

**THE MINISTRY OF EDUCATION OF THE REPUBLIC OF AZERBAIJAN
AZERBAIJAN STATE UNIVERSITY OF ECONOMICS**

SABAH RESURS CENTER



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Employee Estrangement and its Management

050407 Management

Bachelor's Degree awarded for Higher Professional Qualifications

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Baku-2019

CONTENTS

ABSTRACT.....	3
ACKNOWLEDGMENT.....	4
INTRODUCTION.....	5
CHAPTER 1: METHODOLOGICAL AND THEORETICAL ASPECTS OF ESTANGEMENT SUBJECT.....	8
1.1The understanding of estrangement and the history of its forming.....	8
1.2Theories proposed regarding estrangement.....	13
1.3 Forms and trends of the estrangement in organizations.....	20
CHAPTER 2: MANAGING THE ESTRANGEMENT AMONGST EMPLOYEES IN ORGANIZATIONS.....	30
2.1 Factors that cause the estrangemnt of employees.....	30
2.2 The effects of enstragement on employees performance and behavior within the organization.....	40
2.3 The ways of elimination the consequences of estrangement and its management	43
CONCLUCION.....	52
REFERENCES.....	54

ABSTRACT

The concept of estrangement emerges as one of the most fundamental problems of every human being in human history as in other social areas. In general, the concept of estrangement is the deterioration of the relationship between the subject and the object or consciousness and things.

It has been used in many fields and each of these areas has discussed and defined the concept within its scope. The notion of meaning with Marx was the basis for many theoretical studies on estrangement. Marx used the concept to criticize the situation of the employee and his criticism of capitalist society. Although Blauner described estrangement in 4 dimensions, Seeman made it possible to measure estrangement with five dimensions: powerlessness, meaninglessness, isolation, normlessness, and self-alienation. In other empirical studies, it was aimed to determine the factors causing estrangement in organizations. It is stated in the studies on this subject that the concept of estrangement in organizations is of great importance for the organization, the employer and the employee. In this respect, estrangement is an issue that should be emphasized for both the organization and the employees in terms of having a negative effect on employees' general health status, job performance, job continuity, job satisfaction, productivity and commitment to the organization. Therefore, it is necessary to define the factors that cause estrangement at work. After explaining the components of estrangement at the work, the factors affecting the estrangement of the work and the results of the alienation, how to cope and address the alienation would be contemplated.

ACKNOWLEDGMENT

I would like to thank numerous people for their support and contribution to my thesis.

First of all, I would particularly thank my supervisor Ph.D. Khagani Bashirov for his professional guidance, his encouragements and insight throughout the research. Also, I am deeply indebted to him for his psychological support.

I would like to thank many people who supported me both mentally and emotionally. Here, before anything else, I would like to thank my lovely family; my brother Jamil Rahmanov, my mother Nasiba Rahmanova and my sister Fatma Rahmanova for supporting me and believing in my capabilities. I really admire them, and I am thankful for their patience, sacrifices and their unconditioned love. I love you all!

I am immensely grateful to all my friends and colleagues for their advice, especially to Dilara Mammadova, Narmin Hasanli and Manzuma Haydarli. Those who I forgot to mention, but had precious part in writing this thesis, appreciated as well.

INTRODUCTION

An organization is closely interconnected with the mass of people gathered in order to accomplish their planned goals, and the purpose of partnership is closely linked to one another. However, individuals are taking part in an organization world where individuals did not set up themselves. In addition, these employees are applying and implementing the rules, decisions and opinions of others, who manage the organization. In this case, the classic behavior expected from a worker is something that excludes his emotions and thoughts within the organization, and if needed to add something unique from his or her side. However, apart from official rules of the organization, daily relationships are based on correspondence, outsiders, non-formal groups and friends who come to the agenda. So, intolerance, confrontation, interest groups and misunderstandings made by these gathering create a dynamic and distinctive picture.

Employees simply perceive themselves as result-oriented robots and only, thus making it difficult for them to achieve organizational goals, and may react differently, such as being aggressive or hesitant, when faced with harsh decisions from managers.

On the other hand, factors such as unresolved complaints in the workplace, personal behavior and feelings of hostility are factors that cause estrangement within the organization. In addition, situations such as lack of sense of power, loneliness, and work-related decline in the structure of an organization are crucial to the employee, which also plays a big role of forming estrangement. It is helpful to explain the meaning of the organization in terms of work, workmanship, management and environment. Whenever a member of the organization comes up with an organizational structure or any other element that creates an estrangement factor in the environment, it is an expression of the organization's alienation or organizational relationships.

The concept of alienation in organizations that can be defined as a result of similar events, such as the appearance of division and class bureaucracy in the society as a whole, is in general a condition for the individual to move away from the goals, rules and personality of existing organizational structures.

Changes and developments in the world affected all aspects of society. The rapid and intense development in the technology, the industrial revolution, the increasing competition conditions have changed the organizational structure, management understanding and form. In order to maintain their competence in organizations with increasing competition and conditions,

Employees must develop their skills accordingly. Within these rapid changes, employees are exposed to many pressures, both from the organization and from the nature of the work. However, in addition to these developments, the meaning of the work has also changed for the employees. For workers, work is not only to meet their physical needs, but also to achieve self-realization, gain and develop a sense of purpose in society, satisfaction from work, self-esteem. Today the working conditions are expanding the gap between the working life and personal life of the individual, even not realizing it. Because the innovations brought by life are both interesting and cause us to move away from our essence and change some of the values slowly. At this point, the phenomenon of estrangement comes into its place and influences all aspect of work environment.

It is very important for the organization in order to achieve organizational goals to create positive relationships among employees and to maintain healthy relations among them within the organization. People responsible for that, who realized this, focused on the attitudes and behaviors of the employees. The employee must get accustomed to his / her job, find the work he / she makes meaningful. The concept of estrangement to work appears at this point. The estrangement of the work refers to the differentiation of the physical environment of the employee, ie the work or work environment and the

spiritual world they experience. Individuals who are alienated to work find their work as meaningless and incompatible. As a result of this, it can show behaviors such as exhibiting undisciplined behaviors, incomplete or inaccurate work, absenteeism, incompatible behaviors with colleagues or quitting¹. For this reason, examining the concept of work estrangement is extremely important for both organizations and employees. In this way, it is possible to exclude the most likely reasons of work estrangement among employees.

¹ Ferguson I., Lavalette M., 2004, “Beyond Power Discourse: Alienation and Social Work,” *British Journal of Social Work*, 34(3), 297–312 p.

CHAPTER 1: METHODOLOGICAL AND THEORETICAL ASPECTS OF ESTANGEMENT SUBJECT

1.1 The understanding of enstrangement and the history of its forming

Estrangement (alienation) has been described in different ways by many researchers. The concept of alienation has also been studied by Hegel, Marx, Durkheim, Weber, and Feuerbach. The definition of the self-alienation of each discipline is summarized:

- alienation in philosophy; separate from the sociality that results in a person breaking away from the products of his own labor and being indifferent to life²;
- alienation in the field of sociology; the loss of interest in the society, cultural values and role distribution, seeing the values and norms as meaningless, feeling weak and lonely³;
- alienation in the field of psychology; the individual accepts the world and himself as passive and receptive, and acts in this direction⁴;

² Güçlü A., Uzun E., Uzun S., Yolsal Ü.H., 2003, Felsefe Sözlüğü, Bilim ve Sanat Yayınları, Ankara.

³ Sosyal Bilimler Sözlüğü, <http://www.sozluk.ihya.org/sosyal-bilimler-sozlugu/index.html?s=21>, Date of access: 25.03.2019

⁴ Fromm, E., 1992, Marx'ın İnsan Anlayışı(Çev: Yurdanur Salmanve Zeynep Tanrısever) Arıtan Yayınevi, İstanbul, 125 p.

- alienation in the field of social psychology; the weakness, meaninglessness, irregularity, isolation and self-alienation of emotions arising from the effects of social, institutional or interpersonal problems on the individual⁵;
- alienation in the field of politics; disengagement from political system or indifference to political participation⁶;
- alienation in the field of law; the rule of law, proliferation of each other does not overlap and the opposite direction of a nature, not to leave in time, the reasons for not complying with the business rationale and not responding to the needs of employees in cases such as work;
- alienation in the field of economics; the inability of economic policies to solve economic problems, the instability between money and capital markets, the pressure imposed by the unresolved situation;
- alienation in theology; feeling detached from God, not believing and having no faith⁷;
- alienation in the field of education; the failure of school education to undertake economic and cultural reproduction or to increase individual rights and freedoms; the elimination of the individual from social equality and liberty, and as a result of this, find the educational activities meaningless, feeling insufficient and powerless.

