

The Influence Of Socio-Demographic Factors On Organizational Alienation Of Accommodation Businesses Employees

Engin Unguren, PhD, Asst. Assoc.

Alanya Alaaddin Keykubat University/Turkey

Yasar Yigit Kacmaz

Alanya Municipality, Academic Research Centers/Turkey

Yusuf Yilmaz, PhD, Assoc. Prof.

doi: 10.19044/esj.2016.v12n4p1 [URL:http://dx.doi.org/10.19044/esj.2016.v12n4p1](http://dx.doi.org/10.19044/esj.2016.v12n4p1)

Abstract

In this study, the concept of alienation is analyzed in terms of organizational behavior discipline frame. As part of organizational behavior discipline, alienation is expressed as the server's losing control over the product he produces or the service or inability of self-expression in business life. Basically, the concept of alienation is used to express alienation from the institution, occupation his own being, his values, and society; in one sense it means a breakdown in all relations. The science of statistics plays an important role to identify the variable or variables effect the event in scientific studies and to determine their grades. Analysis of CHAID firms sub-sets by grouping the factors affecting the dependent variable in view of their importance level. In this term, the purpose of the research is to form to identify the employees' organizational alienation level; demographic variables combined categories and sub-sets, working in accommodation services by using CHAID analysis technique.

Keywords: Organizational Alienation, Accommodation Businesses, CHAID Analysis, Socio-Demographic Factors, Alanya

Introduction

Today, there is a linear relationship between the innovative studies that provide supremacy to the establishments and Research and Development (R&D) budget. In fact, the real success in the innovative studies is based on the attitudes and behaviors of the employees. Steve Jobs was once quoted in *Forbes* as saying, "Innovation has nothing to do with how many R&D

dollars you have. When Apple came up with the Mac, IBM was spending at least 100 times more on R&D. It's not about money. It's about the people you have, how you're led, and how much you get it” (Euchner, 2015: 9). To sum up, employees are one of the most important factors for the establishments to display sustainable success and gain competition advantage.

The general examination of the studies on the concept of alienation indicates that the concept has had an important influence on the human life throughout history. The studies on alienation, which have important effects on human life, were firstly manifested in philosophy and theology. Following the Industrial Revolution that changed the production and economic systems of the societies, the concept of alienation has been deemed worthy of researching by many different science disciplines. Every science discipline formed its own concept and definition of alienation from its own perspective.

In this study, the concept of alienation is examined within the scope of organizational behavior discipline. In accordance with the organizational behavior discipline, alienation is defined as the worker's loss of control on the product that he produces or service that he offers or inability to express himself at work. The concept of alienation, which defines the worker being distant from his corporation, work, himself, values and society, in a sense verbalizes the distortion in all relations. The individual's receding from the organization psychologically, physically or both is the indicator of the alienation (Tuna and Yeşiltaş, 2014:108).

There are personal and organizational reasons that influence the organizational alienation. The science of statistics plays an important role in determining the variable(s) that affect(s) an incidence and in specifying their levels. CHAID analysis groups the factors affecting the dependent variable based on their level or importance and creates subsets. In this sense, the aim of this research is oriented to define the merged categories and sub-groups of the demographic variables that affect the organizational alienation levels of the employees who work in accommodation businesses. This study aims to determine the effects of demographical and occupational characteristics on organizational alienation.

Theoretical Framework

The concept of “alienation” has had a long tradition in the history of Western theology and philosophy. In his early work, Economic and Philosophic Manuscripts of 1844, Karl Marx analyzes alienation from an historical, anthropological, and socio-economic perspective. In his alienation analysis based on alienated labor in the capitalist economic system, Marx demonstrates how the alienation of individuals, in particular the worker, is tied to historically-specific economic systems and ownership structures, how

these relationships are reproduced by alienated labor, and how they co-exist in a reciprocal relationship. Marx differentiates between four dimensions of alienated labor in capitalist modes of production: The alienation of individuals (workers) from the product, from economic activity, from their species-being, and the alienation of individuals from one another (Christ, 2015: 551-563). In the capitalist system, who are in dominant position, are role of routers of capitalist production and the market. In contrast, workers on the other side, in order to survive, are forced to sell their labor to the capitalists, obliged to produce for someone else. According to Marx, this requirement has led to the alienation of the worker to the production process and life (Lu, 2000: 1).

