

The Role of Conscious Leadership in Reducing Job Alienation: An Analytical Study of the Opinions of a Sample of Employees at the Presidency of Sulaimani Municipality

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Abstract:

Background: Job alienation is an important organizational issue that may negatively affect employees' attachment to their work. However, the actual level of job alienation and its relationship with conscious leadership remain unclear, creating a practical need for investigation.

Objectives: This study aims to examine the relationship between conscious leadership and job alienation among employees at the Presidency of Sulaymaniyah Municipality, assess the statistical relationship between conscious leadership and job alienation, and determine which dimensions make significant predictive contributions to job alienation.

Methods: The study adopted a descriptive-analytical approach. The study population comprised approximately 520 employees, and 250 questionnaires were distributed, 233 were returned, and 220 valid questionnaires were retained for analysis. Data were collected using a five-point Likert-scale questionnaire and analyzed using SPSS version 25 through descriptive statistics, Cronbach's alpha, Pearson's correlation, and simple and multiple linear regression.

Results: The findings showed that conscious leadership was perceived at a relatively high level, with Cognitive Awareness representing the most prominent dimension. Job alienation was at a relatively low to moderate level, with Normlessness being the most prominent dimension and Social Isolation the least prominent. A statistically significant negative relationship was found between conscious leadership and job alienation, and conscious leadership made a statistically significant negative contribution to the prediction of job alienation. At the dimensional level, Self-Awareness and Cognitive Awareness made statistically significant negative unique contributions, whereas Awareness of Others and Situational Awareness did not demonstrate statistically significant unique contributions.

Conclusion: The findings indicate a statistically significant negative association between conscious leadership and job alienation. In particular, Self-Awareness and Cognitive Awareness made significant predictive contributions within the model, while the overall explanatory capacity remained limited, suggesting that other factors may also contribute to employees' experiences of job alienation.

Keywords: Cognitive Awareness; Conscious Leadership; Job Alienation; Municipal Employees; Self-Awareness

Introduction:

Organizations now work in conditions that shift quickly and often involve competing demands. Strong leadership therefore matters greatly for organizational stability and employee well-being. The issue is especially clear in public institutions, where the quality of public services depends heavily on employees' performance and morale. Leadership approaches built on self-reflection, trust, and ethical relationships have consequently drawn greater attention. Conscious leadership is one such approach: it asks leaders to understand their own behavior, their followers, the situation around them, and the mental processes shaping their decisions (Marinčič & Marič, 2018, p. 175). This study examines conscious leadership through four dimensions: Self-Awareness, Awareness of Others, Situational Awareness, and Cognitive Awareness.

Job alienation occurs when employees lose their psychological and social connection to their work, organization, or professional identity. It can appear as a sense of powerlessness, a lack of meaning, isolation from colleagues, weak attachment to workplace norms, or distance from one's own sense of self (Abdelgalil, 2022, p. 460). At the Presidency of Sulaymaniyah Municipality, demanding administrative routines and constant pressure to provide services may leave employees feeling detached from their work and less connected to the organization.

Although conscious leadership and job alienation have received considerable attention in organizational research, few empirical studies have examined how the dimensions of conscious leadership relate to job alienation. This gap is especially clear in public-sector municipal settings. Accordingly, the study examines this relationship among employees of the Presidency of Sulaymaniyah Municipality.

This study examines conscious leadership and job alienation among employees of the Presidency of Sulaymaniyah Municipality. It also tests the relationship between the two constructs, assesses whether the dimensions of conscious leadership predict job alienation, and determines which dimensions make statistically significant contributions in this municipal workplace.

Literature Review:**Conscious Leadership: Theoretical Foundations and Conceptualization**

Conscious leadership is a modern approach built on a leader's awareness of personal conduct, other people, and the changing conditions within an organization. Its roots in management thought can be traced to Anderson, Anderson, and Renesch, whose work treated self-reflection and personal growth as essential to effective leadership. In practice, the approach asks leaders to rely on self-awareness, ethical judgment, honest communication, and well-informed decisions; these habits can help them lead with greater flexibility, cooperation, accountability, and capacity for change (Saeed & Abdul Sattar, 2019, p. 1; Jones, 2012, p. 13). Conscious leaders regularly examine their emotions, values, strengths, and weaknesses, which helps them respond

constructively to different administrative circumstances (Marinčič & Marič, 2018, p. 175). Within public administration, that practice can create greater psychological safety, limit conflict between colleagues, improve working relationships, and help organizations adjust when conditions change (Al-Tal & Al-Jundi, 2023, p. 449).

The literature presents conscious leadership as a framework built on several forms of awareness. Mahmud and Malek (2025, p. 183) argue that it connects a leader's personal development with employees' shared well-being; recognizing one's own biases and motives, they maintain, is necessary for genuine governance. Younis and Sharif (2026, p. 59) focus on its practical use, showing how experience helps leaders establish priorities that fit their institutions. Drawing on this work, the present study examines conscious leadership through four core dimensions:

- **Self-Awareness:** The capacity to comprehend one's own emotions, values, and cognitive biases, recognizing their direct influence on managerial actions (Tardah, 2025, p. 23).
- **Awareness of Others:** The ability to perceive employees' emotional states, needs, and individual differences, interacting through empathy, respect, and mutual trust (LeDoux & Hofmann, 2018, p. 68; Al-Tal & Al-Jundi, 2023, p. 458).
- **Situational Awareness:** refers to the leader's ability to understand changing organizational circumstances and respond to them appropriately and flexibly (Ismail & Khalid, 2021, p. 344).
- **Cognitive Awareness:** concerns the leader's understanding of thoughts, knowledge, and cognitive processes and the ability to use them consciously in analyzing situations and making appropriate decisions (Al-Tal & Al-Jundi, 2023, p. 459; Al-Qader & Mahmoud, 2023, p. 15).