As can be seen, alienation is a concept that can be seen among all disciplines. Alienation is not only defined as the product or result of a deterioration in economic, social and political relations but

⁵ Seeman, M., 1959, "On Meaning Of Alienation, American Sociological Review , p. 783- 790, <http://www.jstor.org/pss/2088565>, Date of access: 08.04.2019

⁶ Elma, C., 2003, İlköğretim Okulu Öğretmenlerinin İşe Yabancılaşması, Doktora Tezi, Ankara Üniversitesi Eğitim Bilimleri Enstitüsü.

⁷ Williams, R., 2007, Anahtar Sözcükler (Çev. S. Kılıç) , İletişim Yayınları, İstanbul.

also as the situation that occurs as a result of the disturbances and disruptions in person's own self-belief.

The existence of various definitions related to alienation is an indicator of a complex fact; There is confusion about what the concept of alienation is used by different disciplines. Although the concept has been extensively studied in the literature, the definition of the concept remains unclear. When the definitions are analyzed, the agreed point is that the person is distant from a situation, an event, another person, himself, activity, group, community and negative situations are expressed. In this direction, the characteristics of alienation can be stated as follows⁸:

- The concept of alienation is related to the alienation of one from something or someone.
- Alienation exists in man's nature.
- Alienation is in close contact with the social environment of individuals.
- In the modern form of alienation, the influence of different forces between individuals and their environment is important.
- In alienation, negative situations such as competition, jealousy, mutual disobedience and the urge for aggression may arise.

The concept of alienation is one of the concepts frequently encountered in business life. Ergil describes the alienation of work as a general level of alienation of individuals from existing expectations (values, rules and relations) to existing structures (social institutions). As seen, alienation has a negative meaning as a concept. Therefore, in case of alienation in business life, it is not possible to talk about the job satisfaction of the employee positively.

⁸ Şimşek, Şerif. Çelik, Adnan. Akgeçici, Tahir. Fettahlıoğlu, Tamara, 2006, Örgütlerde Yabancılaşma Yönetimi Araştırması. 14. Ulusal Yönetim Ve Organizasyon Kongresi, 569-587 p.

The concept of "alienation towards work" was introduced in the twentieth century by K. Marx and F. Engels and still economists are engaged in this topic. However, this topic remains unexplored and requires a deeper study than what we have nowadays. But in the beginning it is necessary to define this term precisely. Let us turn to the existing points of view.

Analysis of the concept of "alienation" allows you to select the main idea or its essence. It can be traced both in definitions from sources on philosophy and psychology. Best of all, in our opinion, it is reflected in the definition of the Great Soviet Encyclopedia: "Alienation is an objective social process inherent in the class antagonistic society and characterized by the transformation of human activity and its results into an independent force that dominates him and it is hostile to him/her". That is in other words, an activity which is no longer voluntary, but forced. At the same time, according to the definition of M. Simon, "the state of the individual in a society, which is characterized by impotence, senselessness, lack of norms, social isolation and self-alienation". Thus, the process of alienation has negative consequences for both the individual and society as a whole.

As for the economic sphere of society, alienation primarily manifests itself as a process of alienation of labor. Based on the above, we can pre-define the alienation of labor as the process of transforming human activity and its results into something external, independent, dominating a person. This interpretation of the concept of "alienation of labor" is identical to the more concise definition of Karl Marx: "the alienation of labor is the existence of labor outside the employee".

If we refer to our definition given above, we can distinguish two sides of the process of labor alienation:

- 1) the alienation of labor directly, that is, the labor process itself;
- 2) the alienation of the result of labor.

Basically, these definitions are more philosophical than economic. For example, N. Sh. Shakirov gives the following definition: “The alienation of labor is the transformation of human activity and its results into an independent force that dominates him, and is hostile to him, and the associated transformation of a person from an active subject into an object of the social process. This is a form of attitude to work, characterized by sentiments of meaninglessness, helplessness, detachment ”⁹. The first part of this definition is called, in fact, not the alienation of labor, but alienation as a whole as a social process. The second characterizes the effect of alienation on labor. The definitions of A. Kurely , Karl Marx and our definition presented above give a philosophical interpretation. However, in this case, it is not possible to get away from this.

The definition given above reveals well the social side of this process, but not reflects its impact on the employee, does not show his place in the system of labor relations. This aspect is noted in A. Balakin’s definition: “The alienation of labor is an objectively existing phenomenon that demotivates the employee which manifests itself in the form of internal rejection by an employee of labor as a need and opportunistic behavior ”¹⁰. However, this definition does not reveal the essence of the phenomenon of labor alienation and, in our opinion, an inaccurate interpretation of its influence on an employee is given. According to Balakin A.C. alienation of labor is manifested in the rejection of the employee as a need. In our opinion, the demotivating effect of the process of alienation of labor is manifested in the rejection not as a need, but in the rejection of specific work , that is, in the performance of specific

⁹ Шакиров, Н.Ш., 2004, Проблема отчуждения: от человека абстрактного / Вестник ТИСБИ (Татарск, ин-т содействия бизнесу). Выпуск № 3. URL: <http://www.tisbi.ru>

¹⁰ Балакин, А.С., 2009, Сущность и социально- экономические основы отчуждения труда:, Челябинск, Master’s dissertation, 14-16 p.

production functions at a particular enterprise. And the need for labor is not rejected, but remains unsatisfied.

Thus, summing up the above, we can formulate the following definition: *Alienation of labor is an objective social process of transforming human labor activity and its results into something external, independent, dominating a person, at the individual level demotivating an employee, manifested in the internal rejection of work and in opportunistic behavior.*

If employees who work in organizations that they cannot find the environment they hope for in their work, they feel as if they are seen only as robots that make production, or if they face strict and harsh behavior of managers, they can react by being alienated or aggressive, acting dynamic. Dissatisfaction in the workplace, inability to resolve complaints, special behaviors, and the feelings of adversity that develops in a sense, can be characterized as a workplace disillusionment and working unrest.

Industrialization started with the Industrial Revolution and the people began to shift from the patriarchal family structure to the core family structure and pushed themselves into loneliness. Economic growth and consumption has brought away spiritual pleasures. With industrialization, individual relations have begun to change and social relations in organizations have changed as well. The distinction between the social class differences increased. As a result, economic, political, social and class struggles have become more evident. The working relations in the pre-industrial society can be carried out in harmony with the spiritual structure of the society, which is based on individual relationships, between the employers and other employees. The relations were warmer and more human and the employees did not become alienated to their labor. With the industrial revolution, there has been a certain difference in the working relations in the organizations.

After industrialization, personal relations among employees in organizations are diminished due to working conditions, rules, internal and external factors. Here, the decrease in personal relationships in organizations, increased the tendency of alienation.

1.2 Theories proposed regarding estrangement

The concept of alienation, which is frequently used in contemporary sociology, comes from a philosophical-religious background. In time, the concept has been removed from its religious and mystical meaning and gained a rational meaning in Hegel's philosophy. By K. Marx, the concept was concretized and started to be used as an assumption of human life. In empirical studies, alienation phenomenon is reduced to the area of study and is described and explained according to its source. When we look at the subject in this respect, different aspects of alienation can be encountered.

The concept of alienation has been examined by various science disciplines and different scientists in the process of development.

According to Hegel's philosophy, the human soul is free, but cannot always recognize itself as free, and this freedom can be explained in connection with the soul. According to this thought, the spiritual and physical world is one and the same thing. The discovery of the external world by people leads them to separate them from the spirit and to see themselves as anything other than the soul. At each higher level, they become alienated by realizing that they are free in the world¹¹.

According to Marx, if man's own activity seems to him a non-free activity, then man does this activity as an activity of another man under the oppression, domination, which possesses capital. This

¹¹ Swain, D., 2013, Marx'ın Teorisine Bir Giriş Yabancılaşma, Çev: Hande T. Urbarlı, Durak İstanbul Dizisi, İstanbul., 15-37 p.

capitalist maintains the control of the whole, and he even determines the shape, intensity, duration, types and number of products, environmental conditions and most importantly, whether the work will be carried out or not. The worker carries out only the production activity in the demand of the capitalist and if the capitalist decides that more production will not make profit, he / she can terminate this activity.

The five dimensions of Marx's alienation thought are as follows¹²:

- Loss of control over the product produced by human activity,
- Pathological characteristics in social relations such as jealousy, competition, distrust, hostility towards cooperation, meaningful communication and care to satisfy the needs of other people,
- Creative activities and leisure,
- The loss of the self –esteem,
- Human alienation from nature.

