The Concept of Alienation and Alienation in Organizations

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Abstract

Although the concept of alienation has been studied in the literature for years, it is a topic that has not lost its currency. This article delves into the enduring significance of the concept of alienation, examining its historical development, causes, and consequences within the context of organizational settings. Alienation, characterized by an individual's loss of faith in their environment and self, manifests as a disorder leading to profound loneliness and hopelessness. The study particularly focuses on workplace alienation, highlighting the inherent conflict between job demands and an employee's intrinsic nature. Organizational alienation is explored as a nuanced reflection of an individual's emotions arising from dissatisfaction within the employment context. The research conducts a thorough analysis of individual, social, and sociological consequences, unraveling the far-reaching impact of alienation on both personal and organizational levels. In response to the challenges posed by alienation in organizations, strategic interventions are proposed to mitigate its pervasive effects and cultivate a positive and cohesive organizational environment. This comprehensive exploration amalgamates insights from existing literature, providing a professional and detailed examination of the complex phenomenon of alienation. in this article, the influence of culture (Cultural Norms and Values, Communication Style, Inclusiveness and Diversity, Leadership Style, Organizational Structure, Workplace Rituals and Traditions, and Employee Recognition and Pay Systems) on organizational alienation and the importance of culture in this context are emphasized. The article contributes valuable information to deepen the understanding of alienation's implications for individuals and organizations, offering insights for developing strategies to address and prevent alienation in organizational contexts.

The Concept of Alienation and Alienation in Organizations

Introduction

Since most people in the world see the workplace as stressful and oppressive, they become alienated from the organization, and this negatively affects both the employee and the organization (Tekin, 2023). Thoughts about alienation have become quite widespread in recent years and this concept has found its place in different societies throughout history. It is clear that when alienation occurs in a society the consequences can be devastating (Mahmoud et al., 2024).

Alienation is the process of alienation of people from their workplaces. Work alienation occurs when people feel powerless, valuable, and meaningless at work. Alienation in the workplace means that employees may not be able to meet their social needs (Nasurdin, Ramayah, & Kumaresan, 2005).

Alienation problems, especially depression and feelings of worthlessness, are common in workplaces. Alienation is a situation that causes both institutional and personal negativities (Reinsberg et al., 2023). Alienation within the organization reduces the motivation of the employees, causes them to move away from the work psychologically and reduces the participation in the work. It also leads to results such as employee dissatisfaction, low job commitment, absenteeism, low productivity, aggression towards individuals and groups, and fatigue (Martela, 2023). Ultimately, work alienation, loss of job and life satisfaction, low productivity, low motivation, high job stress, low commitment to work and organization, high workforce turnover and flattery, and dissatisfaction with work emerge.

The Concept of Alienation

The term "alienation" derives from Karl Marx's study of the effects of the capitalist labor process on workers. Its origins can be traced to changes outside the individual that resulted from the industrialization process, with the creation of large factories characterized by organizational hierarchies, job specialization and job control based on official authority, and a shift in life focus (Taylor, 1967).

Alienation is related to the despair and loneliness of the individual as a result of his social and cultural distance from his close environment. In general, the concept of alienation can be defined as the decrease in the harmony of the individual with his social, cultural and natural environment and especially the decrease in his control over his immediate environment, causing loneliness and hopelessness (Kongar, 1979). Literally, alienation refers to the alienation of individuals from themselves and a particular environment or a process.

Alienation can be defined as a feeling of alienation from other people, from society and its values, and from the self, particularly those parts of the self that attach itself to others and to society in general. According to Fromm, alienation is the most serious problem of modern times (Fromm, 2014).

An alienated person is unhappy and tries to save time; however, he also has a desire to kill the time he is trying to save. Although alienation is caused by social factors, it occurs within the person. Groups that think or are thought to be alienated from the society suffer either from not being able to realize their individual qualities or from not being allowed to exhibit these

qualities even though they are in line with the social value system. Both situations that lead to alienation from society are called self-alienation (Weisskopf, 1996).

Signs of alienation; alienation, indifference, inability to be deeply attached to anything, not attached to work, withdrawal, disconnection in relationships and isolation (Erjem, 2005). Seeman (1959) evaluated alienation from a socio-psychological perspective and suggested five dimensions - powerlessness, meaninglessness, normlessness, isolation, and self-alienation. These dimensions are briefly described below:

Powerlessness: Alienation in the form of powerlessness arises from the individual's feeling of inadequacy due to separation from the product he produces and being ineffective. Lack of control over organizational policies and working conditions. Powerlessness is a state of bad mood in which individuals are unable to carry out organizational activities or make decisions on their own.