The concept of alienation is defined as the inability of the individual to feel as a whole and the actions and experiences that cause schisms in his conscious (Bonjean and Grimes, 1970:366). Alienation is a state of socio-psychological disturbance that stems from a self-enclosed behavior caused from the lack of values and the individual's inability to be included in the social processes (Pappenheim, 2000:37). The symptoms of alienation manifest themselves as not being able to be attached to something sincerely and in-depth, being alienated, lack of attention, inability to be integrated, withdrawal, disconnection of the relations and being isolated (Taştan et al., 2014:124).

The alienation phenomenon, which gradually increases its influences nowadays, desensitizes the individual against his own values and society and prevents him from contributing the production (Eryılmaz and Burgaz, 2011:273). The high number of alienated individuals within the society is an indicator of the requirement that the subject of alienation should be examined not only in the individual sense but also in organizational sense (Seeman, 1967:273). Alienation, which makes the individual feel separated from the society and work circle (Ankony and Kelley, 1999:121), may result with the decline of the characteristics that deem the individual different and creative. Alienated individual fails to actualize his creativity (Tutar, 2010:176), as well as leaving the control of his life on the hands of powers besides him.

According to Polat and Yavaş (2012:219), organizational alination is the externalization of the corporate culture by the employee as a result of the individual's failure to use affective, kinetic and cognitive skills and the failure to convert the individual's potential to unique products. It is possible to define the organizational alienation among the organization workers as a state of general dissatisfaction. In other words, the concept of organizational alienation is defined as the state of dissatisfaction in terms of the organization member's authority, his perspective for occupational

development and change and recognition and acceptance by his superiors (Eryilmaz and Burgaz, 2011:271).

The best way to understand the organizational alienation is to understand what the individuals feel during their work time (Wilson, 2010:36). Therefore, the classifications have been defined in accordance with the feelings of the individual. Organization alienation is classified as powerlessness, meaninglessness, normlessness, isolation and self-alination (Seeman, 1959:783-791; Seeman, 1967:274):

- **Powerlessness** is an occasion that manifests itself due to the failure of the individual to have a voice in his production and its management or having a voice that is less than optimal. In other words, the individuals think that he has no effect or control on his production. This creates a lack of control for the incidents to occur in the future and therefore, a general anxiety (Seeman, 1959:784; Seeman, 1967:274; Ashforth, 1989:207-208; Wilson, 2010:35-36; Eryilmaz and Burgaz, 2011:274; Polat and Yavaş, 2012: 220).
- **Meaninglessness** is the failure of the individual to be enlightened sufficiently in terms of the truths or values to believe. In this case, the individual does not possess information other than the work that he does and therefore, he does not know what contribution his job does to the establishment. Meaninglessness is the state when individual fails to integrate the aims and objectives of the establishment with his own beliefs. In other words, due to the fact that the aims and objectives of the establishment contradict with his own beliefs, the individual is reluctant in his production at work. (Seeman, 1959:786; Seeman, 1967:274; Lindley, 1990:27; Wilson, 2010:36; Polat and Yavaş, 2012: 220).
- **Normlessness** is the state when individual ignores both the social and corporate rules for corporate aims and objectives. The employee ignores the rules in reaching the objective and tries to carve his own path. This results with the individual's display of behavior that is not socially approved (Seeman, 1959:787; Seeman, 1967:274; Brown et al., 2003:3; Eryilmaz and Burgaz, 2011:274; Polat and Yavaş, 2012: 220).
- **Isolation** in the corporation stems from the conscious isolation of the corporation workers from all types of organizational relationship and their loss of social interest. Voluntarily rejecting the other employees, the individual may try to recede from all types of corporate influence or act with the mindset that other workers do not want him. Both occasions result with effects that fan the isolation within the organization (Seeman, 1959:788; Seeman, 1967:274; Polat and Yavaş, 2012: 220).

- **Self-alination** is the reluctant work performance of the self-estranged individual. This expresses a process in which the individual is kept away from understanding the operation within the organization, pursuing individual benefits; as well as a process in which he cannot prove himself in terms of work (Seeman, 1959:789; Seeman, 1967:274; Wilson, 2010:36; Polat and Yavaş, 2012: 220).