According to Marx's approach, people alienated from labor lose their control over the products, they produce, and this can be said to increase their free time by preventing them from doing creative activities. In addition, it can be said that negative effects can be seen in the social relations of the alienated person. Seeman evaluated alienation from the personal point of view of the actor and evaluated it from a socio-psychological point of view and made the concept more understandable by defining it as powerlessness, meaninglessness, isolation, normlessness, self-alienation. Alienation is defined by many researchers as a condition of experience related to weakness. Seeman stated that the root of powerlessness, which is one of the dimensions of alienation, is rooted in the Marxist point of view of the workers in the capitalist society, and according to this view, the workers' power has been

¹² Marx, K., 2013, *Yabancılaşma*, Çev: Kanan Somer, Ahmet Kardam, Sevim Belli, Arif Gelen, Yurdakul Fincancı ve Alaattin Bilgi, Der: Barışta Erdost, Sol Yayınları, Ankara, 15 p.

alienated by the entrepreneurs in the dimension of the acquisition of the goods and the means of decision¹³. According to Mottaz the dimension of weakness is related to working conditions. In this respect, powerlessness refers to the lack of participation in the task activities (work activities), supervision, autonomy and self-management in work and lack of participation. In other words, according to Manderscheid, weakness reflects perceived helplessness in realizing desired behaviors. According to Nelson and Donohue, this type of alienation can be interpreted as psychological terms that include emotions such as the individual's failure to achieve self-fulfillment and the lack of self-esteem.

Barakat included weakness as an expression of excessive control between the sources of alienation at the level of the physiological structure. The author defined excessive control over excessive bureaucratization, and examples of over-control included weakness statements and impersonalized relationships. The second use or the second dimension of alienation is meaningless. According to Mottaz and Wilson, the meaningfulness dimension of alienation refers to the sense of failure of the employee to see his work or duty as a meaningful contribution to the general business process and to a greater purpose. If occupational tasks are perceived as separate, boring, simple and separate from other working activities by employees, employees will feel that the contribution of their work is meaningless and will experience the sense of meaningfulness in their work¹⁴. As a result it can be expressed that the individual experiencing the sense of meaningfulness is the person who has difficulties in

¹³ Seeman, M., 1959, "On Meaning Of Alienation, American Sociological Review, p. 783- 790, <http://www.jstor.org/pss/2088565>, Date of access: 08.04.2019

¹⁴ Blauner, R., 1964, *Alienation and Freedom: The Factory Worker and His Industry*, The University of Chicago Press, Lrd., London, USA; Mottaz, C. J., 1981, "Some Determinants of Work Alienation", *The Sociological Quarterly*, Vol: 22, No: 4, 515-529 p.; Wilson, W., 1967, "Corralates of Avowed Happiness", *Psychological Bulletin*, Vol: 67, No: 4, 294-306 p.

finding and using the appropriate standards in evaluating the benefits and the importance of the movements and thoughts. These individuals have difficulty in answering the question as to what is meaningful, important and useful. These people are not able to establish effective social interaction with others and are more likely to feel the feeling of isolation. Blauner stated that the bureaucratic structures and the division of labor caused the feelings of meaninglessness and the sense of nonsense emerged as a result of the fact that the employees made very minor or very little contribution to the general production process and thus they could not see the importance of their roles within the process.

The definitions of alienation are carried out in the focus of the lack of autonomy and the control over the work of the employee. Control and autonomy are concepts that Marx used to interpret the situation of the worker in capitalist society. According to Mottaz alienation is an end to the discrepancy between the perception of employees about objective business conditions and their expectation about these dimensions based on specific measures that can be defined as control, purpose and self-expression. As a result of this situation, the author stated that the employees experience feelings of weakness, meaninglessness and self-alienation. Marx described the concept of alienation as a form of weakness expressed as deprivation of perceived significant events on work-related important events that affect the life of the individual.

Fromm focuses on the alienation of the human being and the weakening of the spiritual element. According to Fromm, the person is working to make a profit and the profit provided is not spent, the capital is converted into investment and this cycle continues. Although the principle of working for capital is of importance, it makes the person to work as a slave of the object which he produces with

his own hands, leaving the person to work outside of his own goals and thus he feels trivial and powerless. It can be said that Fromm's approach to alienation is more pathologically and objects are similar to Marx's views as he is the ruler of the person¹⁵.

Simmel believes that the money-based economic system threatens the integrity of human beings. The objective culture, total / total culture, which is accessed and used by every individual by society is called objective culture. Due to the melting of the objective culture, the decrease of the subjective culture and the cultural differentiation, both the production and the consumption are the sources of alienation. It may be possible to say that Simmel has based alienation on altered cultural distortions depending on money economy and modern urban life¹⁶.

According to Marcuse, due to the rapidly changing and developing technology, less labor is lost to physical labor, the machine replaces manual labor, the machine needs fewer labor force and thus changes in the function and mission of the worker. Marcuse argues that advanced technology and industrialization have created this result, that the labor force is separated from the individual and is an independent producer, and thus the subject is itself, and that its labor enslaves the person. According to the opinion of Marx, it can be said that the personification of the mechanization in the production has been alienated by putting man out of the production process and bringing him / her into a vehicle used only in the production of production. Horney lists the reasons for alienation to the real essence¹⁷:

1. If the individual begins to exist according to the wishes of the external thinkers and other people, by leaving the internal desire, pleasure and emotion / pity, or ignoring it, the driving force

¹⁵ Fromm, E., 1996, Örgürlükten Kaçış, Çev: Şemsa Yeğin, Payel Yayınları. 99-101 p.

¹⁶ Özbudun, S. ve Demirer, T., 2008, "Yabancılaşma", Ütopya Yayınevi, Ankara, 3 p.

¹⁷ Horner, M., 1997, "Leadership Theory: Past, Present and Future", Team Performance Management, Vol: 3, No: 4, 270-287 p.

2. or the force that forces the individual to take action is composed of entities other than himself. Since this will create a forced or uncontrolled situation, the nature of emotion, desire, beliefs and pleasures disappears, the individual's power of discrimination is reduced, and as a result, neurotic, alienated solutions dominate the life of the individual.
3. Horney argues that by the end of this, alienation, which emerged in the way described above, will lead to the lower self-esteem of the alienated individual and feelings and desires set forth from the outside.
4. The reason for the third alienation identified by Horney is as self-directed active adversity tendencies. In other words, the false essence, which is defined as false and external, is the destruction and threats of the true essence of existence.

Pearlin defined the concept of alienation in work as feeling the sense of powerlessness on the work that significantly affected his work and actions, and that his work remained outside his control. According to Pearlin, this definition shows the necessity of alienation in hierarchical organizations especially in the context of responsibility and authority¹⁸. Allcorn states that the determination of the nature of the work by organizations causes alienation. Instructions are given carefully by the organizations to what, how much, what kind, when and how to produce them. In most instances, workers get away with the feeling that they are the owner of their labor. Because their time and forces were bought. Similarly, for the employee, the products of his work may begin to make no sense. Employees and organizations can make them feel that they are managing, controlling, abandoning, using, and preventing them from being effective. These situations can be understood as the basis for the employee

¹⁸ Pearlin, L. I., 1962, "Alienation from Work: A Study of Nursing Personnel", *American Sociological Review*, Vol: 27, No: 3, 314-326 p.

to develop a sense of alienation from himself, from others and from his work. At the same time, alienation can be a part of the organizational culture when employees do not feel the connection in any positive or meaningful way when they lack communication with the organization and each other.

In particular, the concept of alienation is regarded as a modern bell of modern society. In pre-industrial societies, few people have experienced alienation. In bureaucratic mass societies, a large number of people are seen as alienated. The extent of alienation reflects the social conditions and consequences of the transition to an industrial society. The stability of advanced industrial societies within the working world has diminished some of the characteristic examples of alienation¹⁹. The reason for this is the fact that the employees of the industrial organizations are regarded as tools for productive resources and organizational purposes. In this respect, alienation can be regarded as inevitable.

The emergence of alienation, which dates back to ancient times, has been approached with different perspectives by different scientists in the historical process. Although there is not a generally accepted approach to alienation, it can be considered that alienation of all the thinkers working on this issue is seen as a negative situation.

1.3 Forms and trends of the estrangement in organizations

In general, alienation, according to Karl Marx, is manifested in the following phenomena:

¹⁹ Blauner, R., 1964, *Alienation and Freedom: The Factory Worker and His Industry*, The University of Chicago Press, Lrd., London, USA, 33 p.

- the alienation of a person from the process and product of labor (subjective dissatisfaction, a sense of forced activity, the instrumental nature of the activity instead of the creative one),
- the alienation of a person in origin essence (and as a result, the inability to perceive the human meaning of cultural objects, "blindness "to values),
- the alienation of a person from the objective world (private property becomes the object of formal possession, and not its actual value),
- the fragmentation of life (human life in its various spheres does not have a single direction and is experienced as a torn, detached),
- the alienation of a person from a person (dehumanization of relations, another person becomes a means, not a goal)²⁰.