Meaninglessness: In the organizational sense, it argues that meaninglessness arises when there is a conflict between organizational goals and personal roles. Employees only know their job and have no idea about their colleagues' work and other matters. Duties of the departments; therefore, employees are not aware of the contribution they make to their organization.

Normlessness: It can be defined as an imbalance in individuals or society as a result of lack of purpose or collapse of values and dimensions.

Isolation: It is the result of the members of the organization isolating themselves from their environment and having a sense of not belonging to any group or community, and it manifests itself in two ways. First, the individual feels rejected or unwanted by a group. Secondly, the individual rejects or does not want a group or community to which he belongs (Eryılmaz & Burgaz, 2011). Employees cannot make friends, have difficulty communicating with people and leave their social circles.

Self-alienation: Emphasis is placed on the fact that employees do not enjoy their jobs and do not find their jobs interesting. They cannot make any connection between the things they want to do and the work they do. Thus, they cannot experience the feeling of happiness arising from success. Self-alienation occurs when an employee does not find their job satisfactory.

Az an addition to that there are tow types of concepts that related to alienation;

Conflict: Conflict is a state of tension arising from difficulties hindering the satisfaction of physiological and socio-psychological needs. It manifests in various forms, including confrontational behaviors, emotional states, mental perceptions, and passive resistance. Conflicts within enterprises may stem from communication issues, organizational structure, and individual behaviors, potentially leading to disruptions in normal activities and fostering both individual and organizational alienation (Eren, 2003:609; Sökmen and Yazıcıoğlu, 2005:4-5).

Reification: Coined by Lukacs and further developed by Goldmann, reification is considered a fundamental aspect of the capitalist system. It involves the perception of real social relations as relationships between things, hindering awareness of actual economic and social relations.

Reification implies a world where human-created values exist independently of individuals, often attributed to the rapid technological advancements under centralized authority. While reification represents a culmination of alienation, it should be distinguished from other forms of alienation that may not reach this level (Tolan, 1996:242,316; Soysal, 1997:8).

Diener (1984) drew attention to the fact that alienated workers may have low self-esteem. Korman (1966) and Sirgy (1986) suggest that employees with low self-esteem tend to have lower performance levels and alienated employees feel inadequate, which leads to job dissatisfaction and avoidance. The consequences of feeling isolated from one's society are little known. Several possibilities have been suggested:

(1) Alienation is related to creativity,
(2) Alienation is related to mental-emotional disorder,
(3) Alienation is related to altruism,
(4) The alienated person is suicidal,
(5) Being prone to chemical addictions,
(6) They have low marriage risks,
(7) Alienation leads to criminal behavior (Nettler, 1957).

The Historical Development of Alienation

The historical development of alienation has been shaped by the views and approaches of influential thinkers in different periods. In this section, we will examine the evolution from the past to the modern period in detail.

1. Pre-Hegel Period: It is believed that the concept of alienation first appeared in the pre-Hegel period. It is believed that the natural tendencies of man, his development and human relations begin with the worship of idols, clans and kings. In the West, the concept of alienation first appeared in the context of idolatry in the Old Testament. Man has alienated his own power and potential by transferring the characteristics related to himself to objects and establishing a relationship through idol worship instead of hanging his own existence (Tolan, 1996:283).

2. Hegel's Period: Hegel was the thinker who dealt with the concept of alienation in the most detailed and for the first time in the form used today. According to him, the thought process is guided by the "Geist", an autonomous subject. Alienation begins when Geist cannot comprehend that the world does not exist outside of himself. Alienation ends the moment individuals gain self-consciousness, understand that the culture of their environment is caused by Geist. In this context, Hegel defines alienation as the inability of an individual to realize that the objects around him are the product of Geist. By having the idea that he has lost his meaning and value, man creates a distance between his existence and his spiritual reality. Dec. This situation arises from the fact that Geist, despite being the unity of himself and self-consciousness, carries the sign of alienation. In this process, as a person progresses on the path to freedom, new walls appear before him, and he encounters new boundaries. For this reason, Hegel argues that alienation is a natural process, because as long as a person, society and process exist, alienation will also exist (Durcan, 2007:4). Another reason for alienation is that every working, producing person reproduces the ideas

that exist in his mind. This situation causes a person to separate from the product of his own labor and to become independent of the world of objects. In this context, Hegel argues that alienation is an inevitable process (Bumin, 2001:36). In this historical evolution of alienation, it is seen that it appeared in a religious context in the pre-Hegelian period, and during the Hegelian period, it deepened with the thought process and Geist concepts and took control of the worker's labor and the goods he produced. These currents of thought explain how alienation is perceived as a threat to human freedom and meaning.

