20

10. Results

10.1 Sample Characteristics:

The research examined 333 marketing staff, with males comprising 57.7% and females 42.3% of the sample. Also more than half (50.8%) had over 15 years of work experience, and (45.9%) held a bachelor's degree..

10.2 Descriptive Statistics:

Mean and Standard Deviation were used to describe attitudes toward the variables. Table 2 summarizes the results:

Table2. Descriptive Statistics

Variable	μ	σ
powerlessness	2.7580	1.50938
meaninglessness	2.8943	1.52588
social isolation	3.0366	1.56289
Job Alienation	2.8963	1.45003
Marketing Creativity	3.4793	1.53260

Above table shows that there is a medium level of Job Alienation since its mean is between 2.33-3.66. also, it is found that social isolation has the highest mean (3.0366) whereas, powerlessness has the lowest mean (2.758). Regarding marketing creativity, it is found that there is a medium level of Job Alienation since its mean is between 2.33-3.66

10.3 Hypotheses Testing:

H: There is an impact between Job alienation, characterized by feelings of powerlessness, meaninglessness, and social isolation and marketing creativity in banking sector.

Table 3. Hypotheses Testing

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.675	.456	.451	1.13601

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	355.248	3	118.416	91.759	.000
	Residual	424.579	329	1.291		
	Total	779.827	332			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.542	.139		39.746	.000
	powerlessness	-.265	.074	-.261	-3.557	.000
	meaninglessness	-.245	.102	-.243	-2.402	.017
	social isolation	-.206	.097	-.210	-2.124	.034
a. Dependent Variable: Marketing Creativity						

a. Dependent Variable: Marketing Creativity

Multiple Regression was used to evaluate the primary hypothesis. It is found that the F value was statistically significant at the 0.05 level. That means there is an impact between Job alienation, characterized by feelings of powerlessness, meaninglessness, and social isolation and marketing creativity in banking sector. A correlation coefficient of 0.675 indicates a high correlation. The independent variables explained 45.6% of the variations observed in the dependent variable.

The coefficients table shows that:

- There is a negative impact between powerlessness and marketing creativity in banking sector, since t value= -3.557 is significant at 0.05 level.
- There is a negative impact between meaninglessness and marketing creativity in banking sector, since t value= -2.402 is significant at 0.05 level.
- There is negative impact between social isolation and marketing creativity in banking sector, since t value= -2.124 is significant at 0.05 level.

11. Discussion and Recommendations

This study corroborates prior studies indicating that job alienation adversely affects marketing innovation. Previous research indicates that a deficiency in intrinsic motivation and engagement can constrain individuals' creativity in the workplace. The findings substantiate this notion.

The findings provide essential insights on corporate management. To enhance creative marketing, organizations may seek to diminish workplace alienation by:

-Enhancing autonomy: Granting employees greater power over their responsibilities and decisions can elevate morale, stimulate innovation, and foster a sense of ownership.

-Fostering a Supportive Culture: An advantageous workplace that prioritizes collaboration and transparent idea exchange can significantly reduce feelings of isolation and enhance productivity.

-Providing Resources: Encourage your employees to innovate by supplying them with the necessary tools to implement their novel ideas.

-Provide employees with opportunities for professional development and participation in incentive programs to

enhance engagement and mitigate the detrimental effects of job alienation on marketing creativity.

12. Limitations and Future Research

There are a few limitations and other issues with this study. First, individuals may exaggerate or underestimate their levels of job alienation and marketing inventiveness if they depend on self-reported data. This could lead to skewed results. The use of objective measurements of creativity, such as performance statistics or boss ratings, could be considered in future research. Secondly, these results may only be applicable to marketing workers in Jordan because that is where the research was conducted. Possible future research directions include examining cultural and organizational differences in the correlation between work alienation and marketing innovation.

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