The ideas of K. Marx about the alienation of labor are becoming popular among representatives of the Frankfurt School. So, E. Fromm, relying on the ideas of Karl Marx, revealed and described the alienation from the work (for which labor becomes torture, and the ideal is laziness and hostility towards labor), on the part of the owner of production (who treats it as capital and is not responsible for the process), as well as by the bureaucrat (who treats the world as the object of its activities).

It is thanks to the representatives of the Frankfurt School that the term “alienation” is widely spread among sociologists in the 1960–1970s. The use of this term in relation to work in the sociological literature was interpreted as dissatisfaction, lack of motivation, loss of control, the subjective meaning of labor, lack of self-expression, etc. Modern domestic researchers of the problem of labor alienation I. Kuzminov, E. S. Nabiulina, V. V. Radaev, T. P. Subbotina focused on the fact that “the alienation of labor” exists when in the process and as a result of its activity the worker reproduces the

²⁰ Маркс, К., 1957, Отчужденный труд. Экономическо-философские рукописи 1844 года / К. Маркс // К. Маркс, Ф. Энгельс. Соч. – 2-е изд. – М. : Госполитиздат, 42 р.

external, uncontrolled material forces and relations, which later confront him as estranged, imposed on him working and living conditions²¹.

Thus, in the event of the alienation of labor, a person, forcibly or voluntarily, enters into the labor process, squeezed in the grip of social conditions that are external and estranged to him, moreover, the person is paid as a tool, which makes his work meaningless, disfiguring morally and physically. Moreover, a man with his own hands and thoughts continues to reproduce these social conditions. In turn, V. V. Radaev identifies several forms of coercion into economic activity, inevitably leading to the alienation of labor.

First, coercive or extra-economic coercion, expressed through the relations of direct domination and subordination, personal dependence of a person on other people, administrative, political or military bodies. Under conditions of non-economic coercion, a person is driven by fear before possible physical violence (up to destruction), before deprivation of legal, civil or social status of being beaten, imprisoned, dismissed from work.

Secondly, economic coercion, which is understood as one unilateral dependence of a person on the material conditions of his being, when a minimum of basic needs is not met. There is virtually no choice: it is also guided by the fear of hunger, poverty and degradation. And we are talking not only about the physiological, but also about the social minimum which means belonging to some community or specific groups.

Thirdly, technological coercion, which is expressed by one-sided dependence on working and production conditions, his narrow professional qualification, attachment to the working.

²¹ Кузьминов, Я. И., 1989, Отчуждение труда : история и современность / Я. И. Кузьминов, Э.С.Набиулина, В. В. Радаев, Т. П. Субботина., М. Экономика, 287 р.

Fourthly, ideological coercion is the most subtle of the listed forms of influence. It arises as a product of the manipulation of personal interest: the fear of God's punishment, the loss of life orientation, the break of social ties with the reference group.

Undoubtedly, the alienation of labor extremely negatively affects the activity. Organizations' activity and adversely affects the integration processes of organizations systems. Moreover, the consequences of labor alienation for an organization may be critical: reduced productivity and quality of work, initiatives to reduce motivation; decrease in psychological health of workers; various forms of manifestation of deviant behavior.

In the study of the problem of the alienation of labor, the hypothesis of the so-called “∩-shaped” curve, according to which the alienation of workers increases as the increase mechanization of labor, but then decreases with the transition to developed technology. All discussions of alienation are conducted at the level of abstract philosophical. Theories and concepts are either limited to discussions of certain aspects this problem. Nevertheless, Western scientists have accumulated a wealth of experience in addressing this issue.

Developed by a professor at the California School of Social Ecology NIU University S. Muddy diagnosis of alienation represented successful attempt to overcome the problem of lack of reliable and valid tools that would allow not only to diagnose the total alienation, but also to differentiate the various aspects of this complex phenomenon. The authors attempted to measure alienation as subjects of which a person is able to be aware of. Theoretical basis of the methodology was the concept of the alienation of S. Muddy, which distinguishes four forms of alienation:

1. Vegetation - the inability to believe in the truth, the importance or value of any actually carried out or imagined activity. Vegetation is the most severe form of alienation.

2. Powerlessness is the loss by a person of faith in his ability to influence life situations, however, while maintaining the feeling of their importance, which makes it possible to consider powerlessness to be a less serious form of alienation than vegetativeness.
3. Nihilism - the belief in the absence of meaning and activity, aimed at its confirmation by adopting a destructive position. This form of illness involves experiencing some meaning - even if it is paradoxical, antisense - and is associated with activity in its implementation, which allows us to consider nihilism to be a less serious form of alienation than vegetativeness and powerlessness.
4. Adventurism (S. Muddy also uses the term “cruising”) - search for vitality, involvement in dangerous, extreme types of activities by virtue of experiencing meaninglessness in everyday life. This form alienation is less serious because it is associated with active search for new sensations²².

The authors measure the level of alienation in five spheres of life: work, society as a whole, interpersonal relationships, family, self.

It can be said that the concept of alienation, which is used in historical development, theology, philosophy, sociology and psychology, has started to be used in the socio-psychological field as we approach today. Seeman and Blauner seem to have pioneered the alienation of alienation with the feeling that alienation needs to be examined not only conceptually but also empirically.

Recognized scientist in Western sociology on the problem of alienation R. Blouner identified four variables of alienation:

1. *Powerlessness*. A person experiences this type of alienation when he is not a subject, but an object controlled by people or some kind of external system.

²² Maddi, S. R., 2002, The Story of Hardiness : Twenty Years of Theorizing, Research and Practice / S. R. Maddi // Consulting Psychology Journal : Practice and Research., V. 54, № 3. 175–185 p.

2. *Meaninglessness*. The alienation of this type occurs when the employee does not feel that his own actions and the activities that he performs lead to the achievement of vital goals, and not a significant contribution to the activities of his team, organization and society as a whole. .
3. *Isolation*. This type of alienation occurs under the conditions of a rupture of personal ties, when the employee, being in society, does not feel himself a member. The worker may experience this type of alienation even for reasons such as a poorly equipped workplace or an inconvenient work schedule.
4. *Self-alienation*. This type of alienation occurs in conditions where work becomes an end in itself, when work does not contribute to the manifestation of individuality and inventiveness and negatively affects self-esteem²³.

According to the study of value orientations of workers in state enterprises in the period from 1994 to 2003, detected shift of emphasis in the value consciousness of state enterprises employees with a focus on creative self-realization and orientation on pragmatic values. Position of labor as a by product aspect of life, in our opinion, is a direct consequence of alienation of labor. When exploring the category of alienation, there is the likelihood of confusion.

The category of detachment, powerlessness over the work situation in which the worker cannot control his actions or the conditions of existence is ambiguous for the groups of workers. On the one hand, in the work there are strict standards, the requirements of labor activity. On the other hand, the specifics of the work dictates the need to make independent decisions, initiatives, excludes monotony, no need for qualifications, etc. Moreover, everyone is interested in the results of their work, since there is a direct dependence of the level of wages on the quality of work performed (bonus system). The

²³ Blauner, R., 1964, *Alienation and Freedom : The Factory Worker and his Industry*. The University of Chicago Press, Lrd., London, USA, 11 p.

category of isolation of an employee, affecting the level of alienation of labor, occurs in case of loss of a sense of belonging to a group. The development of the state of alienation largely depends on the psychological and spiritual orientation of a person, his general attitude towards others.

The next category of labor alienation is employee self-exclusion arising in the absence of internal satisfaction with labor. Rejection of work becomes the basis for conscious self-elimination of all production problems, reduction of responsibility, lack of interest in work, etc. Self-removal of an employee dictates attitude to work as a goal: the value of labor reflects his property as a universal means of satisfying other needs - material and spiritual. In our opinion, the level of employee self-exclusion can be studied through the four indicators of alienation developed under the guidance of S. Muddy: vegetativeness (inability to believe in the value of any activity), impotence (loss of faith in the ability to influence life situations), nihilism (conviction in the absence of meaning and activity of position) and adventurism (involvement in dangerous activities due to the experience of meaninglessness in everyday life) .

The dimensions of alienation appearing in the employees are described differently, and we can list them below:

- ***Meaninglessness*** is caused by the distinction between work and employer. In modern industry, workers are not aware of the final output, they cannot be aware of what is part of it. However, in small factories, the employee can see the contribution of the product, can understand the meaning of the work. In order for the individual to perceive his work meaningfully, he / she should not feel any ambiguity in his / her desired role and feel that he can use his / her desired potential. It is one of the basic motives that the individual wants to make sense of his / her situation. But in the dimension of meaninglessness, the individual experiences some problems in understanding the organization in which he works.