3. Marx Period: Karl Marx, who was influenced by Hegel when explaining the concept of alienation, first considered this concept in a philosophical framework and then focused on the concept of "alienated labor". According to Marx, the alienation of the worker from his product means not only that he becomes an object of labor; but also, that he exists as an independent entity outside of labor, separating from the worker as something alien. Marx studied the alienation not only limited to labor, but also the alienation of man from his environment and other people. However, in Marx's works, the concept of alienation usually has a "work"-oriented character. For this reason, Marx emphasizes that for effective production, the individual and society must overcome the process of alienation from both sides (Mughal, 2009:12). Marx states that he examines the concept of alienation in four dimensions:

    a. Alienation from Labor: According to Marx, within the capitalist system, the worker cannot gain control over his labor and product. The worker's labor and product gradually create an alienating situation for the worker. The worker cannot use his physical and mental labor power to its full capacity in the production process, and he becomes alienated in such a way that he cannot be able to buy what he produces.

    b. Alienation from the Business Process: Marx sees the business process not only as its material equivalent, but also as a whole of activities that includes the worker's creativity and mental strength. In the capitalist system, the worker finds himself in a position where he has no influence on activities such as setting goals and completing production. The worker cannot give meaning to the work he does and becomes alienated from the work process.

    c. Alienation from Nature: Marx's third dimension arises in the form of man's alienation from nature. In the human-nature relationship, man's ability to dominate nature and his capacity to change it constitute one dimension of alienation.

    d. Self-Alienation: According to Marx, the fourth dimension of alienation is the alienation of a person to his own self. The worker, who cannot use his own creative power within the capitalist system, becomes increasingly alienated from his own existence (Ofluoğlu and Büyükyılmaz, 2007:24-25).

This four-dimensional approach of Marx emphasizes that alienation is a multifaceted and profound problem, while at the same time explaining the origins of this alienation within capitalist relations of production.

4. Weber, Durkheim and Fromm Period: With the acceptance of sociology as a separate branch of science from philosophy, the concept of Decoupling has also gained importance among sociologists. Max Weber is one of the sociologists who stands out for his views on alienation. According to Weber, the capitalist economic order is defined as a universe that

forces individuals to comply with trade relations in the universe they were born into. In this universe, as long as individuals are in commercial relations, they have to comply with the rules of trade, and this situation confronts individuals with the difficulty of compliance. Weber considers alienation as a result of people starting to think rationally. Rational thinking not only destroys old beliefs, but also brings new responsibilities (Durcan, 2007:8). Emile Durkheim examines alienation from a different point of view and examines it from a similar perspective through the concept of anomaly, although he does not use this term. According to Decheim, the fact that the Division of Labor does not create solidarity and the relationships between business processes are weak can create uncertainty in the behavior of individuals. Anomie can increase social differentiation, increase class distinctions and, as a result, accelerate alienation (Durcan, 2007:9).

Erich Fromm, on the other hand, argues that the choice between life and death is the issue that a person should really Decipher. According to Fromm, many people do not make this choice and therefore become unhappy; because they look at life as a burden. Fromm states that employees, especially in the service sector, often experience more alienation than qualified workers. The fact that the unqualified worker is more docile and motivated than the qualified worker may trigger alienation. Fromm also states that alienation spreads to all segments of society and this situation is inevitable (Durcan, 2007:10).

5. Contemporary Period: Today, the concept of alienation has been accepted as an unchangeable and inevitable phenomenon to be experienced, and it has been addressed by writers and thinkers within the framework of this idea. Herbert Marcuse (1898-1970), a German-born American thinker, stated that in modern capitalist society, the working class has lost the power to end alienation. Marcuse emphasizes that in overcoming the problems of alienation in particular and capitalist society in general, it is necessary to focus on the marginalized segments of society rather than the working class. According to Marcuse, the only way to get rid of alienation is for every person to know that he must use his mind and realize that everyone is equal in using his mind (Marcuse, 2000:15-16).

