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**A research to determine the factors that
affect the job alienation of employees**

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Abstract

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INTRODUCTION

One of the main factors influencing the successful management of organizations is their productivity. As we all know there are couple of reasons which have a great impact on the productivity of the company. One and probably most important of them is the workforce of company. Productive worker means productive organization. If organizations want to have a strong position in the market, to win their competitors, increase their revenues, and effectively reducing costs the most rationable action can be taken in this case is to pay attention its human resources and their performances. Whether the quality of the product being manufactured or the productivity of the organization is directly related to the performances of the employees of company. That is why as a company we need to research regularly to figure out what sort of factors cause increase and decrease in human resource performance. We should motivate our employees and find ways which help us increase the loyalty level of our employees to the company. Otherwise, they are going to be alienated from their job. If we do not pay attention this issue in long term even it can cause they leave our company permanently.

As science and technology evolve, the role of technology increases, but the roles of humans in organizations are getting decrease. This affects every worker from a variety of perspectives and, ultimately, leading to negative reactions such as , neglects their work, does not like their work, carelessness, nonchalance, alienation and etc. Of course, if we look at the issue a little further, we will figure out that alienation of employees is not only related to organizational-management, but also with some psychological, social and other factors.

At present, we have come to a conclusion that, more successful organizations measure their success not with the power of their machines, but with the skills and knowledge of those who manage them. In the period in which, emotional intelligence has utmost importance, the organizations which are capable of making high

qualified employees loyal to the company will be winner in today`s competitive world.

But it is a pity that, increasing the importance of this issue does not mean that all organizations are aware in this and they do something about it. This uncertainty causes a lot of workers are getting alienated from their job each year, fall into depression, and create some other types of problems. When the organization loses its employee, it does not mean that the loss is just an employee. With that, the organisation also lose its success, its qualified product, its potential customers and as a result its reputation.

Any organization that has either commercial or non-profit purposes must use its resources effectively and efficiently to achieve its goals. Efficient and efficient utilization of resources depends on directly those who manage them, despite of they are material or non-material resources. Having good governance differs from the way organizations behave with those who manage their resources. This, in turn, ensures that employees are loyal to their jobs or are alienated from it.

It is undeniable that, the management styles of organizations have a huge impact on the alienation level of employees. But sometimes the alienation can exist as a result of other situations. This study plays a crucial role from that aspect which help us to define what kind of main factors directly can cause alienation mostly, despite of they are economical, social, phychological, job related or other types of factors. That is why for the identifying and fighting all these negative situations, this study can be taken into consideration.

Chapter I

General information about alienation and its historical background

1.1. The concept of alienation and theories about it.

The alienation is mostly a psychological condition that is frequently observed in such workplaces where require more communication with people. It seems with the decreased energy, lack of motivation, interest and reluctance.

Although the concept of alienation is more actual in recent days, we can see it has a historical background if we research deeply.. At different times, people's attitudes toward this concept have been manifested differently. Humans approaches have been different to this concept, and they characterized it with different signs and reasons. The attitude of the thinkers has also been different. Thinkers such as Adorno, Etzioni, Lukas, and Mill associate it with post-modern and industrial societies, but such thinkers as Fuer, Fromm, Mezarous, Marcuse, Papenheim and Kaufmann do not admit that the abstraction is related to any innovation, but on the contrary, they argued that it was an ancient historical concept that observed with its spesific symptoms and signs during the history.¹

It is clear that, despite of its deep historical background, the alienation has developed in a particular way in different societies, due to the cultural level, tradition and societal values of the societies. For example, in the early days of Christianity, the concept of alienation was perceived as a isolation from God. If we look at the religion aspect , we hcan observe that this concept is understood as being diverted from God

¹ Mohseni Tabriz, 1991, p27

in societies where other religions, such as Judaism, Mysticism, and Islam has impact, as well.²

If we look at the history, we will see that after the renaissance period, approximately since 14th century, we can observe the interests of many philosophers, social thinkers, authors, poets, writers and intellectuals to the word alienation have increased. During this period, the role of social school founders such as Hobe, Locke and Rousseaus were even greater in paying attention to the concept of alienation. John Loke quoted alienation as "human fraud" in interpersonal communication. Rousseaus, in contrast, focused his attention on the purity of human nature, advocated a positive attitude to human nature and claimed that the alienation exist by the negative effects of various external influences.³

Since the time of Hegel, about 18th century, alienation was regarded as harm and crisis that targeted human identity in areas such as psychology, sociology, governance, philosophy, and even psychiatry. The alienation hinders not only the success of people, but also severely damaged human health.⁴

Although the alienation began with Hegel's philosophy, it became a common concept by Marx` view and thoughts towards it. According to the Hegel, the alienation has a relationship with the human nature and following him, Marx added material factors and dimensions to alienation. He believed that, the alieantion show itself mostly in capitalist societies.⁵

Even though alienation seems like a negatively charged word, there have been positive attitudes towards alienation in history. They tried to focus their attention on the positive side by giving them a "alienation from unconsciousness" ,"alienation from unawareness ". In this sense, alienation has been regarded as a mystical way to reach real knowledge.⁶

² Again here; p27

³ Talebi, 1993, p3

⁴ SadaghatiFard and AbdollahZadeh, 2009, p 12

⁵ Mohseni Tabriz, 1991, p30

⁶ Again here; p27

In general, it is possible to define the concept of alienation from three aspects. In the legal sense, the alienation is regarded as the result of the transfer of human rights. From social point of view, it is isolated from people's work, people, society. From the psychological aspect, alienations is understood as the isolating of individuals from feelings such as happiness, satisfaction, delight and etc.⁷

Over the centuries, alienation has been reviewed in three of the aforementioned aspects. However, after the Second World War, various changes were made to the meaning of the alienation. It has presented as a basic concept by philosophers, writers, scholars, psychologists and social critics.

The concept of alienation was associated with any object or subject, or something concrete or abstract, with the exception of alienation from self.. Th objects which are isolated from included values, society, God, people, work and so on.

Let's take a look at some of the ideas in these times. Horovitz (1966) divided the alienation into three meanings:⁸

1. Separation from the world;
2. Isolating from people;
3. Separation from others' ideas toward the world.

Kanungo (1970) describes alienation as a sepeation of individuals from any components in the environment.⁹

Overend (1977) valued it as a separation and hate. This concept appeared in the attitude of person to the society, the environment, the products, and finally to himself.¹⁰

Generally, although sociologists have no unanimous opinions about the meaning of alienation, ,but it is obvious that, there is no doubt that they have complete

⁷ Adibi Sade, and Moazeni, 2003, p 41

⁸ J. Basic. Appl. Sci. Res., 2(8)8408-8415, 2012

⁹ Nair &Vohra, 2010, p 601

¹⁰ Again here; Nair &Vohra, 2010, p 601

agreement about the negative effects of alienation which has damage on society and individuals. Since ideas about alienation are so extreme, it is impossible to highlight each one in detail. That is why we will mark just Marx's theory, which plays a major role in disseminating this idea as a concept.

The alienation concept of Karl Marx

The concept of Karl Marx coincides with the 19th century when capitalism flourished. Marx saw the cause of the alienation in the class inequality, in particular, marking the division of capitalist and working classes. The main cause of alienation in the working class was the dismissal of the people who play an employee role from their original human form. Marx claimed that in a society where capitalism dominated, the existence of alienation was inevitable. This is due to the fact that workers are manipulated by capitalist forces and are forced to focus their attention on productivity and enterprise profits. This, in turn, has a negative impact on their own lives and personal development, social relationships, and greatly destroys their love and motivation of living.