Employees have difficulty in understanding what the organization does, what it does in this process, what its own unit does, how other units in the organization are related to each other and what the employees do in these units. This situation prevents the employee from giving a meaning to his work. In the dimension of nonsense, the employee does not find his own work meaningful and finds no connection between the other employees in the organization.

Nowadays, some of the employees do not see the benefits of their work due to their intensive work life and workload. The employee who finds his work meaningless loses his motivation for the work . At the same time, organizations have a complex set of work and social patterns. In the meantime, the employee who is at the level of meaninglessness will not find a place in the organization itself and accordingly, they will not be able to manage these relations in a healthy way. As a result of the studies, it is determined that the individuals who cannot make sense of the events around it have withdrawn themselves and give up their efforts on social and individual issues.

➤ ***Powerlessness*** is when an employee does not feel control over his or her life. The weak individual is satisfied with reacting to events rather than revealing his / her behavior, directing himself / herself and directing by others. Weakness is the whole of the negative feelings that come with the help of the individual, not being able to reach the desired results. Together with these feelings, it was observed that the employees' morale decreased and their motivation to work decreased. The employee believes that he cannot find the support he needs in this process. Employees feel negative emotions such as burnout, tiredness and hopelessness in this period because they fail to reflect their own truths and lose their belief that they can do something about it.

➤ **Normlessness** - Not to find the principles, rules and measurements that will lead the behavior, can be defined as applying to unapproved ways. Indicators of normlessness can be listed as follows:

- Perceptions of community leaders about their indifference to the needs of individuals,
- The perception that very little can be accomplished in a society that appears to be basically irregular and unregulated,
- Perception that the aims of life are tearing away rather than being realized,
- A sense of emptiness and nothingness,
- The belief that man cannot rely on his personal relations for social and psychological support.
- As a result, employees have problems of trust. The individual is in a distrust of the future and perceives the present as irregular and disconnected from the future: in our age, man should leave the future aside and become more present.

➤ **Isolation** can be defined in a number of ways:

1. Due to the qualifications of the production process, the worker has to be dismissed from the work, or because of automation.
2. The worker is ashamed of the work he is doing or where he belongs.
3. The worker is not understood, accepted or excluded in the work environment.
4. No meaningful relationship with colleagues.

As a result, if one's interest is weak, he believes that living is meaningless, he sees himself as someone who doesn't do anything relatively according to others (his\her friends), if it is difficult for him to answer the question 'Who am I?' and it means he\she alienated.

Researches have shown that individuals who are alienated from society think that they are isolated, not wanted and thrown out of society by society. At the same time, they are too passive to

communicate with their surroundings. But Seeman stated that alienation from society does not mean a social disorder. Alienation to society is a subjective situation. What is important here is the individual evaluations and orientations. The reason why the individual reduces the communication with his environment to a minimum level is the psychological state of the individual rather than the structure of the society. The level of alienation to society is not related to achieving goals, unlike the dimension of weakness and nonsense.

➤ **Self-Estrangement-** By expressing these people as a term expressing their feelings and perceptions about some people and their environment or themselves, we can define the following feelings that characterize alienation:

1. If there are uncertainties in the designs of the human future, or, in a sharper expression, there are no easily identifiable targets in human life, this causes an emotional uncertainty. As a result, there is a sense of meaningless life, and this is another phenomenon that characterizes alienation.
2. It is known that the existence of a defined system of judicial system and the recognition of these values is a prerequisite for admission to the social group.
3. As a characteristic of alienation, we can talk about a sense of separation from these norms of acceptance.
4. The reaction of a person who is alienated by his feelings about what he has to do for his life, is that his life appears outside of himself and he cannot direct his own life.. This situation is a feeling of weakness that characterizes the alienation.
5. As a result, if a person is feeling a social isolation or distancing, an inability to relate to other people who make up the society will become meaningless for them²⁴.

²⁴ Seeman, M., 1959, "On Meaning Of Alienation, American Sociological Review , p. 783- 790, <http://www.jstor.org/pss/2088565>, Date of access: 08.04.2019

CHAPTER 2: MANAGING THE ESTRANGEMENT AMONGST EMPLOYEES IN ORGANIZATIONS

2.1 Factors that cause the estrangement of employees

As it is stated in alienation theory, it is a concept associated with many factors such as business environment, organizational structure, environmental factors such as colleagues and internal dynamics such as individual's style, attitude and perceptions. For this reason, there may be many reasons for alienation from work.

According to Marx, those working with capitalism were removed from their work processes. Employees were directed to specialize in their work. With the specialization, the worker moved away from the whole product and specialized in only one field. At the same time, his work with specialization became monotonous. Workers cannot develop themselves and learn new things in the workplace.

In addition, at the workplace the worker feels stuck between his own creativity and among the rules brought by the workplace. The increase in the use of machinery at work has also caused some advances against the workers. The employee cannot supervise and is often supervised by the machine. This damages the self-esteem of the worker. With these changes, the worker no longer wants to develop himself and his work. According to Marx, the exclusion of the worker in this way will inevitably lead to alienation towards work²⁵.

By examining the studies of various researchers, the reasons of the alienation of individuals in their business life were gathered under the following headings:

Features of Our Age: The impact of rapid urbanization on the individual, the destruction caused by environmental pollution, rapid developments in technology, are playing the role in leading to the work alienation in individuals.

Daily Life Conditions: Difficulties faced by individuals depending on where they live or work (the distance of work away from home and the stress), the cultural structure in the place of residence, the structure of the family, the health problems (chronic disease condition), can lead to alienation.

Qualification of the Institution: Solid bureaucratic structure in the institution, the scope of work or the division of labor, the relations with the managers and other employees, the physical structure of the workplace (noisy, heating problems, etc.), the amount of money earned can lead to alienation in individuals.

Qualification of work: A constant demand, working time and duration, overload, unloved work, inability to participate in decisions, not being able to make recommendations to the management, the inability to control the results of work can lead to alienation.

²⁵ Başaran, İ.E., 2008, “Örgütsel Davranış İnsanın Üretim Gücü”, Ekinoks Yayınevi, Ankara.

Personal Characteristics: Expectations of the individual from work life and social life, physical and psychological structure, life perception and legislative perspective, social and communication skills, social and professional satisfaction concept, failure to meet their needs etc. can lead to alienation in individuals.

The ideas that explain the notion of alienation in terms of different perspectives explain the reasons of alienation with different approaches. It is possible to classify the reasons of alienation various ways. Reasons related to family, education and environment, reasons related to cultural change, reasons related to urbanization and technological development, reasons for organizational structuring and so on. It is possible to divide these factors into two as environmental and organizational factors:

Environmental Factors causing the estrangement amongst Employees - The organization is always affected by its environment. The organization and its environment cannot be isolated from each other. The social and cultural structure of the organization, political order, management, economic structure, social change and trends, legal regulations, scientific and technological developments, has many indirect and direct effects on the organization. Although there are many environmental factors affecting the organization, it is possible to collect these factors in 7 groups as economic structure, technological structure, social and cultural structure, industrialization, urbanization and social dissolution, political and legal structure, trade union organizations and mass communication tools.

Economic structure- People act according to certain values, give different meanings to the events around it, return to the past, the unconscious wishes to direct it, want to relate with others. . Especially the prevailing economic system can have important effects on the structure of organizations.

Technological Structure- Today, it is possible to find new production tools and methods with the environment and scientific studies that the organizations live in, thus creating technological developments. To be able to live, to meet their needs, to be able to dominate nature, human beings always

need the tools that will work with them and help them. They use these tools in their own minds and make use of them. Technology that facilitates human work, increases its production, wealth and prosperity has taken its place among the indispensables of life today. Although it has benefited so much, people have started to complain about technology and claimed to be harmed by it. The distress of technology is related to the fact that the press is not as safe as it was in some decades ago. On the other hand, the technology that creates useful products for people has made human beings dependent on them and has taken them under control. Human has been reorganized with technology and the working life is progressively becoming monotonous. Human relations with people have decreased. When it comes to automation, it is thought that the alienation of the person who is repeating similar jobs with the machine is very likely to be true. Erikson summarizes the difficulties and harms that automation brings to the individual:

1. Automation requires manual dexterity, visual acuity and reflex swiftness, preventing material handling and reasoning.
2. Computerized machines work outside the control of the human, causing the man to take the machine on himself.
3. In the automatic work, the worker is asked to do only hand work.
4. As the same movements are repeated in automation, continuous muscle tension is required.
5. Automation creates dependence on the machine, the human is no meaningful when there is no machine, and this causes man to feel worthless.
6. Every employee working in automation always sees and touches the same substance and making it fully monotonous.
7. Automation has over-control in the workplaces, employees feel themselves under constant supervision.