C. Wright Mills evaluates the crisis of the contemporary period from a different perspective than Marcuse. According to Mills, the fact that people's unshakable truths have been shaken or completely destroyed has caused individuals who do not produce new social values to lack a culture and belief system that can create their own reasons for existence. According to Mills, individuals face a vague uneasiness that cannot be expressed in terms of threats to values. This situation causes them not to look at social problems clearly. According to Mills, alienation is seen as an unhealthy result of the social individual putting his undiscovered power into practice (Mills, 2000:26).

When the development of alienation from the past to the present is examined, it can be said that in ancient times it was mostly associated with religious issues and alienation appeared, especially with practices such as idol worship. However, with the industrial revolution, the discovery of steam and mechanization, Decoupling has become a frequent phenomenon, especially among the working class. At this point, Mills' words that a person will not experience alienation by using his own mind are quite remarkable. Melvin Seaman, an American sociologist, has identified five basic dimensions for alienation based on sociological and psychological research: powerlessness, meaninglessness, lack of rules, distance from the environment and self-alienation (Durcan, 2007:12).

Causes of Alienation

Various writers and thinkers who deal with the concept of alienation usually examine the underlying causes when explaining this phenomenon. It is possible to summarize the main causes of alienation under six main headings: family education and the environment, cultural changes, beliefs, attitudes and values, economic and institutional growth, modern society structure, urbanization, and automation with technology.

1. **Family Education and Environment:** In the process of individual's personality development and normal behavior, the influence of family, education and environment is of great importance. These factors are the main determinants of personality. If the family, education or environment cannot fully fulfill its duties, this situation may cause abnormal personality development and behavioral disorders in the individual (Eroğlu, 2004:96). An individual develops certain attitudes and behaviors by being influenced by his family and social environment from the moment he is born. If the individual's family environment or social environment is incompatible with society, this may make it difficult for the individual to adapt to society, and as a result, the individual may experience alienation by distancing himself from society. For this reason, the education, family and social environment that an individual receives in order to avoid alienation play an important role. There are also issues that can cause alienation if ignored in education, such as the use of education as a means of harmony with society and not being handled Decently according to the beliefs, traditions and value judgments of society (Eroğlu, 2004:96). In this context, as Eroğlu stated, it is vital that family, education and environmental factors function in a healthy way in order for an individual to be protected from alienation. In addition, the fact that the educational process supports the integration of the individual with society and takes into account social norms can reduce the risk of alienation.

2. **Cultural Exchange:** Culture includes skills, experience, habits, methods, traditions, customs, values and beliefs acquired in the process of Deciphering the difficulties of coping with the environment of society and coexistence (Schein, 1990:111). When an individual moves from his own knowledge and familiarity to a completely different culture, he may experience adaptation problems. Those who can overcome these adaptation problems can integrate into society quickly, while others may tend to become introverted and alienated. This condition usually arises from the fact that an individual realizes the differences between the culture he learns from his family and his immediate surroundings and the culture in the society he is in. Dec. An individual can experience alienation only by believing that his own culture is correct and resisting the culture of the society in which he is located. These reasons may cause the individual to withdraw and alienate from society.

3. **Belief, Attitude and Values:** Belief expresses an individual's views on the events around him and the attitudes and behaviors of other individuals. Attitude, on the other hand, refers to the sum of the thoughts, feelings and beliefs that a person forms based on the impressions he receives from his surroundings (Mughal, 2009:20). An individual's beliefs, attitudes and values also shape the value judgment system, which is against environmental variables. These elements are important factors that determine an individual's behavior and can also be effective in the process of alienation. If an individual overreacts to changes in his environment, he may become alienated from society. However, individuals who exhibit a

more tolerant approach to changes can overcome the problem of alienation (Mughal, 2009:20).

4. **Economic and Institutional Growth:** Erich Fromm drew attention to the fact that economic developments are increasingly enslaving individuals and that new social characters are emerging along with this process (Fromm, 2003:39). Economic growth can increase ambitions such as owning, dominating, making a profit. This condition can lead to an alienation experience by affecting the individual's ability to be unique and use his or her potential. In addition, economic growth can also contribute to the strengthening of the political system. If the state created by individuals reaches a level that oppresses the individual, the individual may resist against institutional forces in order to counteract this situation (Fettahlioglu, 2006:37). If an individual cannot adapt to the economic and political changes experienced, he may feel powerless and tend to distance himself from society, which may lead to alienation.