Job Alienation: Theoretical Foundations and Conceptualization

Job alienation describes the psychological and social distance employees may feel from their work, organization, or professional identity. Al-Awamah (2024, p. 460) defines it through isolation, powerlessness, anxiety, and a loss of meaning; under intense operational pressure, employees may also reject institutional norms. Drawing on sociological and psychological theory, research links job alienation in modern workplaces to a weaker sense of belonging, limited engagement, reduced control, and difficulty adapting (Al-Salwadi & Mahmoud, 2024, p. 24; Al-Qahtani & Al-Adasani, 2024, p. 55). Organizational behavior research generally divides the concept into five distinct dimensions (Abdelgalil, 2022, p. 460; Abdul Sattar, 2023, p. 65):

- **Powerlessness:** The perceived inability to influence workplace decisions or administrative outcomes (Al-Ajami, 2017, p. 482).

- **Meaninglessness:** The perception that daily tasks lack intrinsic value, purpose, or contribution to broader goals.
- **Normlessness:** The erosion of commitment toward organizational values, ethical codes, and operational guidelines.
- **Social Isolation:** Disconnection from peer networks, work groups, and organizational culture.
- **Self-Alienation:** The gap between an employee's daily work and their personal aspirations, leading to reduced job enjoyment and self-fulfillment (Ghaleb, 2024, p. 208).

Critical Analysis of Prior Literature

A review of earlier empirical work shows a clear pattern, along with a notable gap. Most research on conscious leadership has examined its connection to positive psychological outcomes. Ismail and Ibrahim (2022), for example, found that it significantly increased psychological empowerment among university faculty, with self-awareness emerging as the main factor. Mahdi and Al-Hadrawi (2023) likewise reported a strong positive relationship between conscious leadership and employee mindfulness. Abd (2024) linked it to organizational brilliance, while Abu Ziada (2025) found that it supported sustainable administrative development. Yet this body of research has concentrated almost entirely on beneficial outcomes. Little attention has been given to whether conscious leadership can reduce harmful states such as employee alienation.

By contrast, studies of job alienation have largely asked whether familiar leadership approaches can ease it. Abdelgalil (2022) found that ethical leadership reduced alienation, whereas organizational cynicism made it worse. Abdul Sattar (2023) reached a similar conclusion about persuasive leadership, reporting lower alienation among employees. Al-Salwadi and Mahmoud (2024) also found that participative leadership reduced detachment when employees had a voice in decisions. Al-Qahtani and Al-Adasani (2024), meanwhile, identified both structural and personal factors that contribute to principals' alienation. Taken together, these studies link supportive leadership with less detachment, but they treat leadership as a single, unified construct rather than asking how different forms of awareness might interact with employee alienation.

Identification of Research Gaps

By critically evaluating the literature, this study identifies four areas that warrant further empirical investigation:

Thematic Gap: To the best of the authors' knowledge, empirical research examining the relationship between conscious leadership and job alienation within an integrated

framework remains limited, particularly regarding the relationship between the specific dimensions of conscious leadership and job alienation.

Contextual Gap: Existing literature appears to have given greater attention to educational and other organizational settings, while municipal public-sector environments remain comparatively under-researched.

Methodological Gap: Previous studies have used various descriptive and inferential approaches. However, further empirical investigation using correlation and regression analyses may provide additional evidence regarding the statistical relationships and predictive contributions of conscious leadership dimensions to job alienation.

Applied Gap: Limited empirical evidence is available regarding the relationship between awareness-based leadership practices and job alienation among public-sector employees in Iraq and the Kurdistan Region, particularly within municipal administrations.

Conceptual Framework

To operationalize the transition from literature gaps to empirical testing, Figure 1 illustrates the structural relationship between conscious leadership (independent variable: *Self-Awareness, Awareness of Others, Situational Awareness, Cognitive Awareness*) and job alienation (dependent variable: *Powerlessness, Meaninglessness, Normlessness, Social Isolation, Self-Alienation*).