8. Automating has taken significant portion of the daily power of man leaving much to his private life.

Social and Cultural Structure - Workers in an organization must act together both for their own benefit and for their duties. As the pace of change is low in the most traditional and closed societies, they often maintain their social balance. In contrast, social change in contemporary dynamic societies takes place very rapidly and intensely. Unchanged speed makes it difficult for the social and cultural system to create self-balances. Especially if there is a close connection between the lower parts of the social system that is changing at different speed, it is inevitable that a series of tensions will occur in the process of the social system when the rapid and sudden change in one section and the other cannot adapt to the same speed rapidly.

Industrialization, Urbanization and Social Fragmentation- From the industrial revolution to the present day, the technology of using production technology, the extraordinary gossip and development according to the pre-industrial periods, the structure of the social group that realizes the production and human relations.

Political and Legal Structure is one of the environmental conditions that affect the legislative and development power of organizations is those that have political characteristics. Today, the influence of the state on the economic legislation is of great importance among various pressure groups. On the one hand, the State has been influencing the legislative and development of the enterprise with various funds, quotas and taxation ways, while determining the limits of business activities with the basic laws. By this way, enterprises adapt their behavior and structures to the political environment under the influence of the city, region, national and international communities surrounding the region where they are located.

Mass Communication Tools- Relations between various communications poles in organizations are made almost every day, at all times. If these relations are in a level to keep the organizational and individual interests in balance, it is easier to reach the objectives of the business. For this purpose, it is important that the organization chooses the communication tools according to time, facilitating the flow of information that is important in the organization, transmitting, understanding and spreading without changing the form and essence of the message²⁶.

Organizational Factors causing the estrangement amongst Employees- In organizations, it is possible to collect organizational factors that cause alienation in 7 groups. These are: management style, organizational size, information flow, group characteristics and modular relation, mode of production, division of labor and working conditions, moral structure ,beliefs and attitudes.

Management Style - Each manager has a unique management style. These differences occur in planning, organization, coordination, execution and inspection. The subordinates may not always adopt this management style of the manager. This leads to the emergence of some conflicts and alienation between the manager and the subordinates.

Organizational Size - As the organization grows, specialization and functional differentiation will also increase. Growth will bring many benefits. The organizational steps as well as the management steps increase, the division of labor is expanding, the relationship between authority and responsibility changes within the organization and the bureaucratic activities are expanding.

Information Flow - It is not possible to think of any organization without the communication process. Decisions are made in the form of orders to be implemented, sent to employees who work at various

²⁶ Başaran, E., 1991. "Örgütsel Davranış: İnsanın Üretim Gücü", Gül Yayınları,Ankara, 241-288 p.; Eroğlu, F., 2006, "Davranış Bilimleri (7. Baskı)", Beta Basım Yayın, , İstanbul.128-130; Sabuncuoğlu, Z., Tüz, M., 2005, "Örgütsel Psikoloji", Alfa Basım Yayın, Bursa., 125 p.

levels, results are evaluated, penalties and awards are given, articles are written for these, speeches are made or reactions with mimics are stated to be positive and negative. All this is a kind of communication. In this respect, management in the organization functions as a source of message. Disruptions in the communication system cause a number of congestions in organization. The integration of organizations depends only how the organization sets the continuous and effective communication between the management and the personnel in all units.

Group Characteristics and Modular Relationships - The Group shares the common norms and behavior principles, performs various role differences, shares a common goal and communicates with each other in this direction. It is a social phenomenon. The relations are not established in order to prevent the loss of this benefit and therefore the loss of the employee. These relations are literally modular relationships. It is artificial, temporary and superficial.

While the way of production, division of labor and working conditions are approaching in terms of the way of outsourcing, it is necessary to first look at how much of the production type that is mentioned in this article, which includes the elements of repelling elements. When the division of labor is an inseparable part of our welfare, everyone is united²⁷.

Moral - Employees may be forced to comply with ethical standards developed by the organization. It may not be difficult to comply with these standards determined by the organization in order to achieve its goals. In any case, there will be problems arising from these standards between the organization and the employees. In this case, if the organization does not comply with the ethical standards determined by the organization, it can be dismissed by the organization. On the other hand, the ethical structure is also an effective sanction within the organization.

²⁷ Eren E., 1996. Yönetim Psikolojisi, İstanbul Üniversitesi İşletme İktisadı Enstitüsü. Yayınları, İstanbul, 428 p.; Bingöl D., 1990, İşyeri Disiplini ve Çalışma Barışı, Özgün Matbaacılık, İstanbul, 263 p.

Beliefs and Attitudes- Beliefs include beliefs, thoughts, convictions and knowledge about what is real. They may be religious, worldly (art, philosophy, organizations, political, beliefs). Attitudes refer to being ready for a certain behavior. Trends in a person, group, category, behavior. Learned behavior²⁸.

In addition to organizational and environmental factors, the effect of individual factors on alienation is undeniable. Alienation is a concept based on individual experiences and perceptions. For this reason, the attitudes of the individual and the way he perceives the world are of great importance. Studies show that there is a belief in fairness in the work environment, co-operative behavior is exhibited, and that the division of work is done in a proper way and the level of alienation of the employees is lower.

Considering this process in more detail, we must turn to the essence of this phenomenon. One of the reasons for the alienation of labor is private property, which, according to Marx, is both the result of the alienation of labor and its basis “Alienation, manifested as the fact that any means of existence belong to another, that the object of my desire is inaccessible to me in the same way that each thing itself turns out to be different than itself, that my activity turns out to be something different and, finally, inhuman power generally dominates everything”.

In other words, “alienation” manifests itself where there is “appropriation”, that is, there are property relations (by property relations, we will understand relations between people, organizations, the state, economic actors, arising from property rights associated with the use of objects property, the transfer of property from one hand to another, the sharing of property, the emergence of new property rights). Accordingly, the alienation of labor appears in the relations of the owner of the means of production and the employee. The existence of relations between the two subjects makes it possible

²⁸ Tezcan M., 1993, *Sosyolojiye Giriş: Temel Kavramlar*, Tdfo, Ankara, 275 p.

to speak of the alienation of labor as an economic category. Let us take a closer look at what these property relations are made of.

According to the Civil Code of the Russian Federation, the ownership right is assumed:

- *Ownership* - the ability to keep things in their own possession (possession of a thing);
- *Right of use* - the ability to extract income and other useful properties from the possession;
- *The right of disposal* - the ability to change, alienate, burden the thing etc²⁹:

In the relations of the owner of the means of production and the employee, the ownership of the means of production is manifested as an opportunity for an employee to participate in capital, the right of use as an opportunity to participate in the distribution of profits, and the right of disposal is manifested as an opportunity to participate in management.

As for the definition of the alienation of labor as an economic category, we found only one such definition by A.S. Balakin: “Relations between hired employees and owners of the means of production regarding the distribution of an organization’s income, participation in management, the nature of corporate culture leading to labor motivation of an employee, productivity of his labor, accompanied by opportunistic behavior ”³⁰. This definition as a whole rather accurately characterizes the alienation of labor as an economic category, but in our opinion, it incorrectly includes an assessment of the effect of alienation on the labor process.

²⁹ Гражданский кодекс Российской Федерации. URL : base.garant.ru/10164072.htm. date of access: 19.04.2019

³⁰ Балакин, А.С., 2009, Сущность и социально- экономические основы отчуждения труда:, Челябинск, Master’s dissertation, 14-16 p.

Based on the above-mentioned, we can say that the alienation of labor as an economic category is a relationship between the owners of the means of production and hired employees about the degree of participation of the latter in the management of the enterprise, in the distribution of profits and participation in capital.

Now we can determine *the main factors of labor alienation* for an employee of an enterprise:

- ✓ Insufficient participation in capital;
- ✓ Insufficient degree of participation in management;
- ✓ Lack of participation in the distribution of profits;
- ✓ Unacceptable corporate culture.

The first three factors are clear, as they follow from the definition of the alienation of labor as an economic category given above, while the fourth factor requires some explanation. In our opinion, the alienation of labor is aggravated not by the entire corporate culture of the enterprise, but by its individual element - the values of the company. Let us take a closer look at how company values are related to the alienation of labor.

Interest formation is influenced not only by needs, but also by the value system, whether it is an organization or an individual. Thus, we can conclude that the values of a person have a direct impact on the formation of motives for his/her labor activity. So, if an employee shares the values of a company, then he/she feels his involvement and shares the goals that the company sets for him/her, and strives to fulfill these goals. This situation not only reduces the alienation of labor, but also increases the overall level of employee motivation. However, if the values of the company and the employee do not coincide, if they are completely different, the company becomes something external, not only legally but morally, which accordingly increases the feeling of alienation and turns the work of a person from an active creative process into a monotonous, aggravating activity. This situation is well

illustrated in our opinion, in the early period in the history of the USSR, when people with sincere faith worked in the hardest conditions “for the idea” and showed good results.