According to Marx, the main purpose of capitalism is to maximize profit, and organizations see workers as an instrument that does not have personal qualities and desires. Their power, their positions in society, are the same as their salary which has defined by their bosses. Capitalism manages their fate by directing their business activities to a serious impact on people's lives. All these effects cause different social and psychological problems in humans, and ultimately stimulates the alienation. Marx notes that individuals who are forced to live under severe conditions of capitalism lose their personal motivation over time because of their difficulty in meeting their smallest needs and demands. This has a negative impact on their creativity and performance over the long term.¹¹

¹¹ Wolff, Jonathan. "Karl Marx." The Stanford Encyclopedia of Philosophy, ed. Edward N. Zalta. 2010

Marx has determined that the alienation has been integrated into capitalist societies with 4 ways below :¹²

Employees are alienating due to the product that he has created. Marks notes that the product created by the employee is owned and used by another person. But in other non-capitalist societies, people use the product of their own labor, change, sell, in short, they have the right to the product which they produce. In societies where capitalism dominates, people build homes where they will never live, produce machines they will never buy and prepare shoes that will never be able to wear them.

Capitalism does not give a real value to the employees for the products that they produce. The value of the employees - what they deserve, determined the amount of wage which identified by their managers in this system. Therefore workers are negatively affected by their own work, they lose their desire to innovate, they lack creating something, simply, they are getting alienated from what they are doing. They do their job not because of loving it but because they need it meeting their demands of personal life. That is why , it does not give them enough incentives to improve the quality and performance of the business process.

1. The labor process in which the employee operates causes alienation.

The lack of control over the labor process is the main factor in this. What will be produced, how it will be produced, how the business process will be organized, and so on defined by not the workers, but the owners of the capitalist firms that employ them. In time this leads to the loss of self-confidence, weakness in creativity, and lack of decision-making skills as an individual in the workplace. Over the years, there is simply a passive business experience earned by employees.

2. Competitiveness causes people to get alienated.

¹² Marx, Karl and Frederick Engels. *The Marx-Engels Reader* (ed. Robert C. Tucker). Second Edition. New York: W.W. Norton & Company, 1978.

In capitalist societies, workers compete for each other's job and career growth. Despite the fact that competition in the business reduces the prices of commodities and benefits to buyers, competition in the labor market results in lower salaries. The purchasing power of the less-paying employee also weakens, and there is a significant reduction in his satisfaction. All these effects result in people getting alienated from each other. However, people must respect, each other for personal qualities as an independent individual, and serve the community as a whole, offering their support to each other. Unfortunately, such cases are not typical for capitalist societies.

3. People are exposed to alienating due to factors of their personal qualities.

Capitalist societies have a law: "The strongest will be the winner." But not every human being can cope with this society. The weakness of some people's character hampers their appearance in this society. An individual who suffers from internal strife is forced to isolate himself from society.

Beside Marx`alienation definition we can see the other thinkers` definition about the alienation. We can gather all of them shortly in one table below :

Table 1. Alienation definitions.¹³

Source	Description/Definitions of Alienation
Fromm (1955)	Mode of experience in which a person experiences himself as alien or estranged from himself (p. 120)
Seeman (1959, 1975)	Described in terms of powerlessness, meaninglessness, normlessness, social isolation and self estrangement

¹³ Nair, 2010

Horowitz (1966)	Intense separation first from the objects of the world, second from people, and third from ideas about the world held by other people (p. 231)
Schacht (1970)	Dissociative state of the individual in relation to some other element in his or her environment
Miller (1975)	Objective state of isolation from others (p. 260)
Kanungo (1979)	Generalized cognitive (or belief) state of psychological separation from work insofar as work is perceived to lack the potentiality for satisfying one's salient needs and expectations (p. 131)
Hirschfeld & Field (2000)	Represents the extent to which a person is disengaged from the world of work (p.790)

As the Table 1 shows, one of the earliest definitions of alienation refers to estrangement from self. Correspondingly, Fromm (1955), Horowitz (1966) and Kanungo (1979) offers that alienation shows to sense of separation from work, whereas Hirschfeld & Field (2000) make a call it disengagement from work. As Nair (2010) defines it, “the most basic understanding of alienation involves a separation or estrangement and given the varying targets of this separation, work alienation is identified here as estrangement or isolating from work, the context or the self.”¹⁴

¹⁴ Nair, 2010

In attempt to get the concept clearer, Seeman (1959) proposed 5 major variants of alienation: ¹⁵

1. powerlessness,
2. meaninglessness,
3. normlessness,
4. isolation
5. self-estrangement.

Powerlessness refers to a perceived lack of control over crucial events that affect one's life, according to Kanungo (1982). This was similar to Marx's view as well and main concern of work alienation.

The second variant of alienation, meaninglessness refers to the person's sense of understanding of the events where he or she is engaged, according to Seeman. ¹⁶

Meaninglessness may happen "when employee are not capable to understand the complex system of goals in the organization and its relationship to their own job". In conclusion, when employees are required work with simple basic tasks, which do not call for any responsibility, it frequently leads to losing the sense of purpose for the employees, thus "the work becomes meaningless". ¹⁷

The third variant of alienation is normlessness which derived from Durkheim's (1947) description of "anomie". ¹⁸

The fourth variant of alienation is isolation. Isolation is associated with people 'who assign low reward value to the aims or beliefs that are typically highly valued in the society' .

¹⁵ Kanungo, 1982: p24

¹⁶ Seeman.1959, p.786

¹⁷ Kanungo, 1982: p26

¹⁸ Seeman, 1959

Final dimension of alienation is self-estrangement, which, , refers to the sense of estrangement from self. According to the Seeman (1959) self-estrangement is “the loss of intrinsic meaning or pride in job”. (p. 790)

All the mentioned variants considered, alienation is a multidimensional concept, though placing key focus on powerlessness and meaninglessness.¹⁹ All the other variants represent a more social form of alienation, which do not have as much value, as it can be looked as a too philosophical approach for being toalienated from the world of job in general.

1.1 Types and symptoms of alienation.

Till now, we get acquainted with the historical conceptions of alienation. Now let's look at some of its types . We have already mentioned Marx`s dimension of alienation above. Besides that, Shoof noted two main types of alienation:²⁰

1. Pure alienation or objective alienation;
2. Self-alienation or subjective alienation.

Shakhtel distinguished the following four types of alienation :

1. people`s alienation towards nature;
2. alienation towards other persons;
3. alienation toward the products and results of his or her hand labor and mental labor;
4. alienation towards self.

About the division of alienation there has been proposed a lot of offers and ideas .Despite of their diffenrencies, there are determined some general symptoms for the alienation. We can pick out some of them and make a list like below :

1. Feeling alone;
2. Feeling desperate and helpless;

¹⁹ Again here; 1959

²⁰ Bakhti, 2009, p.1

3. Thinking life is meaningless;
4. Isolating himself or herself from conversation;
5. Thinking that I am different;
6. Having a problem to start conversation with new people ;
7. Feeling uncomfortable when taking part in the communication process;
8. Refusing to obey rules;
9. Feeling less energy from mental and physical aspects;
10. Lack of willing to reach the goals and refusing to fulfill commitments
11. Feeling tired and anxious constantly;
12. Willing to stay alone;
13. Refusing to do his or her commitments or doing them less effective;
14. Lack of self-esteem;
15. Being careless to the environment;
16. Lack of self-love
17. Constantly focus on negative things;
18. Being unpatience
19. Having the feeling that people do not understand you and even listen you;;
20. Fear that society do not accept you;
21. Thinking that the things you are supposed to do are not so important;
22. Lack of physical activity and etc.