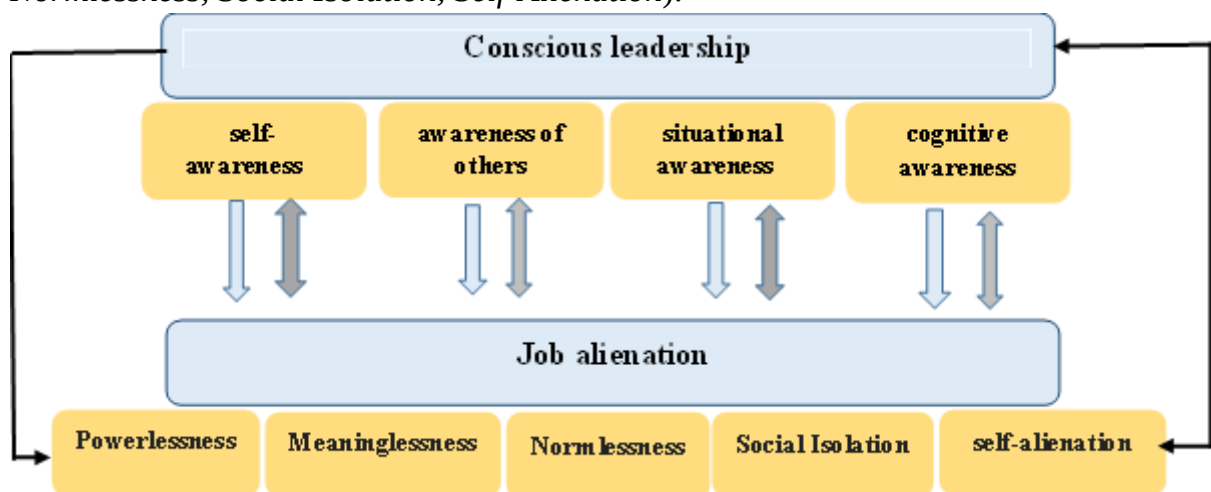


Figure 1: Conceptual Framework of the Relationship between Conscious Leadership and Job Alienation

Research Hypotheses

Based on the theoretical synthesis, critical analysis, and identified research gaps, the present study proposes the following statistical hypotheses:

First Main Hypothesis (H1): There is a statistically significant negative correlation between conscious leadership and job alienation among employees at the Presidency of Sulaymaniyah Municipality.

- **H1a:** There is a statistically significant negative correlation between self-awareness and job alienation.
- **H1b:** There is a statistically significant negative correlation between awareness of others and job alienation.
- **H1c:** There is a statistically significant negative correlation between situational awareness and job alienation.
- **H1d:** There is a statistically significant negative correlation between cognitive awareness and job alienation.

Second Main Hypothesis (H2): Conscious leadership makes a statistically significant negative predictive contribution to job alienation among employees at the Presidency of Sulaymaniyah Municipality.

- **H2a:** Self-awareness makes a statistically significant negative predictive contribution to job alienation.
- **H2b:** Awareness of others makes a statistically significant negative predictive contribution to job alienation.
- **H2c:** Situational awareness makes a statistically significant negative predictive contribution to job alienation.
- **H2d:** Cognitive awareness makes a statistically significant negative predictive contribution to job alienation.

Methods:

Study Design and Approaches

This study adopted a quantitative, descriptive-analytical approach to evaluate the levels of conscious leadership and job alienation, and to examine their statistical relationship and predictive contribution among employees at the Presidency of Sulaymaniyah Municipality.

Research Questions

To achieve the objectives of the study, the present research addresses the following questions:

RQ1: What is the level of conscious leadership among administrative leaders at the Presidency of Sulaymaniyah Municipality?

RQ2: What is the level of job alienation among employees at the Presidency of Sulaymaniyah Municipality?

RQ3: Is there a statistically significant relationship between conscious leadership and job alienation among employees at the Presidency of Sulaymaniyah Municipality?

RQ4: Does conscious leadership make a statistically significant contribution to the prediction of job alienation among employees at the Presidency of Sulaymaniyah Municipality?

RQ5: Which dimension of conscious leadership makes the most significant unique contribution to the prediction of job alienation among employees at the Presidency of Sulaymaniyah Municipality?

Sampling, Inclusion/Exclusion Criteria, and Ethical Considerations

The study involved about 520 employees of the Presidency of Sulaymaniyah Municipality. Krejcie and Morgan's (1970) sampling table indicated that 220 participants were needed. To reach that target, researchers distributed 250 questionnaires and received 233, a 93.2% response rate. Thirteen were removed because the responses were incomplete or invalid, leaving 220 usable questionnaires for statistical analysis and the final sample..

- **Inclusion Criteria:** Full-time administrative and technical employees currently working at the Presidency of Sulaymaniyah Municipality with a minimum of one year of continuous service.
- **Exclusion Criteria:** Temporary or seasonal contract staff, employees with less than one year of tenure, and questionnaires with missing or unengaged responses (13 questionnaires were excluded based on these criteria, leaving 220 valid responses for final analysis).
- **Ethical Considerations and Informed Consent:** Participation was entirely voluntary. Informed consent was obtained from all participants prior to survey administration, explicitly outlining the study's scientific purpose. Strict procedures were enforced to guarantee data confidentiality, anonymity, and full compliance with institutional research ethics.

Measurement Instrument

Researchers gathered the data through a structured questionnaire using a five-point Likert scale: 1 meant "Strongly Disagree," while 5 meant "Strongly Agree." The survey items came from previously published instruments. Items measuring Conscious Leadership were adapted from Ismail and Khalid (2021) and Tardah (2025); those measuring Job Alienation came from Abdelgalil (2022) and Abdul Sattar (2023). Wording was adjusted where needed to fit this study's context without changing the original meaning.

The questionnaire was given in Arabic, the language spoken by the participants. After the data had been collected and analyzed, it was translated into English for this manuscript.

Conscious Leadership was measured with 16 items across four dimensions: Self-Awareness, Awareness of Others, Situational Awareness, and Cognitive Awareness. Job Alienation was assessed with 20 items covering Powerlessness, Meaninglessness, Normlessness, Social Isolation, and Self-Alienation. Each dimension contained four items.

Arithmetic means were interpreted using five ranges: 1.00–1.80 (Very Low), 1.81–2.60 (Low), 2.61–3.40 (Moderate), 3.41–4.20 (High), and 4.21–5.00 (Very High). Relative Importance (RI) was calculated with the formula $RI = (\text{Arithmetic Mean} / 5) \times 100$.