The behaviors of the self-estranged individual negatively affect the production process and the quality of the obtained output (Eryılmaz and Burgaz, 2011:275). The results of organizational alienation are approached in groups; behavioral and organizational:

Behavioral results include the results which manifest themselves as a result of the effect of the organizational alienation on the behavior of the individual. These results are reactions that can be directly observed, neurotic and anti-social behaviors (Eryılmaz and Burgaz, 2011:275) Since this study approaches the subject of organizational alienation, the behavioral results of the alienation on the individual are not included in detail.

Meanwhile, organizational results are results on which organizational alienation is effective on the organization, such as dissatisfaction from the job, organizational silence, occupational burnout, inferiority of the working life and decrease in the organizational dependence, high ratio of labor turnover, low productivity and reproductivity (Sarros et al., 2002:286; Babur, 2009:53-57; Tutar, 2010:183; Eryılmaz and Burgaz, 2011:275).

The individual that is alienated to the employer organization may experience work dissatisfaction as a result of the alienation. The alienated individual possesses negative opinions on the employer organization. It is not possible for the individual to reach work satisfaction in such environment. However, it cannot be stated that every individual that experiences work dissatisfaction is alienated from the organization (Shepard, 1977:1-16; Babur, 2009:54; Chiaburu et al., 2012:5-7).

The individual that experiences organizational alienation has isolated himself from the organization as a result. In this case, the individual may choose to keep quiet in the organization. This silence is actually a reaction against the organization. The management type that affects the organizational alienation plays an important role in this silence. Many reasons such as not caring for the thoughts of the individual or not including them in the decisions may result with the occurrence of alienation for the individual (Babur, 2009:55).

Achieving quality in business life depends on healthy, pleased and productive workers and an effective, changing organization structure. Since the existence of an individual that is alienated from his work will cause a decrease in the production and manifestation of an ineffective organization

structure, it will also result in the decrease in the quality of the business life (Babur, 2009:56; Eryılmaz and Burgaz, 2011:275).

It is observed in the organizational structures where organizational alienation is experienced that the organizational loyalty decreases or completely ceases to exist. The individual that experiences alienation gradually ignores the values of the organization and his organizational loyalty decreases (Michaels et al., 1988:378; Hirschfeld and Feild, 2000:791-792; Babur, 2009:57).

The research by Unsar and Karahan (2011) on the employees in the outfit sector determined that there is a significant relation between the feeling of alienation and the tendency to resign from the work. In their research, Tuna and Yeşiltaş (2014) concluded that alienation is effective on the intention of quitting the job.

Research Objectives

The employees have an undeniable influence on the success of the accommodation businesses that forms the backbone of the tourism industry (Tarlan and Tutuncu, 2001: 142). In particular, the intense working tempo of the hotel businesses, the human relations manifesting in every phase of the system, being dynamic, long and exhausting working hours, over-sensitivity in the demand for the goods and services offered by the hotel businesses are some of the important challenges encountered by the hotel employees (Tuncer and Yeşiltaş, 2013: 58). These challenges may cause some mental and psychological problems in the employees. As a result of this, when the employees feel meaningless and powerless, their organizational loyalty and work satisfaction may decrease. On the other hand, the individual feeling lonely may detach him from the social system (Demirel, 2009: 124-125). Today, what is important for modern and professional organizations is not only the employees being hardworking, but also the internalization of the organization values and the development of organizational loyalty. To achieve this, the organizations should prevent the feeling of a possible feeling of alienation that may occur in the employees and thus, determine what is connected with the alienation (Babur, 2009: 125).

This study aims to classify the effects of demographical and occupational characteristics on the organizational alienation levels of the employees in the accommodation establishment via the CHAID analysis, one of the decision tree techniques. One of the important statistical matters in the scientific studies is to determine the factors that significantly affect the emphasized incident, as well as the levels at which these factors have higher effects. CHAID analysis, one of the decision tree techniques that scrutinize the factors that significantly affect the change in the dependent variables, tries to assess the interaction of the variables in the model and in general,

their combinations in the joint level (Kayri and Boysan, 2007:139). In addition, CHAID analysis is widely used to specify the type of members that constitute a class. In this research, the focus is on determining the demographic variables that affect the organizational alienation levels of the employees working in the accommodation businesses in the order of importance and specifying the sub-classes.