All these symptoms which we mentioned above show themselves differently in different types of people. It is not necessary that, each of these symptoms demonstrates itself in the person who has affected by alienation. These symptoms can vary in persons who affected by alienation depending on the object (subject) and degree of alienation. In addition to the above-mentioned symptoms, it is possible to find other symptoms that can be observed in people who have been exposed to alienation. These symptoms are sometimes referred to as a derivative and sometimes as the effects of

the above-mentioned symptoms. We can also pick out some of them and make a group.

Let's look at those generations now. We can collect them in three groups:

1. physical
2. mental
3. emotional features.

1. Physical symptoms include:

- Waking up tired;
- Having difficulty to fall sleep;
- Frequently being ill
- Respiratory problems;
- Heart rhythm disorder (arrhythmias)
- Digestive system problems, especially stomach ulcers;
- Severe and long-term physical pain;
- Desire to overeating or lack appetite along with weight issues and etc.

2. Mental symptoms include:

- Difficulties in making decisions, or frequent situations of uncertainty;
- Slowdown in daily activities;
- Procrastination;
- Decrease in productivity;
- Concentration issues;
- Having memory issues.

3. For emotional traits, we can give an example::

- Quick irritability;
- Low morale;
- Disappointment;

- Being close to the criticism;
- Despair;
- Feeling guilty and so on.

All these symptoms increase the individual's stress level and allow him to fight for a variety of illnesses in the long term. If the person has high level of stress and seem from him or her these symptoms it would be wrong that to diagnose him or her that he or she exposed to alienate. Because the symptoms of alienation mostly ,appear to be physically, mentally and emotionally, whereas stress symptoms are mostly observed physically. In addition, those with high levels of stress exhibit hyperactive and rapid movements, while slowing down in the actions of the person who exposed alienation.²¹

The symptoms we mentioned about alienation can also be confused with depression. Although alienation influences the whole life of a person for a long time, causing depression, in general, it can not be mixed with depression. So, when depression passes through all aspects of the individual's life, the alienation shows itself in relation to the object or subject that is only gradual. For example, a person who has been isolated from his job can successfully carry out his / her work. In addition to his job, he can enjoy a great deal of satisfaction in other activities. While social relationships with colleagues are weak, they can have fun and spend time together with friends. But for those who are depressed, this can not be said. This person does not have a job, family, friends, or any other divorce because he has lost interest in life in general. This person does not use a specific partition.²²

²¹ Lacovides, Fountoulakis, Kaprinis & Kaprinis, 2003

²² Look:<https://www.sharecare.com/health/depression/what-difference-between-burnout-depression>

1.2 The factors that cause alienation.

After getting acquainted with the signs of alienation, the main issue is to identify and combat the causes of alienation. Various factors may cause alienation. These factors range from psychological disturbances to social situations. Sometimes a few factors may affect the individual's alienation at the same time. In general, we can group the factors that cause alienation in the following way:²³

1. Alienation from family-related issues. These include:

- Lack of communication among family members;
- Parents do not listen to their children;
- The decrease of mutual understanding among family members;
- Individuals do not respect each other's views and do not compromise;
- False methods used to breed children;
- Lack of attention and care;
- Həyat yoldaşı ilə xarakter baxımından uyğunlaşmama;
- Do not adapt to family life;
- Unrealistic expectations;
- Long-term disputes;
- Unresolved problems;
- A distance between members due to external interference and so on.

2. The alienation from work-related issues. These include:

- Workloads;
- Problems with colleagues and management;
- Wages;
- Unclearness of job standards;
- Work hours and location problems;
- Employees work in jobs and positions that are not appropriate to them;
- Work conditions and so on.

²³ Blauner, R. ,1964, Alienation and Freedom, University of Chicago Press, Chicago, IL

3. The alienation from social issues. These include:

- Issues related to social status;
- lack of social support;
- Age factor;
- Work or school change;
- Communication disorders in social relations;
- A degree of resistance to changes;
- A difference in religion and outlook;
- Demographic factors and others.

4. . The alienation from health-related issues. These include:

- Mental disorders - schizophrenia, obsessive-compulsive disorder, and so on;
- Previous traumatic stress disorders;
- Chronic pains and so on.

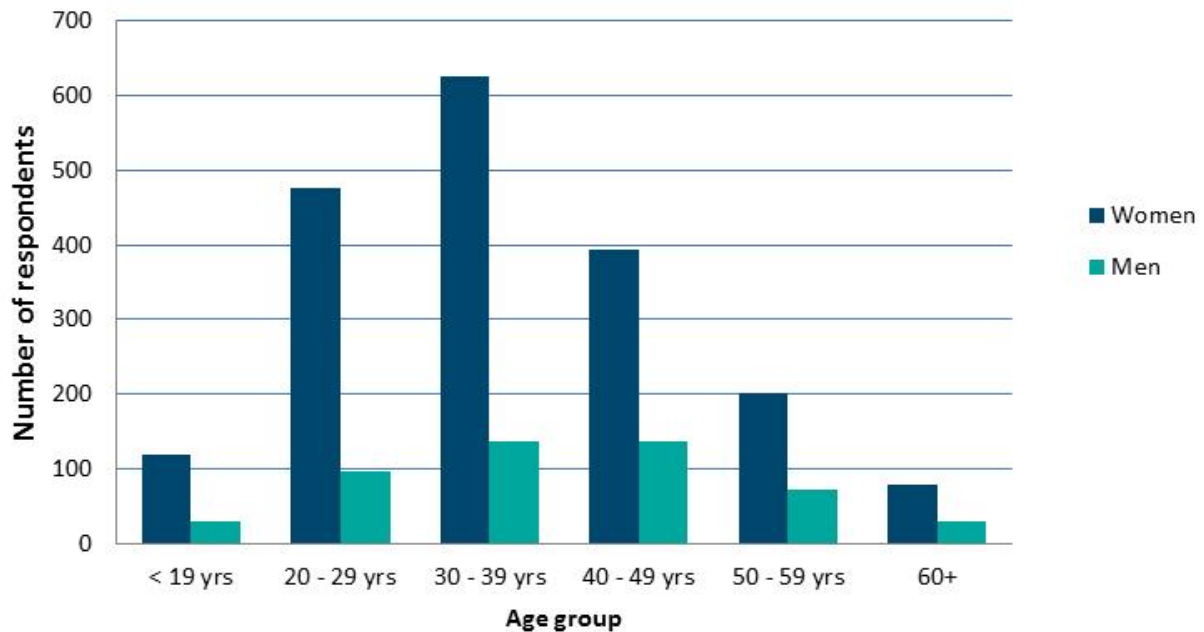
5. Alienation related to technology and development. These include:

- Technology development;
- Resist innovation;
- Resist innovation;
- Having old-fashioned knowledge etc.

Various surveys were conducted on some of these factors and certain results were obtained. Let's look at one of them: In October 2014, “www.relationships.org.au” has conducted a 2-minute survey for each participant in Australia on social exclusion. The interviewees were asked questions about loneliness and social isolation. These questions were based on the effects of family, income and demographic factors on alienation. The survey, involving more than 2,500 respondents, revealed that approximately 80% of participants were female. About 90% of respondents were in the age range of 20-59 years. The most populous category in the survey was the results of women aged 30-39 years.