Statistical Analysis

The data were analyzed in SPSS Version 25. Frequencies, percentages, means, standard deviations, and relative importance values summarized the sample characteristics and variable distributions. Scale reliability and internal consistency were assessed with Cronbach's alpha, while Pearson's correlation coefficient measured the strength and direction of relationships between variables.

Simple linear regression tested whether conscious leadership overall predicted job alienation. Multiple linear regression then examined how much each conscious leadership dimension contributed to that prediction.

Results:

Table 1. Socio-Demographic Characteristics of the Study Sample (N = 220)

Variable	Category	n	%
Gender	Male	60	27.3
	Female	160	72.7
Age (years)	≤ 30	41	18.6
	31-40	84	38.2
	41-50	58	26.4
	≥ 51	37	16.8
Education level	Secondary school	36	16.4
	Diploma	78	35.5
	Bachelor's degree	99	45.0
	Higher diploma	2	0.9
	Master's degree	5	2.2
Years of service	≤ 10	77	35.0
	11-20	68	30.9
	21-30	41	18.6
	≥ 31	34	15.5

Note. N = total sample size; n = frequency; % = percentage.

The socio-demographic characteristics of the study sample (N = 220) are presented in Table 1. Female respondents constituted the majority of the sample. The largest age group was 31–40 years. In terms of educational attainment, bachelor's degree holders represented the largest group, while respondents with 10 years or less of service constituted the largest category of work experience.

Table 2. Reliability Analysis of the Study Variables (N = 220)

Variable	Number of Items	Cronbach's Alpha
Conscious Leadership	16	0.941
Self-Awareness	4	0.807
Awareness of Others	4	0.874
Situational Awareness	4	0.882
Cognitive Awareness	4	0.831
Job Alienation	20	0.911
Powerlessness	4	0.858
Meaninglessness	4	0.807
Normlessness	4	0.795
Social Isolation	4	0.841
Self-Alienation	4	0.809

Note. Cronbach's alpha values of 0.70 or above are generally considered indicative of acceptable internal consistency (Hair et al., 2010).

Using responses from 220 participants, the study assessed the measurement scales' internal consistency with Cronbach's alpha. As shown in Table 2, the overall Conscious Leadership scale produced an alpha of 0.941, while the overall Job Alienation scale produced 0.911. Across individual dimensions, the coefficients fell between 0.795 and 0.882. Each value exceeded the commonly accepted 0.70 threshold, indicating that the items within every scale and dimension were sufficiently consistent (Hair et al., 2010). These results support using all the measures in the subsequent statistical analyses.

Table 3. Descriptive Statistics of the Self-Awareness Dimension

Items	Mean	S.D	R.I	Result
X1	3.92	0.93	78.4	Agree
X2	3.66	1.21	73.2	Agree
X3	3.57	1.05	71.4	Agree
X4	3.60	1.13	72.0	Agree
Total	3.68	1.08	73.5	Agree

Note. M = Mean; SD = Standard Deviation; RI = Relative Importance.

Descriptive results for the Self-Awareness dimension of conscious leadership placed every statement in the “Agree” category. Respondents agreed most strongly with statement X1. Statement X3 received the lowest score, though its overall evaluation remained positive. Taken as a whole, the dimension earned a high agreement rating, with relative importance exceeding three-quarters of the scale range and indicating strong self-awareness in the studied context.

Table 4. Descriptive Statistics of the Awareness of Others Dimension

Items	Mean	S.D	R.I	Result
X5	3.81	1.02	76.2	Agree
X6	3.74	1.12	74.8	Agree
X7	3.83	1.12	76.6	Agree
X8	3.50	1.17	70.0	Agree
Total	3.72	1.10	74.4	Agree

Note. M = Mean; SD = Standard Deviation; RI = Relative Importance.

Descriptive results for the Awareness of Others dimension placed every item in the “Agree” category. Respondents agreed most strongly with statement X7, while X8 received the lowest mean score; even so, it still fell within the agreement range. Taken as a whole, the dimension showed high agreement and strong relative importance, suggesting that administrative leaders are seen as attentive to others’ needs and willing to support them.

Table 5. Descriptive Statistics of the Situational Awareness Dimension

Items	Mean	S.D	R.I	Result
X9	3.75	0.99	75.0	Agree
X10	3.78	1.03	75.6	Agree
X11	3.85	0.98	77.0	Agree
X12	3.89	1.01	77.8	Agree
Total	3.81	1.00	76.4	Agree

Note. M = Mean; SD = Standard Deviation; RI = Relative Importance.

All items in the Situational Awareness dimension fell within the “Agree” category. X12 received the highest mean score, while X9 received the lowest. Because the item averages varied only slightly, respondents appeared to hold broadly consistent views. Overall, the dimension showed strong agreement and considerable relative importance, suggesting that administrative leaders respond closely to their environmental and operational context..

Table 6. Descriptive Statistics of the Cognitive Awareness Dimension

Items	Mean	S.D	R.I	Result
X13	4.03	0.93	80.6	Agree
X14	3.90	0.90	78.0	Agree
X15	4.00	1.01	80.0	Agree
X16	3.98	0.96	79.6	Agree
Total	3.97	0.95	79.5	Agree

Note. M = Mean; SD = Standard Deviation; RI = Relative Importance.