So, we see that the system of values of the organization is a significant factor in the alienation of labor, as well as a tool to overcome it.

2.2 The effects of estrangement on employees performance and behavior within the organization

Individuals who are alienated from work will not want to be involved in and out of their processes within the organization. At the same time, researches have shown that alienation of individuals does not only affect the attitudes and behaviors of individuals within the organization, but also causes some changes in their general styles and attitudes. The alienation of work will affect the business processes and then cause the quality of the product and service to be adversely affected . The analysis of the results of alienation in the work will increase the awareness and ensure that the organizations will be at the top of the list of priorities. The studies investigating the effect of man on the individual showed that he/she can developed a number of negative attitudes and behaviors that may have serious consequences. These attitudes and behaviors are listed below:

- Losing the creative thinking system;
- Formation of some cognitive disorders;
- Staying away from social environments, difficulty in communicating;
- Depression, substance abuse and suicide inclination;

- Irregular life style;
- Indifference and inappropriate behavior towards community-accepted ethical values;
- Self-centered approach.

Alienation to work is an important effect that may disrupt the order in the organization as well as affecting the way the individual does his/her job. In this process, the individual thinks that he does not have a say on his own life without realizing his potential and creative power. With this effect, the employee will position himself as an object rather than a subject in his own life³¹.

With the alienation of work, a number of negative attitudes and behaviors appear in the individual. This situation affects not only the social life of the individual but also the behaviors and attitudes in the workplace. Studies show that individuals who are alienated from work show low performance at work and adopt negative behaviors, thus negatively affecting both the colleagues and the organization they work with. This situation causes financial losses for the organization. In addition, individuals who are alienated from work will not make an effort to improve their work and will consider their work as a necessity. This will cause the work to be transformed into formalities and negatively affected the people with whom it has a work relationship. The studies carried out in the service sector, such as the education or health sector, has proven the impact of alienation of the work to be seen as more intense. Employees do not care about the satisfaction of the person receiving the service and exhibit inappropriate behaviors. Individuals with high levels of alienation will show the following characteristics in the work environment³²:

- The employee does not accept the status and dignity of the organization and avoids behaving accordingly;

³¹ Fromm, E., 1995, “Sağlıklı Toplum (Çev: Yurdanur Salman ve Zeynep Tanrısever)”, Payel Yayınevi.

³² Başaran, İ. E., 2008, “Örgütsel Davranış: İnsanın Üretim Gücü”, Ekinoks Yayınevi, Ankara.

- He/she does not boast his work and his organization;
- Does not behave in accordance with the requests and demands of management within the organization;
- Ignores the issues related to his / her work and does not deal with it, directs his / her interest to different areas. She gives more attention to her social life than to his/her working life. Outside the job searches for motivational resources.

Unlike healthy organizations where employee participation is important, that the person does a job under the control of others and cannot evaluate the results of his work. Alienation can be defined as the inability to make repeated decisions due to timelessness and lack of accurate information. Poor working conditions such as unresponsiveness, poor working group, high job demands and low job control can make the employee alienated. This may result in the early separation of individuals from the profession and the reduction of employability.

Among the important outputs of alienation is *the dissatisfaction at work, the problem of communication, the avoidance of responsibility and decision-making, sympathy for the bureaucracy, fear of making innovation.*

The main reason for the emphasis on the concept of alienation in the last period is the destructive effects of the alienation situation experienced by modern people on society. Nowadays, people are alienated from what they produce in their work and this alienation is reflected on the whole life. According to the Bayındır³³, *the main results of alienation* are;

- Communication problem;
- Taking responsibility and decision-making;

³³ Bayındır, B., 2002, “Ortaöğretim Dal Öğretmenlerinin Mesleğe Yabancılaşmaları ile Öğretme Öğrenme Sürecindeki Davranışları Arasındaki İlişki”, Yüksek Lisans Tezi, Anadolu Üniversitesi.

- Job dissatisfaction;
- Fear of innovation;
- Bureaucracy;
- Continuous complaints;
- Perception of close communication with people as load.

As a result of alienation, the below-mentioned results appear. According to the below results, it is not possible to say that the employee will continue a healthy working life. We can list *the personality traits that occur in alienated persons*:

- Mental disorder;
- Destruction of creativity;
- Indifference to life;
- Avoiding social relations;
- Drug use;
- The inclination towards suicide;
- To maintain irregular life;
- Bad relationships;
- Indifference or opposition to the value judgments and norms of society;
- Submission;
- Excessive selfishness.

2.3 The ways of elimination the consequences of estrangement and its management

In the industry, the decrease in the employment of unskilled workers and the increase in the ratio of middle-skilled and skilled workers have also been in parallel with the decrease of alienation. In order to eliminate or at least reduce alienation issues to such degree as individuals participate in more active tasks or decisions in the organization and in various areas of social life, alienation must be the topic of fundamental importance.

For the question of whether there are people who are determined to fight alienation or not, the following sentence can be answered. The way of success in the struggle against alienation cannot be measured by abstract concepts such as human nature and human essence , but by the possibilities of human existence, which is shaped by the real social conditions that evolve continuously³⁴.

To the extent that capitalist or socialist societies deviate from materialist supremacy and do not realize human beings only because of the goods and services they produce, employees can be protected from the alienation and the social diseases it causes, if they see human beings as being the means of production in the production process.

The standards set forth in the work life have improved organizational and individual interventions every day, and efforts to prevent alienation have become more successful. Human relations and human happiness are emphasized in the organization and subsystems of the modern understanding that attaches importance to human needs. All this has brought an innovation in the way that the employee can reveal his / her own demands and needs and integrate with his / her environment. This is satisfactory. It provides planning, judgment, decision-making opportunities, provides diversity, and promotes the development of an active and balanced individual by giving them the opportunity of independence. The biggest reason for the humanization of the job is the presence of personal development as an important factor in job dissatisfaction.

³⁴ Yasemin Nuhoglu Soysal, 1997, *Theory and Society*, 26(4) 84-86 p.

For this purpose; participatory management, business expansion, change of business, job enrichment and job redesign measures were taken.

Work alienation is one of the obstacles to the healthy functioning of an organization and the healthy working of the employee. The organizational interventions that can be carried out by the management in order to prevent alienation from work are listed as follows³⁵:

- ***Participatory Management:*** It is applied in order to ensure that the employee participates in the management and integrates them with the objectives of the organization.
- ***Business Expansion:*** refers to the meaning of an employee working together to learn more than one job, that is, instead of an employee being specialized on a single job, he / she learns a few things and does it together. In this way, business monotony can be reduced and the employee's psychological fatigue can be eliminated.
- ***Work Change:*** It is based on the ability of the employee to do different jobs at different times. In this way, employees work differently, learn many jobs, gain skills in different fields, and feel better in the emergence of the product.
- ***Business Enrichment:*** increased work in vertical direction, job planning and decision making are given more freely. It means expanding to the depth of the work. It provides the employee with planning and execution related to his / her performance and provides autonomy and responsibility in the control. Thus, the personal development of the employee is supported, and the work experience and job satisfaction level is increased.
- ***Redesign of the Work:*** Designing and arranging the physical conditions of the workplace in terms of work and employees, adjusting the listening and working hours, giving the employee

³⁵ Büyükyılmaz, O., Çakmak, A. F., 2014, "İlişkisel ve İşlemsel Psikolojik Sözleşmede Algılanan İhlalin İşten Ayrılma Niyeti ve Algılanan Örgütsel Destek Üzerindeki Etkisi", Ege Akademik Bakış, 583-596 p.

the opportunity to perform his / her job in the work, increasing the employee's loyalty to the job and increasing the job satisfaction level.

- ***Flexible Working Hours:*** Another example of reducing the monotony of the work and of making a decision is the flexible working hours. Flexible working hours refer to the working time, which shows flexibility and change with normal working hours . Employees working in this order can set their own working hours. Measurements of working hours within the limits of flexibility are made on a daily, weekly or monthly basis.

There are also a number of methods for the analysis and management of alienation in organizations:

Alienation Management - Alienation management is the prevention and application of necessary measures to prevent the possible alienation of the organizations, the various warnings that may cause alienation. The main objective of the management of alienation is to prepare the organization against a possible alienation situation.

When we examine the management of alienation, we can divide the methods into 3 groups:

1. Establish an early warning system for alienation,
2. Continuous analysis of environmental and organizational factors,
3. Establishing program or strategic policies related to alienation.