Loneliness and social support Respondent demographics

Monthly website survey, Oct 2014, final survey results



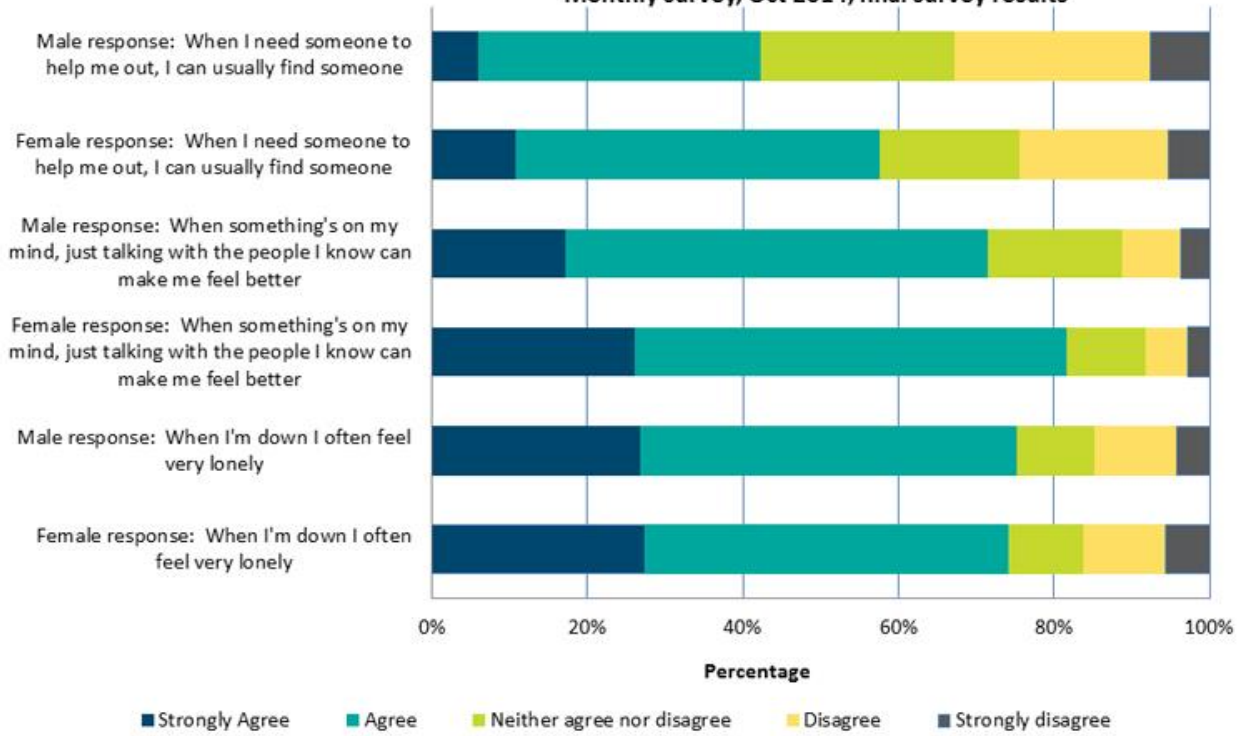
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According to the results of the survey, one out of every four women and one in three men said they did not have someone to help them around when they needed help. One out of every 90% of women and men in the survey agreed that talking and support would have a positive impact on their alienation. Three-quarters of the respondents mentioned that they often suffered from loneliness and alienation.

²⁴Look: <https://www.relationships.org.au/what-we-do/research/online-survey/october-2014-loneliness-and-social-isolation-results>

Loneliness and social support

Monthly survey, Oct 2014, final survey results



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²⁵ Again here: <https://www.relationships.org.au/what-we-do/research/online-survey/october-2014-loneliness-and-social-isolation-results>

CHAPTER II

Job alienation

2.1 The concept of job alienation

Nowadays managers and business owners expect their employees to put in their maximum effort for the team, to show and take responsibility in their day-to-day work tasks; and to develop their skills and expertise on a daily basis. The employees are required to tackle enormous workloads. Simultaneously, apart from this, they have to handle their personal life issues. That is why they need to create balance between their personal and professional life. Sometimes all these loads can be so hard to deal with. During the time a person can be alienated from their personal or professional life because of its enormous loads.

One of the most famous types of alienation is alienation from jobs. And it is more actual for today's world because of some reasons. According to Kanungo (1992, 1982), it is critical for management to realize that the alienation of organizational members is a form of sickness that can, and should, be avoided. "Work alienation as an experienced psychological state of the individual employee represents :

- a) a cognitive separation from one's work and other job related contexts
- b) a sense of frustration and the accompanying negative effect, resulting from the perceived failure to achieve one's objectives through work and organization related behaviours
- c) a manifest behavioural state of apathy."²⁶

Many organizations and managers always want to know what factors result in employees' frustration and alienation from organization. There are many arguments and theories which explain reasons of work alienation emergence.

One of the earliest modern-day study methods to inspect job alienation was offered by Blauner (1964). In the study where he studied industrial employees using the Roper

²⁶ Kanungo 1982

Fortune Survey (Walden, 1996) questionnaire that inspected the respondents' experiences of their job.

Mottaz (1981) studied alienation using a 21 item-questionnaire, which included seven questions for the three dimensions he realized most important; powerlessness, meaninglessness and self-estrangement. However, Mottaz found that powerlessness and meaninglessness are in fact the most important and key causes of job alienation. While, Kanungo's (1982) approach to measuring job alienation is crucial, on the other hand, this approach does not fully explain why workers feel alienated or estranged from job, as he blurs the line between job alienation and involvement.

One of the most recent studies on this subject was done by Hirschfeld and Field (2000), in which they used ten items measure of job alienation that covers items measuring meaninglessness. It was primarily picked out as it represented more modern interpretation on alienation at a personal level rather than interpreting the concept as a generalized, unenthusiastic outlook toward the world of job that shows a low degree of participation in the job role.²⁷

2.2 The main reasons of job alienation

There are couples of reasons which can cause employees are getting alienated from their job. Work alienation can be linked to directly job or can be result of other personal issues. It is totally up to the person, his character, job and the things which can affect that person. But in general we can give some common reasons which have significant impact on the job alienation of employees. They are :

- Family issues;(family problems, family incivility)
- Age issues;
- Gender issues;
- Differencies

²⁷ Kobasa, Maddi & Kahn, 1982

- Lack of balance between personal and professional life
- High level of stress
- Chronic fatigue
- Adaptation issues
- Time management issues
- Procrastination
- Lack of productivity
- Lack of improvement conditions at work
- Doing the job which employee does not like to do
- Employee does not match with the corporative culture of organization
- Employee does not match with the organization because of his qualification
- The organization does not respect employees` or society`s values
- Enormous workloads
- The organization does not have long term strategy.
- The organization does not determine job description correctly
- The position in which employee works is not appropriate to him.
- Work hours
- Work conditions
- Lack of work motivation
- Management issues
- Wage issues

All these have different affects on different types of employees. Now let`s deep down and make clear how does one and each of them affect on employees.

Family issues.

As we all know our job takes a huge part of our life. That is why our job performance is directly linked to the other parts of our life . Family matters is one of them. There is a famous quota which says “Don`t bring your home problems to the office”, or conversely, to not bring work stresses home. But in today`s era of multitasking, and 24/7 contact, is it really that easy to draw a line between our work and home lives? The answer is nope,unfortunately. It is undeniable fact, that our family problems have a huge impact on our job performance. If we have a peace in our family it is also has positive affect on our job performance. With inner peace we are more likely to do our commitments and mostly can enjoy our work we are supposed to do. But if we have serious family problems, we just make our mind busy with these problems and we have hard time to focus on our job and working productive on such tasks.And as a result we are getting alienated from our job.