5. **Modern Society Structure and Urbanization:** Rural life is a way of life where customs and customs usually prevail, and warm relationships can be found here. However, city life is more different, relationships between individuals engaged in industry and commerce are usually maintained within the framework of roles.Dec. The relationship between urbanization and alienation has a two-dimensional structure, namely, the alienation caused by urban life and the alienation caused by migration from the village to the city (Aybar, 1995:46). Dec. The factors brought by modern life can cause alienation of the individual, for example, uniform buildings, loss of natural life, environmental pollution, the influence of the media, bureaucratic processes. This situation can lead to isolation and alienation from society, especially for those who migrate from the village to the city, adaptation problems and cultural differences can trigger alienation.

6. **Technology and Automation:** People have needed tools and used technology over time to meet their needs. However, in the modern era, people have become to expect everything from technology and this situation has increased technological dependence (Aybar, 1995:49, 52). Automation is a process that eliminates human intervention in industrial, agricultural, administrative and scientific affairs (http://www.ekont.com). Human attempts to keep up with this automatization may cause him to lose his own rhythm and thus become alienated from his own self-rhythm.

The Consequences of Alienation

With the emergence and spread of alienation, as mentioned just now, many consequences have emerged. Explaining these results under two headings in the form of individual, social and sociological results is necessary for a healthier understanding of the subject.

1. The Individual Consequences of Alienation affect a number of individuals, and the process of alienation that individuals experience as a result of the events they experience causes them to experience some personal changes. This change and the results can be summarized as follows (Mughal, 2009:28-30):

    Loss of Creativity: The inability of alienated individuals to form meaningful and warm ties in family, business life and social relations may cause them to become lonely and lose

their creativity. It may become difficult for a person who moves away from healthy relationships to exhibit positive behaviors.

Mental Disorders: It may be misleading to expect healthy human behavior from individuals who are feeling alienated. These individuals often tend to be anxious and anxious. At the same time, they are likely to approach events from different perspectives and make wrong decisions

Avoidance of Social Relations: One of the obvious consequences of alienation is that individuals distance themselves from social relations. The family comes first in this situation. An individual who cannot establish healthy relationships may find it difficult to establish healthy relationships in society in a similar way and may withdraw into himself.

Apathy to Life, Drug Addiction and Suicidal Tendencies: The process of alienation can cause an individual to lose hopes, ideals and become apathetic towards life. This gap can progress to an individual turning to substances such as alcohol and drugs, and even suicidal tendencies.

Decadent Life - Deviant Relationships: There is a close relationship between irregular life and the environment. When an individual is exposed to selfish, hypocritical and inconsistent characteristics around him, he can adopt these characteristics. When loneliness and a feeling of control in social and business life are added, the individual may turn to an irregular life and deviant relationships.

Blind Obedience or Robot Compatibility: The phenomenon of domination can be reinforced by various methods at other stages of an individual's life, starting with the family. This situation may cause the individual to gradually turn into a robot with the development of technology. With the disappearance of differences, the individual can be blindly dragged into obedience and robot compatibility.

2. When we examine the social consequences of alienation, research shows that the most obvious form of behavior in alienated individuals is conformism. Conformism refers to compliance with existing institutions, criteria or conditions without making a critical assessment (http://nedir.dictionarist.com). This result is not surprising, since alienation robotizes individuals and creates blindly obeying individuals. The feeling of unfamiliarity can cause an individual to blindly believe in rules and norms over time, not to question.

The second important consequence of alienation in society can be called pessimism in general. Individuals in society may have an insecure outlook on the future due to alienation, avoid daydreaming, and center their lives with pessimism. The third result is the fear that an individual feels towards other people in his own social circle. This fear can be so great that people may even hesitate to talk, to spend time together.

These three effects listed above are in a close relationship with each other and cannot be considered separately from each other.

3. The sociological consequences of alienation can be summarized as follows (http://www.bakterim.net):

- Distrust and Fear towards Social Institutions and Society: Alienation can cause feelings of distrust, fear and powerlessness towards social institutions and society.
- Pessimism and Loss of Faith in the Future: Individuals may have a pessimistic outlook on the future due to alienation and lose faith in change.
- Weakness in Social Organizations: In social organizations in general (mass organizations, associations, trade unions, etc.) weakness and ineffectiveness can be seen.
- Obedience and Predisposition to Authoritarian and Totalitarian Regimes: Individuals can easily show obedience to authoritarian and totalitarian regimes and predisposition to these cultures as a result of alienation.
- Suppression of Emotions and Thoughts and Aggression: Repressed emotions and thoughts can be associated with aggression (for example, social lynching incidents) as a result of authoritarian tendencies.
- Social Unculturation and Impersonality: Alienation can cause social unculturation, impersonality and social decay.
- The Meaninglessness of Life and the Increase in Suicidal Tendencies: The meaninglessness of life can lead to a serious increase in the tendency of individuals to end life (suicide).
- Distancing from the Values That Make a Person Human: Alienation can cause an individual to turn away from the values that make a person human, the indifference he feels towards the things he creates and produces, and indifference.