The descriptive results show consistent agreement across every item in the Cognitive Awareness dimension. X13 received the highest mean score, while X14 had the lowest; even so, respondents still rated it positively. Taken as a whole, the dimension recorded a high mean and nearly 80% relative importance, indicating strong recognition of cognitive ability and knowledge-based decision-making in the municipality’s leadership practices.

Table 7. Descriptive Statistics of the Powerlessness Dimension

Items	Mean	S.D	R.I	Result
Y1	2.84	1.21	56.8	Neutral
Y2	3.03	1.28	60.0	Neutral
Y3	2.81	1.15	56.2	Neutral
Y4	2.70	1.24	54.0	Neutral
Total	2.84	1.22	56.7	Neutral

Note. M = Mean; SD = Standard Deviation; RI = Relative Importance.

Descriptive results for the Powerlessness dimension of job alienation placed every item in the “Neutral” category. Y2 had the highest mean, while Y4 had the lowest. Because the item means varied only slightly, employees appeared to share a similar view of their limited influence over decisions. Overall, the dimension showed a moderate mean and moderate relative importance, indicating a mid-level sense of powerlessness among employees.

Table 8. Descriptive Statistics of the Meaninglessness Dimension

Items	Mean	S.D	R.I	Result
Y5	2.46	1.22	49.2	Disagree
Y6	2.74	1.35	54.8	Neutral
Y7	2.85	1.30	57.0	Neutral
Y8	2.44	1.27	48.8	Disagree
Total	2.62	1.28	52.4	Neutral

Note. M = Mean; SD = Standard Deviation; RI = Relative Importance.

The responses on job meaninglessness were mixed. Y7 had the highest mean and remained within the neutral range, while Y8 recorded the lowest and fell into the disagree category. Taken together, the items produced a moderate overall mean, suggesting that employees experienced a middling degree of meaninglessness in their work.

Table 9. Descriptive Statistics of the Normlessness Dimension

Items	Mean	S.D	R.I	Result
Y9	3.21	1.29	64.2	Neutral
Y10	3.61	1.24	72.2	Agree
Y11	3.89	1.14	77.8	Agree
Y12	3.45	1.16	69.0	Agree
Total	3.54	1.20	70.8	Agree

Note. M = Mean; SD = Standard Deviation; RI = Relative Importance.

Descriptive results for the Normlessness dimension of job alienation show stronger agreement than the other alienation dimensions. Y11 had the highest mean and fell within the agreement range. Y9 recorded the lowest mean, although it remained neutral. Taken together, the dimension received a relatively high mean score and a relative importance above 70%, indicating that respondents generally perceived unclear rules, conflicting norms, and unwritten ways of operating in their workplace.

Table 10. Descriptive Statistics of the Social Isolation Dimension

Items	Mean	S.D	R.I	Result
Y13	2.36	1.21	47.2	Disagree
Y14	2.64	1.28	52.8	Neutral
Y15	2.62	1.29	52.4	Neutral
Y16	2.39	1.22	47.8	Disagree
Total	2.50	1.25	50.0	Disagree

Note. M = Mean; SD = Standard Deviation; RI = Relative Importance.

The descriptive results suggest that employees generally feel little social isolation at work. Y14 had the highest mean, though it remained within the neutral range. Y13 recorded the lowest mean and fell within the disagreement range. Taken together, the dimension produced a low overall mean—equal to half the scale's relative importance—indicating that respondents generally do not feel socially detached or isolated in their workplace.

Table 11. Descriptive Statistics of the Self-Alienation Dimension

Items	Mean	S.D	R.I	Result
Y17	2.65	1.33	53.0	Neutral
Y18	2.90	1.42	58.0	Neutral
Y19	2.75	1.40	55.0	Neutral
Y20	2.55	1.39	51.0	Disagree
Total	2.71	1.38	54.3	Neutral

Note. M = Mean; SD = Standard Deviation; RI = Relative Importance.

The descriptive statistics for the Self-Alienation dimension of job alienation indicate a overall moderate response pattern across statements. Statement Y18 recorded the highest mean score within the neutral category, whereas statement Y20 registered the lowest average score, falling into the disagree boundary. Overall, the Self-Alienation dimension demonstrated a moderate mean score and relative importance, suggesting that employees maintain an intermediate position regarding feelings of personal detachment from their daily work tasks.

Table 12. Pearson Correlation Analysis between Study Variables

factors	Job Alienation	
	r	Sig.
Conscious Leadership	-0.346**	p < 0.001
Self-Awareness	-0.297	p < 0.001
Awareness of Others	-0.287	p < 0.001
Situational Awareness	-0.306	p < 0.001
Cognitive Awareness	-0.328	p < 0.001

Note. r = Pearson correlation coefficient; ** p < 0.001.

Descriptive results for the Self-Alienation dimension of job alienation point to a generally moderate response pattern. Y18 had the highest mean and remained within the neutral category, while Y20 produced the lowest mean, reaching the boundary of disagreement. Taken together, the dimension recorded a moderate overall mean and held moderate importance, indicating that employees felt neither strongly detached nor strongly connected to their everyday work.

Table 13. Simple Linear Regression Analysis of Conscious Leadership on Job Alienation

Variables	Job alienation										
	U-COE	Test					Model Summary			Collinearity	
	B	S.E	t	Sig.	F	Sig.	R-Square	Adjusted R square	R	Tolerance	VIF
Constant	4.198	0.253	16.59	< 0.001	29.57	< 0.001	0.119	0.115	0.346	1.00	1.00
Conscious leadership	-0.355	0.065	-5.438	< 0.001							

Note. B = unstandardized regression coefficient; SE = standard error; t = t-statistic; F = F-statistic; R = correlation coefficient; R² = coefficient of determination; Adjusted R² = adjusted coefficient of determination; VIF = variance inflation factor. Statistical significance was assessed at $p < 0.05$.