During the time the family problems can create physiological disorders which can cause losing communication skills. We all know the communication skill is probably the most main skill in today`s workplaces. And if an employee lose this essential skill he is going to damage the team spirit of work. Because, as a result it can create distance among the employees and they do not understand each other which in long term they will not serve to the goals of oragnizations anymore.

The other matter related to the family issues is the family incivility. the impact incivility has on our professional lives and on business productivity. Incivility — non-violent, rude or disrespectful behavior. Actually, it can take numerous forms and its effects on those who receive it can vary widely. The receivers` reactions can be different. Some of them may simply brush off and

forget but the others may take it serious and can be alienated from their job related to the incivility of his colleague. Incivility affects to the employee himself who acts like incivil .

Incivility includes sarcasm, shouting at or demeaning someone, or ignoring them altogether, but this does not necessarily imply an intention to cause hurt.

In the workplace, incivility can be governed by written policies and sanctions in corporate human resource policies and personnel contracts, for example. However, in a family situation, expectations about the norms of behaviour are more implicit than formal. As a result, family members may have different perceptions of where the boundaries lie or what is considered “acceptable” or “forgivable”. All families are different . Their behavior codex is also vary widely. That is why the incivility behavior of one employees can create a problem in workplace and as a final result some employees can be alienated from their work.

There have been a lot of surveys about incivility. One of them did in Singapore. It includes more than 200 employees. In this study was found that family incivility can have far-reaching consequences beyond the home. A toxic family environment that undermines one’s self-worth and damages ties with loved ones can create psychological distress at work, resulting in poorer work performance.²⁸

Individuals who face family incivility often worry and feel anxious about why they have such issues and agonise over how to resolve them. When this anxiety is carried over to the workplace, it drains them of their energy, making them less able to focus on their work — fuelling a cycle of unhappiness and unproductiveness.

In this study, employees who suffered from family incivility were 35 per cent more likely to report psychological distress symptoms such as depression or anxiety than employees who didnot suffer from family incivility. In turn, these distressed

²⁸ Look: <https://www.todayonline.com/commentary/how-incivility-family-can-affect-work-performance>

employees were 30 per cent more likely to receive below-average performance evaluations in their jobs than those who did not suffer from such symptoms.

It is clear that, not everyone is similarly affected by family incivility. This research finds that employees who have higher self-esteem experienced less family incivility. Those with lower self-esteem, who feel they have no control over their life, not only experienced more uncivil family behaviour but were also less able to handle its detrimental effects.

People with lower self-esteem became psychologically more distressed and doubtful over their power to change the family situation. To resolve tensions, they may decrease contact with family members and spend even more time at work a response that can itself backfire because spending more time at work and less at home only increase work-family conflict.

By understanding how family tension influences work stress and performance, the level of alienation of employees, companies can develop more effective employee welfare programmes. Such activities might involve sponsored family therapist seminars to help employees to identify if they have family issues, and how to address them in order to minimise impact on their work performance and avoid work alienation.

Age issues

The alienation level of employees can depend on the age of persons. There are currently four generations in the workforce. The Traditionalists, born 1922-1943; the Baby Boomers, born 1943-1960; Generation X, born 1960-1980; and Generation Nexters, (or Millennials) born 1980-2000.

With an aging workforce comes a host of potential health care problems, increased health care costs and the potential for decreased work productivity. The

employees who are aware of this situation feel uncomfortable. Because they think they create less value for the company and simultaneously they increase costs of the organizations. And in this case during the time they lose their willingness to work and it shows itself as a decrease in their performance. All these can cause employees are getting alienated from their job. Because they feel they are just a cost for company. Sometimes the behaviours of other employees or employers stimulate this idea as well. They do not act respectfully to the older employees and it looks like they are trying to tell them we do not need you here anymore. Facing this type of situations the employee does not want to do anything about the company. He starts to neglect his commitments.

Related to the age the older employees are more likely to resist changes. The company wants to win its competitors and sometimes it can happen only when the company makes a huge change. But if the company makes a decision to change all employees do not accept it easily. The older employees can react negatively. And their reactions can cause others isolate from them. In this case the older employees lose their interest to their job and getting alienated.

There are many jobs out there that are very physically demanding. Physically demanding jobs can certainly present the danger of serious injury. Of course, this can happen in any age group, but there are factors that increase the aging worker's potential for injury. The older one can be injured more easily than the younger. This causes he feels himself weak from the physical aspect. He compares himself to the younger employees and as a result he is getting disappointed and alienated.

The other aspect is related to the age issues is the interest of employees. As we all know the younger's interests are totally different from older employees. It is obvious that for the good communication in the organizations the employees need to chat each other with the topics which they are interested in. In this case the interests of younger employees do not influence the older employees and sometimes they can be even meaningless for the older

employees. So, they can not involve this type of conversations and feel isolate from their colleagues.

The other thing is People tend to lose their hearing as they age. Even though hearing aids can help, some older employees may avoid using them because they are expensive or uncomfortable. Or sometimes they avoid using them because of their personal issues. They do not want to seem as weak from the other employees. Consequently, an older person's work performance may be impaired if her job requires her to listen to oral instructions or do presentations from which people ask her a lot of questions. Since communication is an important skill on most jobs, hearing problems can have a negative effect on performance and stimulate alienation level of employees.

Most businesses involve people to write and reply emails, research info and even write reports. Older people may have trouble picking up the very small print on computers or cause trouble reading emails, newsletters or other research materials. Hence, a somebody with vision problems may experience trouble holding up with the workload, as reading and comprehension would be impaired in this position. During the time they will not do their tasks at the designated time. And as a result they lose self esteem, feel incomplete and getting alienated.

According to BBC News, anxiety tends to increase with age.²⁹ Therefore, aging may affect the job performance of certain mortals, particularly in high-pressure jobs where heavy demands are placed on workers. For example, managers in small societies are frequently employed in numerous daily tasks, and at the same time, hold a number of key obligations, including meeting project deadlines. Such a schedule may be too much for an older worker, who may not be capable to manage the force per unit area.

²⁹ BBC News article "How Aging Affects Your Ability"

Age also affects a person's memory. Therefore, older workers may have trouble working jobs that take them to memorize facts, and then recite them back with rapidity. For instance, a software firm may simply hold one person handling various marketing research activities. This person may require to memorize numerous technical aspects of the software to produce a questionnaire for a sketch. With the celerity in which many small businesses operate, an aging person may experience more difficulty memorizing this technical information. As a consequence, he might be slower with developing the questionnaire.

Gender issues

The alienation varies among men and women. There are common reasons which cause alienation both men and women. Apart from this there are also some specific reasons which can only increase alienation level of women. One of them is sexual tension in workplaces. Each and every day a lot of women face with this problem. They feel uncomfortable, lose their productivity, their focus to their job, and even lost their job in worst situations.

The other reason why women are more alienated their job than men is their family cares. The woman may have a small role in her workplace, but in family she has enormous commitments to do. She has to create balance between her personal and professional life. She has to manage both of them appropriately. Childcare is one and most important reason why women are getting alienated most time. Some organizations are trying to pay attention this issue. Therefore they create flexible work conditions for those women who have a child. But unfortunately not all of the companies act like this. As a result these tensions can cause the women are getting alienated from their job.

Sometimes the organizations give more value to women and this can cause some men employees take it personal and being jealous about it. And it can influence the alienation level of men employees.

In some organizations men employees show their power on women employees. They make women employees feel incomplete and weak. As a result, the women employees are not willing to do their job commitments and getting easily alienated.

The other thing is related to the gender issues is the management. If the manager is woman , in this case it is really hard to her make men employees accept her orders. And if they keep disobeying the woman manager`s rules that women is losing her power day by day and isolating from her job. From the other aspect, the men employees actually are not willing to take orders from woman in most cases. So this is also affects that they lose their interest to their job and getting alienated.