Management of organizational conflicts- since organizational conflict is inevitable, it is important for the administration to control this conflict. Some techniques have been developed in order to eliminate the negative consequences of the conflict that has reached the undesirable level in organizations³⁶:

³⁶ Yasemin Nuhoglu Soysal, 1997, Theory and Society, 26(4) 92-93 p.

1. Problem solving: It is a method of solving the conflicting groups by finding the reasons for the conflict by bringing together the groups.
2. The approach of unintentionalism and indifference: The managers believe that the direct results of any direct intervention are rather ambiguous and risky, and do not pay much attention to the existence and seriousness of the conflict and believe that they will be resolved in the future.
3. Convincing: It is called a convincing approach in efforts to abandon advocacy of personal and private aims by providing cooperation and consensus by gathering parties around a higher purpose beyond their group or individual goals.
4. Determining the supreme objectives: It is ensured that these groups cooperate by identifying common goals and objectives.
5. Judging by the responsible person: If the parties cannot agree on their own and the manager cannot convince them, the judgment of a third party that is trusted with his/her impartiality can be appealed.
6. Softening: Instead of emphasizing the need for long-term cooperation and the benefits to the parties instead of short-term interest accounts, the effort to show the situation better than it is called softening.
7. Consensus: In this way there is clearly no winner or loser.
8. Draw drawing: If the manager gives the rights to all of the parties and considers that they need to agree on a particular issue, then they can propose the approach of the parties to settle their chances or fate to solve the problem.
9. Common enemy detection: In this way, cooperation against the common enemy is developed by reducing competition.

Self-Recognition- In the organization where the employee is working, he feels tension, working and problems are inevitable. Knowing how to deal with these problems makes the individual stronger and gives a sense of success. Employee self-improvement in this direction can only be achieved by self-recognition. The employee must be aware of the cognitive behavior and errors that he has made and accept them emotionally. Emotional insight is more important for the self-development of the individual. If they are aware of employee behavior but do not accept them emotionally, they do not want to participate in the proposed techniques for development, or their participation may be superficial or resist. For this reason, organizations need to help employees to recognize themselves and to analyze how employees evaluate their own behaviors³⁷.

Self-Improvement - Emotions, thoughts and behavior of the individual by mentally recognizing the reasons for the emotional and cognitive after accepting the meaning of the program is now ready for self-development means. From this point of view, considering the problems that the employees need to deal with in the organization, it was deemed appropriate to deal with stress, to cope with prevention, to develop internal control and to develop safe behavior.

Stress Management- Aktash³⁸ classified the causes of stress as, non-organizational and in organizations stress related sources):

Non-organizational stress sources: social change, family, resettlement, economic and financial conditions, technological change, class etc.

³⁷ Minibaş, Jale, 1993, “Yabancılaşma Kavramının İncelenmesi ve Banka Sektörüne Yönelik Bir Araştırma”

³⁸ Aktaş, A.; Aktaş, R., 1992, “İş Stresi” Verimlilik Dergisi, (1), 153-170 p.

Stress sources in organizations: As organizations grow and get confused, the sources of stress that affect employees at work are increasing.

There are two specific strategies in the fight against stress:

1. Individual combat strategies: Sportive activities, time management, relaxation and relaxation techniques, therapy and social support.

2. Organization level combat strategies: It aims to control or eliminate the stress sources at the organizational level. Necessary arrangements may be made in these two areas in order to reduce the stress caused by the high level of work and written rules. With regard to physical conditions, in addition to noise reduction measures, the lighting system can be corrected to prevent accidents. In order to reduce stress in the process area, the organization's communication and information system can be improved. As a result, the stress in organizational life is inevitable. Stress is considered by managers as a part of industrial change and as the bill of success.

Participation in Management - It is stated that employee and employer cooperation will prevent alienation in the enterprise and enable more encouragement of employees. According to this view, the participation of the employees in the management will lead them to work faster by further refining the working conditions of the employees. If employers and employees work together to decide on the success of the organization it would intensify the relations, multiply the understanding of communication and strengthen the trust. This way, they have the opportunity to get to know each other better and to minimize alienation. If such a mentality is not present and the decisions and responsibilities are not met, if the organization has a negative working atmosphere, the employees will be alienated to the place where they work, they will work only for money and necessity.

Participation in management provides important opportunities for the satisfaction of the subordinate self.

Morale Management- Motivation can be defined as the process of satisfying the needs of individuals.

Human labor, combined with other production factors, contributes to the objectives of the business. But the most important factor in production and the most difficult control is the labor factor. However, human being is an entity that does not like to work due to its structure. For this reason, it is one of the most important issues that managers give importance to working environment and, thus directing them to work more efficiently.

It is possible to collect the ways of motivation in organizations under three headings:

1. Socio-economic instruments: Wage, work security and material and spiritual rewards.
2. Organizational and Administrative Tools: Training and promotion, participation in management, communication, making business attractive, and improvement of physical working conditions.
3. Psycho-social Tools: Status, advisory service, competition and social participation.

In order to keep the morale level of the employees to be managed, managers should implement the below-mentioned concepts in organizations:

1. Employees should be appreciated and rewarded if they are successful in their work.
2. In case of criticism, the person should be directed in terms of appropriate actions regarding work, instead of characteristic criticism.
3. The personnel should be informed in advance of the changes that will affect them and no sudden changes should be made.
4. Workers should be given a job which they love and can realize themselves better.
5. It should be fair and equitable when allocating tasks between employees and applying the rules.

6. It should not use painful language to see a job well and should not hurt employees' pride. It should never be discussed with subordinates³⁹.

Increasing the Quality of the Working Life - In today's business and organizational management, there is a tendency to try to make everything more human-centered. This is the quality of working life. It is one of the most important elements that make up the organization feeling to be prioritized by the organization. Therefore, the quality of the work for both organizations and employees help to create a more productive environment, as well as to eliminate the socio-psychological problems of the employees in the organization.

In general terms, the quality of the working life is directly or indirectly affected by the work structure, organization, wages, working environment and conditions, management and organization of jobs, technology used, labor satisfaction and motivation, industrial relations, participation, employment assurance, social justice.

³⁹ Bingöl. D., 1990, İşyeri Disiplini ve Çalışma Barışı, Özgün Matbaacılık, İstanbul, 263 p.

Conclusion

The alienation of workers is the most common phenomenon in the post-industrial era, and both private and public sector organizations are struggling with the phenomenon of the alienation, and this alienation is part of the alienation towards the organizations itself. That is why it is impossible to eliminate alienation completely, but it can be minimized to the most desirable level.

Alienation can enormously affect the employee's health as well as performance, and even can lead to mental illness, and may lower the employee's productivity. Also, an alienation towards work can be expressed by the way of any of these symptoms such as a passive retreat, an unwanted activity, and a work-routine disorder, alcohol addiction, low mood and dissatisfaction with work. Moreover, the commitment of the employees towards the organizational level goals is substantially declining. Therefore, the alienation has negative effect on both employee and the management accordingly. Management of the alienation is of great importance both by the employees and the organization in order to minimize the individual and organizational impact of the alienation. For this reason, organizations and workers have a positive role in eliminating the source of alienation.

Researchers and theorists state the need for improvements to improve the organizational structure shaped by the bureaucracy as a source of work alienation, of which is important for both the organization and the employee. In particular, experts point out that the common point is to have supervision, autonomy, and participation in the management of employees.

If the phenomenon of alienation is to be tackled accordingly, it will be possible to obtain substantial benefits from both the staff and the organization. The following points are important in this regard:

1. First, an alienation case must be spotted at early stage and early alert systems should be established.

2. The physical and psychological atmosphere should be improved and the quality of the working life should be increased.
3. Collaboration, teamwork and participation in management should be widely implemented.
4. Stress management, moral management and continuous encouragement of the team should be accepted.
5. Social cohesion should be implemented by precise social policy by emphasizing social drawbacks.

The social relationships with colleagues inside and outside the institution are found to be a positive factor in employee alienation. Employees spend at least one third of their daily lives in a business setting. Therefore, the friendships in the workplace are also moved to their daily lives. Employees' social relationships with their colleagues inside and outside the institution will also reflect on working life. The harmony of employees with each other, their feelings of self-esteem, and the various social activities are encouraged, as well as creating a basis for a happier working environment. The working environment in organizations should be designed in a way that facilitates easiness of physical work. When the working and rest hours are arranged properly, personalized job design is realized and job satisfaction of the employees in the organization is increased. In cases where the working environment is not made suitable for the study, there is a decrease in motivation. Thus, leading to the most undesired scenarios in workplace. To sum up, in the process of forming alienation towards work, the great importance must be given to all negative factors at workplace and must be addressed on the organizational level accordingly.

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