Work Alienation

Another scientist who introduced the concept of work alienation to the literature is George Friedrich Wilhelm Hegel. Hegel dealt with the concept of alienation in his work and attributed the causes of alienation to personal characteristics and internal conflicts rather than economic facts (Tummers et al., 2011).

Employees suffering from work alienation are unable to truly engage with their work, experience mood swings, and may not be as productive as they normally would. Work alienation, in extreme circumstances, can be detrimental to the mental health of affected employees. Also, alienation can affect an entire organization in a fairly short time. Work alienation is more common in organizations that adopt short-term human resource management (HRM) practices. Such organizations often apply measurable techniques, promote individualism within employees, or operate based on the concept that employees have egocentric goals and objectives. Such organizations do not reduce alienation among the workforce (Shantz et al., 2015).

There may be multiple reasons for employee alienation from work. These causes may have environmental or organizational underpinnings. Employees may become alienated from work due to environmental factors such as economic structure, technological structure, cultural structure, social policy, unionization and industrialization, urbanization and social disintegration, as well as organizational factors such as technology, working conditions, and availability (Mottaz, 1981).

Work alienation has many negative organizational and personal consequences. First of all, an employee who is alienated from work exhibits an abnormal psychological state. Often finds work-related developments meaningless due to organizational and environmental conditions. Therefore, he feels inadequate and weak. In addition, he isolates himself from the workplace and his colleagues and adopts a negative attitude towards his work (Byrne et al., 2023).

Work alienation affects personal work, success and performance, as well as operational efficiency in general and thus social costs within the business. In this case, employees get used to not asking questions or getting answers from the management unit (CANPOLAT & SÜNKÜR ÇAKMAK, 2023). As a result, ineffectiveness of employees increases, organizational commitment and job satisfaction decrease. The feeling of alienation from work affects both the psychology of the employee and the psychology of the employee. Feeling weaker and weaker, having trouble focusing on routine work, not participating in corporate decisions, can be counted among the possible problems that an alienated employee may experience. For this reason, the employee will not make a career plan regarding the institution he/she works for and may turn to leave his/her job. In the later stage, work alienation may have serious personal consequences such as self-alienation and the individual not seeing himself as a thinking and feeling entity (Tokmak, 2014).

Organizational Alienation

Organizational alienation refers to an attitude or situation in which an employee cares little about the job, approaches the job with little energy and primarily works for external rewards or expresses the impossibility of meeting the social needs of the employees (Ceylan & Sulu, 2011). Organizational alienation is defined as the reflection of an individual's feelings resulting from frustration with one's employment status. The environment in which alienation is studied the most is bureaucracy (Matheson, 2007). The defining features of the bureaucratic form of organization—business expertise, hierarchy of authority, assignments, record keeping, rules, and impersonality—were found to create a desensitizing effect on the individual, along with a sense of individuality, and loss of self or personal identity.

Causes of Organizational Alienation

Some management practices can exacerbate the stress problem with negative consequences for alienation and employee well-being: Downsizing: In response to forces such as global competition, organizations have begun to reduce both overhead and labor costs and to employ fewer workers (Lu, 2023). This situation can be met negatively within the organization. Computerization and technology-driven processes: Often reminiscent of the era of scientific management, the use of increasingly complex technology combined with technology-driven business processes has in many cases led to task specialization and deskilling, with the potential for negative alienation consequences for some individuals.

Part-time and varying forms of employment: Due to a range of competitive pressures and the need to reduce production costs, organizations have become increasingly dependent on a contingent workforce (Sinitsyn & Hentonen, 2023). The use of contingent workers, who have fewer rights and benefits, less training and development opportunities, and are more easily

dismissed than workers in traditional employment, gives management greater control. Contingent employment arrangements have negative effects on individuals in terms of employment stability, career development and welfare (Feldman, 2006).

Outsourcing: Ostensibly to improve numerical, financial and functional flexibility, organizations often use outsiders to perform activities previously undertaken in-house. Although this is popular among organizations and increases managerial privilege, there are also negative consequences for employees, such as unfair pay and conditions, with reduced trust and commitment.