Differences

The ultimate outcome of the employee's labor function is based on the quality directly depends on the work environment. It is the workforce that shapes the business environment. The key to achieve a quality and effective outcome in any business environment is teamwork. Therefore, it is important to set the best team to minimize the contradictions within the team and to have team members understandable and tolerant of each other. Combining people under one team with different religions, races and languages is one of the frequently encountered situations in practice. The main issue here is to prevent the differences between these people become a problem.

Approach to employee identity is horizontally and vertically. Vertical attitude, from top to bottom, is expressed in the attitude of officials, directors, employers in short, toward employees, and the horizontal attitude seem employees` attitude toward

the other employees. This mostly happens when the difference among employee and employer is getting increased. We can make a group all these differences like below:

- Racial
- Religion
- Language
- Ethnic

Racial. The racial discrimination is the negative situation which can be seen frequently in workplaces. In practice, racism is commonly seen in white people, but racism is more and more common in black people. Changing the attitude of people to the color of the skin, though rough and unpleasant, is one of today's realities. Racial discrimination against workers begins with the recruitment process. The number of businesses that have a well-educated, experienced and work-oriented criterion is negligible or lacking in employment. The small number of workers who can pass through this process is waiting for a more difficult environment. The desire to come to work every day is reduced by the job of a joke, a cold-tempered employee, and a sort of isolated worker. The place of work simply turns out to be connected to the labor function, becomes mental and, at the very least, a place where physical violence is exposed. Unwillingness to work on a worker who shows reluctance when starting the day reduces the quality and effectiveness of the work. In the end, the unsuccessful conclusion re-emerges with the "boomerang" effect and returns to the worker and believes that the worker is incompetent with the consequent success of his failure. It is expected after a while: The worker is alienate from work.

Religion. In addition to racism, widespread discrimination is religious discrimination. One of the biggest problems that arose during the work of

different religious workers in the same environment is the phobias formed in individuals against different religions. For example, in today's giant companies in western countries, the majority of workers are Christian, but fewer than Muslim workers. Under the influence of Islamophobia in the world, mental ill-treatment against Muslim workers has become commonplace.

Being a different religion is also a different lifestyle. For Muslims on Friday, Jews are considered to be sacred on Saturdays and Sunday for Christians. It must create a special regime for employers in respect of such differentiation of sacred days. The appointment of a six-day work permit for a Jewish employee begins to obstruct his religious commitment, and the idea that his work is away from his faith is formulated. Or, the absence of prayers in the workplace for Muslim workers and the lack of conditions to go to Friday prayers on Fridays make the same impact on the worker. Employees working in painstaking and challenging conditions during the month of Ramadan, the relative easing of the working regime during that month, is directly affecting the quality of the work.

Preventing all these negative effects actually does not restore productivity, but also has a significant impact on productivity. That's when special care for hiring employees creates a more comfortable and favorable business environment. Therefore, it is not difficult for a worker to come to work every day, and alienation degree of employees is getting down.

Language. Nowadays language learning has become a demand rather than an advantage. But let's admit that learning different language skills is not easy. In particular, the majority of workers between the ages of 40 and 50 lack the ability to speak English, which has a negative impact on the work of these employees in the new era. The relative slowdown in the ability to learn by age can make it difficult for those age categories to learn a new language. Although

the new working class is more inclined to learn the language, it is not always successful. In general, language differences can be seen from two aspects:

1. Lack of language directly related to the work
2. Corporate language.

Lack of language which related to the employee`s job can create limits his / her way of development. A person with limited possibilities to explore and learn can not participate in the significant event which requires language skill. Compared to his colleagues, he feels behind. And this is the case when he is getting alienated from job.

The corporate language affects the social status of the employee, rather than his / her work skills. Today, corporate language is different in different companies. For example, the companies in Azerbaijan such as Azercell and Gilan holding prefer Russian language while Capital Bank picks out English language as a corporate language. Hence, if the person wants to take a position in these companies he or she has to meet of these companies requirements.

A worker who does not know Russian language may have problems about communication after a while in the company which calls for Russian language skills.

Nationality and Ethnic Differences. Problems may arise when working with people from different nationality or from the same nationality group and of a different ethnic group. Especially ethnic minorities are exposed to different reactions in society, not just in the workplace. In the work environment, discrimination against ethnic minorities or preference for any ethnic group affects direct from alienation. At the same time, such problems may arise when foreign nationals work in national companies. The attitude towards foreigners

who have difficulty adapting to a different environment is not always unambiguous. They are "potential competitors" by workers even though they are included in the "favorite" working group by employers.

Granting higher wages to foreigners is one of the widespread forms of discrimination against other workers. But the main part of the problem is the difference of "culture" created by ethnic differences. It is simply impossible to show the same attitude toward people who grew up in a different cultural environment. Different cultures have different business environment. For example, in Germany, a worker who has been accustomed to being disciplined is absorbed in another country. But more than employers, the fact that employers are foreigners affects the business environment. Because employer is the leading force and the basis of the business environment.

Lack of motivation

Motivation is the word derived from the word 'motive' which means needs, desires, wants or drives within the persons. It is the process of inspiring people to actions to achieve the goals. An individual's motivation is affected by some factors such as biological, intellectual, social & emotional factors. Motivation is a multifaceted; we can not easily identify to motivation, intrinsic driving force that can also be affected by external reasons.

Every individual has activities, events, people, and aims in his or her life that influence him or her to be motivated. By using intrinsic satisfaction or extrinsic factor organization can inspire employees' motivation at work. Meeting the employee's needs and expectations from work and the workplace factors that affect to the employees being motivated - or not.

Some time organizations fail to understand the significance of motivation in accomplishing their mission and vision. Even when they understand the importance

of motivation, they lack the skill and knowledge to provide a work environment that increase employee motivation.

Motivation takes a significant role and position in the whole management process. This technique can be used fruitfully for inspiring workers to produce positive contribution for achieving organizational goals. Motivation is necessary as human nature requires some sort of inducement, encouragement or incentive in order to get better performance. Motivation of employee's offers significantly benefits to the Organisation and also to the workers. This indicates the importance of motivating employees. Motivation acts as a technique for improving the work performance of employees at different levels.

Motivation of employees is one main function which each and every manager has to perform along with other managerial functions. A manager has to treat as a friend and motivator of his subordinates. Motivation is so useful in all aspects of life and including family life. It has a significant role in business, as well. It is an integral part of successful management process itself.

There are a lot of ways which help managers to encourage motivation of employees. The thing is, when the managers underestimate motivation, their employees are getting alienated from their job day by day. When the employee see, the manager does not respect him or her, does not support in this case the employee feel alone in workplace and starts isolating from job. The ways which can encourage motivation of employees can be like below:

- Listen them;
- Show that you trust them;
- Respect them;

- Reward them with little gifts
- A relaxed dress code;
- Value their performance
- Do not let discrimination and etc.

These ways can be implemented in different forms in different types of organisations.

Workload

The performance of employees is a main concern for all businesses. High performance work system is a distinguishing component of managing companies. In many companies, inadequate policies at managerial level badly effect the employee performance and don't let employees to produce at their wide potency. It is the most dynamic element of production process.

Many variables like intellectual or physical abilities of the employees, their qualification, training, experience, the culture of organization, reward systems, career progression opportunities, co-workers` behavior, management and responsibility, workload, and structure of organizations, affect the performance of employees. Organizations are trying choose and retain talented employees to compete in global market. Attempts are also made to create conditions in the organizations to reach optimal production by the employees. But in fact, the main problem in this concern is that the interests of the organizations and employees are not in the same direction in all times. Employees like to have less work with them while managers are trying to take optimal production from existing employees by overloading them. Likewise, employees want to earn more by fewer efforts while managers try to pay less to the employees to keep the costs low. In other case, the performance of employees affects.