The regression model was statistically significant ($F = 29.57$, $p < 0.001$). It explained 11.9% of the variance in Job Alienation, as shown by the coefficient of determination ($R^2 = 0.119$). That is a modest effect: the remaining 88.1% appears to reflect factors outside the model. The constant was $\alpha = 4.198$, meaning that the expected level of Job Alienation was 4.198 when Conscious Leadership equaled zero. Conscious Leadership had a negative regression coefficient ($B = -0.355$). For each one-unit increase in Conscious Leadership, Job Alienation decreased by 0.355 units. The association was statistically significant ($t = -5.438$, $p < 0.001$), so higher Conscious Leadership corresponded to lower Job Alienation.

Table 14. Multiple Linear Regression Analysis of Conscious Leadership Dimensions on Job Alienation

Variables	Job alienation										
	U-COE	Test					Model Summary			Collinearity	
	B	S.E	t	Sig.	F	Sig.	R-Square	Adjusted R square	R	Tolerance	VIF
Constant	4.259		16.05	< 0.001	7.47	< 0.001	0.122	0.106	0.349	-	-
Self-awareness	-0.278	0.088	-3.152	0.001						0.428	2.338
Awareness of others	-0.055	0.081	-0.675	0.500						0.419	2.387
Situational awareness	-0.640	1.000	-0.641	0.522						0.329	3.040
Cognitive awareness	-0.169	0.060	-2.816	0.005						0.360	2.780

Note. B = unstandardized regression coefficient; SE = standard error; t = t-statistic; F = F-statistic; R = multiple correlation coefficient; R^2 = coefficient of determination; Adjusted R^2 = adjusted coefficient of determination; VIF = variance inflation factor. Statistical significance was assessed at $p < 0.05$.

Taken together, the Conscious Leadership dimensions significantly predicted Job Alienation, $F = 7.47$, $p < 0.001$. The model accounted for 12.2% of the variance ($R^2 = 0.122$; Adjusted $R^2 = 0.106$), a modest amount, leaving most of the variation attributable to factors outside the model.

The predictors, taken together, show a modest positive relationship with Job Alienation ($R = 0.349$). If every predictor were zero, the expected Job Alienation score would be 4.259, represented by the constant α .

Self-Awareness was negatively associated with Job Alienation, and the relationship was statistically significant ($B = -0.278$, $SE = 0.088$, $t = -3.152$, $p = 0.001$). In other words, greater Self-Awareness corresponded to less Job Alienation. Cognitive Awareness showed the same pattern ($B = -0.169$, $SE = 0.060$, $t = -2.816$, $p = 0.005$): as Cognitive Awareness increased, Job Alienation decreased.

Awareness of Others had a small negative association with Job Alienation, but the result was not statistically significant ($B = -0.055$, $SE = 0.081$, $t = -0.675$, $p = 0.500$). Although the coefficient points to an inverse relationship, the p-value was above the 0.05 threshold. Once the other dimensions were included, Awareness of Others did not uniquely predict Job Alienation.

Situational Awareness was negatively related to Job Alienation, but the relationship was not statistically significant ($B = -0.640$, $SE = 1.000$, $t = -0.641$, $p = 0.522$). The coefficient points toward an inverse association; however, because p exceeded 0.05, Situational Awareness did not make a significant unique contribution to predicting Job Alienation in the multiple regression model.

Table 15. Summary of Hypothesis Testing

Hypothesis	Statistical Test	Coefficient / Statistic	p-value	Decision
H1	Pearson Correlation	$r = -0.346$	< 0.001	Supported
H1a	Pearson Correlation	$r = -0.297$	< 0.001	Supported
H1b	Pearson Correlation	$r = -0.287$	< 0.001	Supported
H1c	Pearson Correlation	$r = -0.306$	< 0.001	Supported
H1d	Pearson Correlation	$r = -0.328$	< 0.001	Supported
H2	Simple Linear Regression	$B = -0.355, t = -5.438$	< 0.001	Supported
H2a	Multiple Linear Regression	$B = -0.278, t = -3.152$	0.001	Supported
H2b	Multiple Linear Regression	$B = -0.055, t = -0.675$	0.500	Not Supported
H2c	Multiple Linear Regression	$B = -0.640, t = -0.641$	0.522	Not Supported
H2d	Multiple Linear Regression	$B = -0.169, t = -2.816$	0.005	Supported

Discussion:

This study found a measurable relationship between conscious leadership and job alienation among employees of the Presidency of Sulaymaniyah Municipality. The findings are discussed through the five research questions and compared with relevant theoretical and empirical literature.

Regarding the first research question, employees generally viewed administrative leaders as demonstrating a high level of conscious leadership. Each of the four dimensions—Self-Awareness, Awareness of Others, Situational Awareness, and Cognitive Awareness—fell within the “Agree” category. Cognitive Awareness received the highest rating, followed by Situational Awareness, suggesting that leaders were seen as drawing on knowledge, rational thought, objective judgment, and an understanding of organizational conditions when making decisions. Ratings for Self-Awareness and Awareness of Others were also relatively high, reflecting attention to leaders’ own behavior and characteristics alongside employees’ needs. These results align with earlier research linking conscious leadership to favorable organizational and psychological outcomes, such as psychological empowerment, mindfulness, organizational brilliance, and sustainable administrative development (Ismael & Ibrahim, 2022; Mahdi & Al-Hadrawi, 2023; Abd, 2024; Abu Ziada, 2025). The municipality’s relatively high level of conscious leadership may reflect the value its administrative environment places on awareness, knowledge, and sound decision-making.