Factors Affecting Organizational Alienation

Leadership

Studies have observed that different leadership styles are related to alienation. There is a direct and indirect relationship between managers' understanding of leadership and various elements of work alienation, namely powerlessness, meaninglessness and self-alienation. Studies reveal the negative effect of transformational leadership on work alienation and the positive effect of transactional leadership on work alienation. Research studies conducted by Banai et al. (2004) confirmed a negative relationship between supportive leadership and work alienation. Leaders in an organization tend to have different relationships with each employee rather than having an inclusive and consistent leadership style. Because a group of workers can be labeled as out-group members, these special relationships with individual workers create a negative impression on the workforce, leading them to experience one of the most extreme cases of work alienation.

Organizational Justice

The concept of organizational justice refers to the equal distribution of resources within an organization. Fairness in an organization can be achieved through financial and non-financial incentives such as bonuses, fair pay and equal opportunities for promotion and performance review procedures. Thus, organizational justice describes employees' perception of the degree to which management's decisions and actions are fair and equitable to the entire workforce. This perspective then influences the behavior and attitudes of employees towards their management (Yean, 2016). However, if staff members are dissatisfied with their work environment and feel that they have been treated unfairly, they are more likely to lose motivation and may tend to exhibit negative work behavior and attitude. This situation increases the alienation of the employees towards the work done and the organization they work for. Employees often tend to compare themselves with other colleagues to gauge the degree of fairness achieved by management. Employees work directly in the way they believe they are being treated by their managers. Therefore, it is essential for success to establish and maintain a strong bond of trust between management and staff, to improve teamwork, and to minimize conflict between employers and employees.

Work Stress

Within the organization, job stress can arise from factors such as role conflicts, job dissatisfaction, time pressure, aggressive leadership styles and very complex organizational

structure. Job stress is directly related to absenteeism, turnover and employee fatigue, cynicism and, as a result, alienation from work. According to Koçoğlu (2014), there is a positive relationship between work stress and work alienation; that is, work alienation is directly proportional to the level of stress.

Culture as a Factor Affecting Organizational Alienation

Culture plays an important role in shaping the organizational environment and can have a profound impact on the levels of alienation experienced by employees. Here we will examine how culture works as a factor affecting organizational alienation.

Cultural Norms and Values: Every organization has its own norms and values that define the acceptable behavior and attitudes of its members. When these cultural norms are perceived as vague, inconsistent, or unfair, employees may feel disconnected and alienated. For example, if there is a mismatch between the personal values of an individual and the values of the organization, this can lead to a feeling of alienation.

Communication style: The way communication is handled within an organization is a very important aspect of its culture. In situations where communication is incomplete, misleading, or dominated by a top-down approach without encouraging open dialogue, employees may feel excluded and uninformed. This lack of communication can contribute to a feeling of alienation as employees struggle to understand their roles and the broader goals of the organization.

Inclusion and Diversity: An inclusive and diverse organizational culture promotes a sense of belonging among employees.Dec. When there is a lack of diversity or an atmosphere that Decries individual differences, it can lead to feelings of alienation, especially among those who perceive themselves as strangers. Developing a culture that values and respects diversity helps reduce alienation and promotes a more inclusive work environment.

Leadership Style: Leadership plays an important role in shaping the culture of an organization. Deceptive and authoritarian leadership styles can contribute to feelings of powerlessness and alienation among employees. On the other hand, participatory and supportive leadership styles can increase employee engagement and reduce feelings of detachment.

Organizational Structure: The structure of an organization, including its hierarchy and decision-making processes, affects the level of alienation experienced by employees. In rigid and bureaucratic structures where decision-making is centralized, employees may feel powerless and disconnected from their decision-making processes. On the contrary, organizations that promote a more decentralized structure and involve employees in the decision-making process can reduce feelings of alienation.

Workplace Rituals and Traditions: Rituals and traditions within an organization contribute to its culture. Positive and inclusive traditions can strengthen the sense of community among employees, while negative or exclusive rituals can contribute to alienation. Dec. Ensuring that workplace traditions are inclusive and promote a positive work environment is essential to minimize feelings of alienation.

Employee Recognition and Reward Systems: The way an organization recognizes and rewards its employees also affects the culture. When recognition is lacking or the reward system is perceived as unfair, employees may feel undervalued and alienated. A culture that recognizes and rewards individual and team contributions can increase a sense of belonging and reduce alienation.