Many researchers have given due importance to this issue and have explored a lot of variables which affecting the performance of employees. . Studies conclude empirically the correlation relationship between pay and performance, organizational culture and performance, stress and performance, and workload and performance. Today-in practical life each and every employee seems to be exposing the workload issue. Each and every individual is under a range of stress variables both at work and in their personal lives, which ultimately affect their health and work performance. Hence, workload and stress issues are growing day-by-day, which calls for thorough studies to solve the matters . Workload refers to the intensity of job assignments. It is a source of mental stress for workers.

Change in workload tends to vary the stress level of workers, which ultimately affect the alienation of workers. The stress is not necessarily bad in and of itself, while it is typically discussed in a negative context and way. It is an chance when it offers potential gain³⁰. The workload is an opportunity for the workers to learn and improve more quickly. As workers do their jobs they gain more work experience, which can cause to enrich their exposure. It is also considered that, employees who have enough work to do remains more active and energetic and with less alienation, while work-less employees leftover inactive and lazy.

Workload pressure sometimes can be positive leading to increased productivity. Under using of human skills or failing to achieve the full potential of the workers is also one cause to increase stress. Workers who have the capabilities to perform a job enjoy workload. However, when this pressure is excessive it has negative impact. In this point, the employees perceive that they don't have necessary skills and abilities, required to affray with the stress. However, occupational stress is

³⁰ Robbins, OB

discomfort in a personal level unless it exceeds an employee's coping capabilities and resources to manage them adequately.³¹

Stress is recognized to be one of the primary causes of absence from work³². If workers are not interested with their works or they are not satisfied with the work field they take extra work as fatigue and it causes to contribute job stress. Parikh & Taukari (2004) says, another contributing element is the nature of the work, which might add up to an immense amount of physical and emotional exhaustion. In the late 1980s, a survey of HSE department, USA showed that the stress is the second major cause of ill health in serving employees.³³

The companies face a bit of competitive challenges such as embracing technology, handling change, keeping the customers satisfied, developing intellectual assets, and controlling costs. All these challenges call for effective and high performance workers to compete in the global environment. It is the liability of companies to run employee related issues to reach optimal production by the employees. Employee related issues include running workforce diversity, to know employee rights, and adjusting workloads. The companies must create work environments that merge these employees related concerns to simultaneously capture the optimal from workers to reach the goals of the organization.

We may say that workload has important impact on the performance and alienation of employees. For high performance workload of workers must be according to their abilities and potential to deal with the stress. Extensive high workload and extremely low workload can cause to low performance. It is the duty of the leader to create a culture in the organization, in which optimal workload-productivity correlation exists. If an person receives low workload in relation to his or her abilities, he or she is under utilization and his or her work load must be

³¹ Malta, 2004

³² Mead, 2000

³³ Colin J. Mackay et al, 2004

raised to an appropriate degree. It will give satisfaction to the employee and the company will also arrive at optimum production. Conversely, if the workload is high, it is the leader's responsibility to reduce this workload degree

Moreover, sudden decrease or increase in work load both lead to impaired performance and alienation. However, a sudden increase in workload curve is more sensitive and it negatively affects the alienation of the workers. Workload should be periodically measured in terms of new organizational priorities. It is mostly desirable if workers are involved in the evaluation process and work load is defined as per their demands and potential. However, organizational priorities and norms cannot be ignored while establishing this process. Employees should be allowed to raise their work load matters with their supervisors or Executive Managers. If they fail to satisfy the workers, they might be permitted to solve this problem directly with CEO.

The companies should seek to ensure that there is a consistent allocation of reasonable work load to employees. To define the "reasonable workload" the managers and supervisors should take into consideration :

- Duties are allocated to employees in such a way that their work load doesn't exceed from things that are reasonably expected from them.
- Systems are developed to check the working hours of each employee to figure out the relationship between working hours and work load. If workers work regularly in excess to working hours for which they are employed, changes in technology, responsibilities are made or extra resources are provided to employees.

Work hours

Some employees enjoy working overtime for the additional salary. However, others feel obligated or worry about job security if they deny to work overtime. The organization facing budget deficits due to business decline or bad economic periods may cause a small workforce and require their current workers to put in more hours.

Apparently, many workers take their work seriously and need to put in additional hours. On the other side, the organisations might waste their money to a degree on works that could be done during normal 40-hour work weeks.

Health concerns are at issue for workers overtime, as well. In some studies, worker overtime was linked to increased illnesses, injury rates and even mortality³⁴. Studies also show overtime contributes to weight gain, increased alcohol use and increased smoking rates for many employees. An analysis of 10,793 employees in the U.S.A was found a 61 percent higher injury hazard rate for overtime employees compared with those who didn't work overtime³⁵. The injury rate increased with the number of hours a worker worked. the analysis.³⁶

Working too many hours could even cause a heart disease. Those who work 10 hours a day have a 60 percent increase in risk of developing heart disease or having a heart attack than people who work seven hours a day.³⁷

³⁴ According to the Centers for Disease Control

³⁵ National Longitudinal Survey of Youth

³⁶ reported in the September 2005 issue of "Occupational & Environmental Medicine."

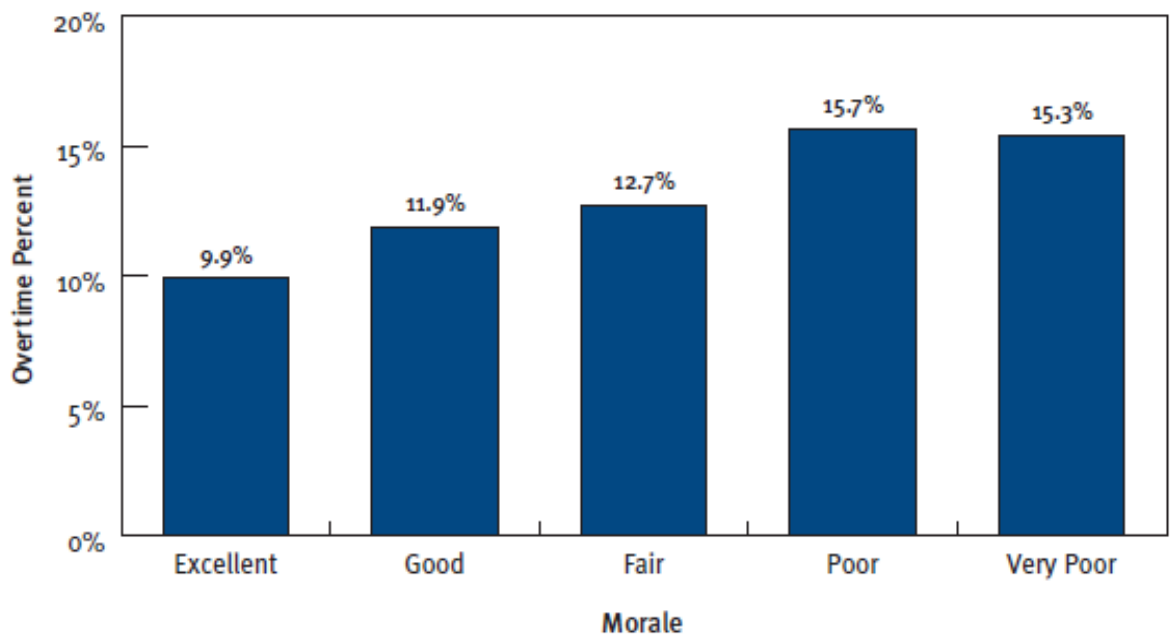
³⁷ according to researchers at the Finnish Institute of Occupational Health and University College London

Overtime working can be beneficial for both workers and companies. It provides the organisation with the flexibility to cover unexpected absences and changes in demand without hiring more employees and it gives employees extra income at a premium degree.