For the second research question, employees reported moderate to relatively low job alienation, although the dimensions did not all score alike. Normlessness was highest, while Social Isolation was lowest. Powerlessness, Meaninglessness, and Self-Alienation fell in the middle range. The low Social Isolation score indicates that most employees maintain relationships with their colleagues and continue to feel connected to the workplace. This pattern agrees with earlier studies linking job alienation to leadership practices and organizational conditions. Ethical, persuasive, and participative leadership are associated with less workplace alienation, and organizational factors have also been identified as important antecedents (Abdelgalil, 2022; Abdul Sattar, 2023; Al-Salwadi & Mahmoud, 2024; Al-Qahtani & Al-Adasani, 2024). Thus, the low-to-moderate job alienation found in this study may stem from organizational and interpersonal conditions that shape employees' sense of connection to their work and workplace.

For the third research question, the results showed a statistically significant negative relationship between conscious leadership and job alienation: as conscious leadership increased, job alienation decreased. This result aligns with the main features of conscious leadership, especially awareness of oneself and others, attention to situational and cognitive factors, clear communication, trust, and employee participation. Together, these qualities may strengthen employees' sense of belonging and meaning at work while supporting participation and psychological security. Previous research has not directly tested whether conscious leadership reduces job alienation. It has, however, linked this leadership style to better psychological and organizational outcomes, while studies of other leadership approaches have reported lower levels of alienation among employees (Ismael & Ibrahim, 2022; Mahdi & Al-Hadrawi, 2023; Abd, 2024; Abu Ziada, 2025; Abdelgalil, 2022; Abdul Sattar, 2023; Al-Salwadi & Mahmoud, 2024). The present study adds empirical evidence from the public sector, finding that conscious leadership is negatively associated with job alienation.

For the fourth research question, the regression analysis found that conscious leadership significantly predicted lower job alienation. The model itself explained only a modest share of the variance ($R^2 = 0.119$), so its overall explanatory power was limited. This result matches the negative relationship observed in the correlation analysis, while suggesting that factors outside the model explain most differences in job alienation.

For the fifth research question, the dimensional analysis found that Self-Awareness and Cognitive Awareness each made a statistically significant negative contribution to predicting job alienation. Awareness of Others and Situational Awareness did not make significant unique contributions once all four dimensions were entered into the model. Thus, within this model, higher Self-Awareness and Cognitive Awareness were associated with lower job alienation. The model explained only a modest share of the

variance ($R^2 = 0.122$), however, indicating that employees' experiences may also relate to organizational, structural, or individual factors that were not examined here.

Awareness of Others and Situational Awareness did not make statistically significant independent contributions in this model. That result should not be read as evidence that employees' awareness or sensitivity to organizational circumstances lacks value. Once all four dimensions were entered together, their separate effects may simply have been too limited to detect. Centralized rules, established procedures, and administrative restrictions could also have shaped the findings. This reading aligns with earlier studies linking employees' experiences of alienation to organizational conditions and leadership practices (Abdelgalil, 2022; Abdul Sattar, 2023; Al-Salwadi & Mahmoud, 2024).

The findings point to several practical steps for the Presidency of Sulaymaniyah Municipality. Leadership development could focus on Self-Awareness and Cognitive Awareness, helping leaders understand their own responses, make sound decisions, communicate clearly, and assess organizational situations. Clear procedures and other organizational supports could also help them address employees' concerns while staying within the relevant laws, regulations, and administrative requirements.

This study adds empirical evidence from Iraq's public sector to research on conscious leadership and job alienation. The results show a statistically significant negative relationship between the two: higher levels of conscious leadership are associated with lower job alienation. When the dimensions are examined separately, Self-Awareness and Cognitive Awareness make significant unique contributions, whereas Awareness of Others and Situational Awareness do not. Because the regression models explain only a modest share of the variation, the results indicate association and statistical contribution—not causation—and other factors may also shape job alienation.

The study's scope places clear limits on its findings. Because the participants were employees of the Presidency of Sulaymaniyah Municipality, the results may not apply to other organizations. Its cross-sectional design also captures associations at one point in time, so it cannot establish cause and effect. The self-administered questionnaires introduce another concern: responses may reflect participants' personal perceptions rather than objective conditions. A further limitation is common method bias, since the same respondents provided data on both the independent and dependent variables through one questionnaire administered at the same time. No specific statistical test was used to assess this bias, so it cannot be ruled out completely and should be kept in mind when interpreting the results. Future studies could track these relationships over time in a range of organizational settings, combining qualitative and quantitative methods where useful. They could also test whether other factors mediate or moderate the link between conscious leadership and job alienation.

Conclusions:

The study found that administrative leaders in the Presidency of Sulaymaniyah Municipality generally perceived conscious leadership as relatively high. Of its four dimensions, Cognitive Awareness received the highest rating. Job alienation ranged from relatively low to moderate, with Normlessness emerging as the strongest dimension and Social Isolation receiving the lowest rating.