As a result, organizational culture is a multifaceted factor that significantly affects the levels of alienation in a workplace. Organizations that actively develop a positive, inclusive and transparent culture are more likely to alleviate feelings of alienation among their employees, promote a healthier and more productive working environment.

Interventions to Prevent Organizational Alienation

In environments where organizational alienation is or may be experienced, some interventions can be made to eliminate it. One of them is job change. Managers may choose to employ employees in different jobs in order to eliminate boredom and monotony. In this way, the feeling of alienation will also disappear, as the situation of doing the same job all the time will disappear (Mahmoud et al., 2024). Another method is business development. This method is often used by managers to increase employee motivation. Employees can be prevented from experiencing alienation from work by taking part in different tasks. The other important thing to do is to improve the quality of work life.

An employee who is satisfied with the quality of his work life is not expected to experience alienation easily, as he will feel happy, peaceful and comfortable. By encouraging employees to participate in management, a more positive environment can be created for them (Tyskbo & Styhre, 2023). The participation of the employees in the decision-making process with a high rate affects the motivation of the employee, his attitude towards the work and the organization, the meaningfulness of the work he does, and as a result of all these, he does not experience alienation (Yüksel and Erkutlu, 2003: 132–133).

Consequences of Organizational Alienation

An employee alienated from the organization is exposed to different negative consequences. Such workers provide low quality work and production and lack cooperation, motivation, and organizational commitment (Dong et al., 2023). He has deficiencies in organizational identity and work participation. They frequently encounter situations such as excessive absenteeism, a sense of purposelessness, and disruption of business activities (Mohapatra et al., 2023). They experience a feeling of fatigue along with other health problems; they feel distant from their colleagues, are indifferent to achieving organizational goals, and fail to fulfill their responsibilities.

An alienated employee exhibits an abnormal psychological state. Often finds work-related developments meaningless due to organizational and environmental conditions (Nair & Vohra, 2012). Therefore, he feels inadequate and weak. In addition, he isolates himself from his workplace and his colleagues and adopts a negative attitude towards his work (Erdem, 2014).

Work alienation affects operational efficiency in general and thus social costs within the business, as well as personal work, success and performance. In this case, employees get used to not asking questions or getting answers from the management unit. As a result, ineffectiveness of employees increases, organizational commitment and job satisfaction decrease.

The feeling of alienation from work both affects the psychology of the employee and causes serious distress and anxiety. Feeling weaker and weaker, having trouble focusing on routine work, not participating in corporate decisions, can be counted among the possible problems that an alienated employee may experience. For this reason, the employee will not make a career plan related to the institution they work for and will try to leave the job. In the later stage, job alienation may have serious personal consequences such as self-alienation, not seeing himself as a thinking and feeling entity (Tokmak, 2014). Undoubtedly, this situation may lead to the deterioration of the relationship between the employee and the organization.

Conclusion

This article considers the concept of alienation from a broad perspective and examines the effects that an individual experiences at both an individual and organizational level. The evolution of alienation from its historical origins to the present day has been considered from the perspectives of different thinkers. In particular, the views of thinkers such as Marx, Fromm, Marcuse, and Mills have been evaluated within the social, economic, and cultural contexts of alienation. The article deals with the main causes of alienation under six main headings such as family education, cultural changes, beliefs, economic growth, modern society structure, urbanization, and technology and automation. The effects of these factors on an individual's personality development and normal behavior have been studied in detail.

In addition, the study focuses on the phenomena of alienation and organizational alienation, explaining the effects of these situations on the psychological state of the individual, job performance, and internal organizational relationships. In particular, the effects of factors such as leadership, organizational justice, and job stress on organizational alienation have been discussed in detail. In this article, the influence of culture (Cultural Norms and Values, Communication Style, Inclusiveness and Diversity, Leadership Style, Organizational Structure, Workplace Rituals and Traditions, and Employee Recognition and Pay Systems) on organizational alienation and the importance of culture in this context are emphasized. According to that, Organizational culture is a multifaceted factor that significantly affects the levels of alienation in a workplace. Organizations that actively develop a positive, inclusive and transparent culture are more likely to alleviate feelings of alienation among their employees, promote a healthier and more productive working environment.

The article emphasizes that managers play an important role in solving this problem, noting that it requires taking into account the internal and external factors that lead to the emergence of organizational alienation. Understanding and addressing the effects of these factors on alienation in organizations is an important step to increase employee motivation, ensure effective teamwork, and improve job performance.

Conflict of Interest

Acknowledgement

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