However, overtime working has its downsides, as well.. While many workers will happily take as much overtime as is available, there is growing scientific evidence that relying too much on overtime can lead to numerous problems for an operation of organizations.

Overtime working can cause alienation as a final result. The employees are not able to create balance between their personal and professional life. Their professional life takes more time than their personal life. And in this case the employee loses their motivation to the life. This disbalance situation can cause the alienation degree of employees is getting increased day by day.

Let`s look at the relationship between morale and overtime:



Lower morale is linked to higher overtime on average.

Work condition.

In the modern era, the companies are facing various challenges due to the dynamic nature of the environment. One of the many challenges for businesses to satisfy their employees in order to deal with the ever changing and evolving environment and to gain success and staying in competition. In order to increase efficiency, effectiveness, productivity and job commitment of workers, the businesses must meet the needs of their workers by providing suitable working conditions.

Employees` working conditions are affected by some factors including health and safety, security and working hours. Poor working conditions can destroy employees`health and put their safety at risk.

The employer is legally responsible for ensuring good working conditions, but the employees also have a responsibility to work safely.

Workplaces must be suitable for all who work in them, including workers with any kind of disability.

Every and each employee has the right to work a safe and healthy workplace which is suitable for all who work in or visit them. It means that the employer must look at issues such as space, cleanliness, lighting and ventilation and adequate toilet, washing and changing facilities.

Workplace dangers are not always obvious but paying attention to these matters and those related to areas such as emergency lighting, suitable floors, safe traffic routes, windows and doors will help to achieve it.

Working conditions that seem harmless can eventually cause serious illness. The damage risk in the workplaces can cause the employees are getting alienated

gradually. Because they frequently thinking about their security and it can cause they do not focus on their tasks enough.

Wage issues.

The impact of wages on employees is based on three different aspects:

1. Failure to meet the minimum wage.
2. Long-term job stability.
3. Labor discrimination.

In recent years, the minimum wage in our country varies between 130-150 manat. The living minimal was 173 manats. That is, those who currently have the minimum wage can not afford to live up to their actual cost. This implies that employees are required to work in addition to basic work. Ordinary 8-hour quality worker cuts off the rest and starts working on other jobs for extra income. In addition to this, additional fatigue, stress, and the quality of the worker's core work. Also, after one location, the worker is simply paying for the job. Increasingly it does not like to work for a worker but turns into an activity where it is forced, causing it to cool.

Not only minimal salaries, but also those with average wages in connection with the increase in living expenses nowadays need extra work. Therefore, the same problem is observed in them.

Also, keeping a long-term employee salary for a long time at work may cause a worker to get out of work. Salary is a kind of employee's labor function. Keeping that value for a long time remains a constant misunderstanding of the employee's work. The proportionate wage should also be increased in the labor

force observed. Otherwise, a worker who thinks he / she is deprived of the right to get the right to get out of bed will get upset.

Discrimination in labor is one of the key factors affecting today's alienation degree of employees. Labor discrimination can have two types:

1. Providing different salaries to workers who do the same job.
2. Providing the same salary to employees who perform different quality work.

Often, salaries between employees are different when they do the same job at enterprises. This can sometimes be due to objective reasons (eg personal qualities of a worker), sometimes for non-objective reasons (such as familiarity with a worker, a particular affinity, or vice versa, antipathy, bias). In each case, it creates a negative impression on the worker. It returns to a worker who negatively reflects on both the employer and the worker.

The same wage in relation to those who work at different levels creates a better quality worker. He thinks his work is not properly evaluated. The amount of wages does not play a special role here. Whether it is little or no, it is enough to be cold. In order to avoid such problems with pay, enterprises often prefer to keep a certain amount of employee wages confidential. Sometimes they put it as demand.

Management styles.

It is obvious that there is relationship between management style and alienation degree of employees. Depending on the management models the employees alienation level can vary. Let`s look through some of them:

Autocratic Management Style. This style of management is when there is usually one individual who has the say on any decisions that are made. There is no

argument when it comes to the decision making process and suggestions will not be accepted. These are below typical for autocratic management style :

- It creates a sense of mistrust between managers and employees
- It is ideal place to value creative ideas from employees, nor encourage them to take responsibility over their role .

Democratic Management Style. In These type of management the managers will be more than happy to listen to thoughts and concerns raised by their employees, even when it comes to making a big company-wide decision Those are typical for this style :

- Giving employees a sense of possession of their day-to-day role.
- Letting the employees to feel as if they have substantial input into the daily operations of the business, and to ensure that their representative is actually heard by management.
- Make an environment more open to novel ideas and innovation, or at the very least offer a platform in which they can be talked about.

While a democratic management style is frequently reckoned the best approach, there are times, and people who don't necessarily respond well to this type of leadership. In highly regulated industries or situations that take a large deal of danger (i.e. working in the armed forces) it is often worth trading employee flexibility/independence for safety and surety of the team as a whole.

Laissez-faire Management Style. A laissez-faire management style is a much more casual approach to leadership. These managers believe that the employee-led approach is the way to go, and provide minimal oversight into the day-to-day role of their workers.

Often they will motivate their staff to make their own decisions and set their own task list. This works particular well where you have a self motivating workforce who have “bought into” the project as a whole and aren’t necessarily working in the role solely for financial benefit. These are typical for Laissez-faire Management Style :

- Guide to new and innovating ideas being rapidly taken up within a society.
- Employees are self motivated and act at a higher rate/intensity given their personal involvement in the tasks designated to them.
- A flexible management structure lets employees to better balance work and family life which may increase employee retention rates.

While the laissez-faire approach can be a very productive environment in some companies it doesn’t match all employee types. Frequently there are employees who want direction or to simply be told what to do.

CONCLUSION

During the research i found a lot of other factors which can cause alienation. But I am not capable of write all of them in here. That`s why I picked out only most important symptoms. According to my research the factors which have a great impact on the alienation are discrimination, family issues, gender issues, age issues and matters related to the job directly such as, workload, work hours, work condition, wage ,management issues. Each and every one of them has specific role on the degree of alienation. To avoid the symptoms of alienation and negative affects of it depends on the both individual and company itself. Sometimes these factors directly related to the employees` personal issues. So, fighting against of them is totally up to the employee himself. But there is also some cases which the organisations can help its employees to fight with this disease.

It is a danger to ignore the alienation in society because a person who is exposed to alienate can seriously harm himself or the environment by isolating himself from society and the environment. Reducing the quality of life and declining performance of such a person can have negative effects not only for him but also for those who are related to him. A family member exposed to alienate plays a role as a threat in breaking family relationships, and its negative relationships with family members can trigger a variety of intra-family problems.

An alienated worker gradually adversely affects the team spirit of the enterprise, hinders cooperation among employees, and thereby obstructs the enterprise targets at a designated time. The weakening of its performance reduces the cost created for the entity, on the contrary, it increases the costs incurred by the entity.

All this reaffirms how serious a crisis is for both individuals and societies. One of the main tasks of society, organizations, and people as an individual is to try to detect and prevent these cases on time. To do so, you need to have enough reliable

information about it, recognize the alienation and seek new and effective solutions to deal with it.

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