The results showed a statistically significant inverse relationship between conscious leadership and job alienation: employees who reported higher levels of conscious leadership generally experienced less alienation at work. Simple regression analysis reached the same conclusion, showing that conscious leadership significantly and negatively predicted job alienation. The model explained only a modest share of the variance, however, which suggests that other factors outside the analysis account for much of the difference in employees' experiences.

When all four dimensions were entered into the regression model, Self-Awareness and Cognitive Awareness each made a statistically significant negative contribution to job alienation. Awareness of Others and Situational Awareness did not show significant unique effects. The model therefore identified two meaningful predictors, though its overall ability to explain job alienation was modest.

Overall, the results show a statistically significant negative relationship between conscious leadership and employees' experience of job alienation in the public-sector setting examined. Self-Awareness and Cognitive Awareness made notable contributions, although other organizational, structural, and personal factors outside this study may also shape how employees experience alienation at work. Future studies should examine those factors to build a fuller account of job alienation in public-sector organizations..

Authors' Declaration:

The authors confirm that all Figures and Tables presented in this manuscript belong to the current study and were prepared based on data collected for the present research. No Figures, Tables, or images from other published sources were reproduced without the required permission.

Ethical Considerations

The study proceeded under administrative permission from Sulaymaniyah Municipality, granted through an official letter from the College of Administration and Economics at the University of Sulaimani (Letter No. 2145, dated 28 July 2026). The letter authorized data collection within the municipality; it did not constitute formal ethical approval by an institutional ethics committee. Participation was voluntary, and

every participant gave informed consent before completing the questionnaire. The study collected no personally identifying information. Responses remained confidential and were used only for scientific research..

Conflict of Interest:

The authors declare that they have no conflict of interest.

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Data Availability:

The datasets generated and analyzed during the current study are available from the corresponding author upon reasonable request.

Authors' contributions:

Study conception and design: Dilman Ahmad Aziz. Literature search: Dilman Ahmad Aziz and Harme Mohammed Amin. Data acquisition: Dilman Ahmad Aziz and Harem Hussein Ahmed. Data analysis and interpretation: Dilman Ahmad Aziz. Manuscript preparation: Dilman Ahmad Aziz. Manuscript editing and review: Dilman Ahmad Aziz.

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دور القيادة الواعية في الحد من الاغتراب الوظيفي: دراسة تحليلية لآراء عينة من العاملين في رئاسة بلدية السليمانية

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الملخص :

الخلفية: تُعد ظاهرة الاغتراب الوظيفي قضية تنظيمية هامة قد تؤثر سلباً على ارتباط الموظفين بعملهم. ومع ذلك، لا يزال المستوى الفعلي للاغتراب الوظيفي وطبيعته وعلاقته بالقيادة الواعية أمراً غير واضح، مما يخلق حاجة عملية لإجراء دراسة حول هذا الموضوع.

الأهداف: تهدف هذه الدراسة إلى بحث العلاقة بين القيادة الواعية والاغتراب الوظيفي لدى موظفي رئاسة بلدية السليمانية، وتقييم العلاقة الإحصائية بينهما، وتحديد الأبعاد التي تقدم مساهمات تنبؤية جوهرية في الاغتراب الوظيفي.

المنهجية: اعتمدت الدراسة المنهج الوصفي التحليلي. وتألّف مجتمع الدراسة من حوالي 520 موظفاً، حيث تم توزيع 250 استبانة، واستُردت 233 منها، واعتمدت 220 استبانة صالحة للتحليل. جُمعت البيانات باستخدام استبانة تعتمد مقياس "ليكرت" الخماسي، وخللت باستخدام برنامج (SPSS) الإصدار 25 عبر الإحصاءات الوصفية، ومعامل ألفا كرونباخ، ومعامل ارتباط بيرسون، وتحليل الانحدار الخطي البسيط والمتعدد.

النتائج: أظهرت النتائج أن مستوى القيادة الواعية كان مرتفعاً نسبياً، حيث مثّل "الوعي المعرفي" البعد الأبرز. وفي المقابل، تراوح مستوى الاغتراب الوظيفي بين المنخفض نسبياً والمتوسط، إذ كان بُعد "غياب المعايير" هو الأبرز، بينما كان "العزلة الاجتماعية" الأقل بروزاً. وكشفت الدراسة عن وجود علاقة عكسية ذات دلالة إحصائية بين القيادة الواعية والاغتراب الوظيفي، كما ساهمت القيادة الواعية بشكل عكسي وجوهري إحصائياً في التنبؤ بالاغتراب الوظيفي. وعلى مستوى الأبعاد، قدم كل من "الوعي الذاتي" و"الوعي المعرفي" مساهمات عكسية مستقلة ذات دلالة إحصائية، في حين لم يُظهر كل من "الوعي بالآخرين" و"الوعي الموقفي" مساهمات مستقلة ذات دلالة إحصائية.

الاستنتاج: تشير النتائج إلى وجود ارتباط عكسي ذي دلالة إحصائية بين القيادة الواعية والاغتراب الوظيفي. وعلى وجه التحديد، ساهم كل من "الوعي الذاتي" و"الوعي المعرفي" بشكل جوهري في التنبؤ ضمن النموذج، في حين ظلت القدرة التفسيرية الإجمالية محدودة، مما يشير إلى احتمال وجود عوامل أخرى تساهم في شعور الموظفين بالاغتراب الوظيفي.

الكلمات المفتاحية : الوعي المعرفي، القيادة الواعية، الاغتراب الوظيفي، موظفو البلديات، الوعي الذاتي.