Research Method

The data of the research, which has applied quantitative research method, has been obtained via questionnaire. The quantitative research model is a research model that puts forth the phenomenon and incidents in a way that is eligible to be monitored, measured and numerically obtained. Descriptive statistical model is applied in the research and attempts are made to specify a general profile of the respondents by means of providing demographical and occupational information on the hotel employees participating in the research. Later, merged categories and sub-groups of the demographic variables that affect the organizational alienation levels of the employees who work in accommodation businesses have been examined with CHAID analysis technique. Cronbach-Alpha internal consistency coefficient of the organizational alienation scale and the test reliability has been determined. Factors analysis on the organizational alienation scale has been made and as a result, the reliability coefficients (Cronbach's Alpha) have been calculated in testing the reliability of the obtained dimensions.

The accommodation businesses in Alanya region with establishment certificate given by the Ministry of Culture and Tourism forms the population of the research. The studies indicated that there are 264 accommodation businesses in Alanya region that are certified by the Ministry of Culture and Tourism. Due to the fact that the cost of reaching to all the establishments with the certificate from the Ministry of Culture and Tourism was high and that there was a time limitation, random sampling method was used in the research. In this sense, 10 hotel businesses were determined from each hotel group with random sampling method. The research data was obtained between June-September 2015.

Findings

The research findings were presented under three headlines. The findings consist of the results on the demographical and occupational characteristics of the employees within the scope of the research, results of factor analysis and results of CHAID analysis.

Male respondents form the biggest majority (71%) of the respondents participating in the research (see Table 1). The examination of the distribution of the respondents based on their marital status indicates that

married (48%) and single (52%) employees are almost distributed equally. 76% of the respondents are between the age brackets of 18-35. In other words, the majority of the respondents is formed by a younger age group.

Table 1: Frequency and Percent Values of the Demographical and Occupational Characteristics of the Employees

Gender	n	%	Marital status	n	%
Female	188	29,3	Married	309	48,2
Male	453	70,7	Single	332	51,8
Total	641	100,0	Total	641	100,0
Age	n	%	Working time in the Organization	n	%
18-26 age	220	34,3	0-1 year	226	35,3
27-35 age	264	41,2	2-5 years	335	52,3
36-44 age	111	17,3	6-10 years	54	8,4
45 and over	46	7,2	11-15 years	19	3,0
			16-20 years	7	1,1
Department	n	%	Education	n	%
F&B*	226	35,3	Primary school	155	24,2
Housekeeping	158	24,6	High school	276	43,1
Front Office	141	22,0	Associate degree	88	13,7
TS*	38	5,9	Bachelor degree	86	13,4
Accounting	32	5,0	Master degree	36	5,6
Animation	24	3,7	The Status of the Hotel	n	%
Security	22	3,4	3 stars	28	4,4
Type of Activity	n	%	4 stars	69	10,8
Whole year	366	57,1	5 stars	544	84,9
Seasonal	275	42,9			

*F&B: Food and Beverage; TS: Technical service

Based on the hotel types, it is observed that the respondents are working in the different types of hotels. While 85% of the respondents work in five-star hotels, 11% of them work in four-star and 4% of them work in three-star hotels. 57% of the accommodation businesses that employ the respondents operate for a year; while 43% of them operate seasonally. This result is in line with the working periods of the respondents in their respective establishments. 35% of the respondents work in their respective establishments for "0-1" years, while 52% of them work in their establishments for "2-5" years. 13% of the respondents work in their respective organization for 6 years and more. The examination of the distribution of the respondents based on their departments indicates a density of the respondents in three departments. 82% of the respondents work in F&B, HK, and FO departments. The majority of the respondents (67%) consist of primary school and high school graduates.

Three factors were obtained as a result of the factor analysis applied on the organizational alienation scale. Table 2 indicates the three factors obtained as a result of the factor analysis, their values, variance explanation ratios and the factor loadings that specify the relation of the statements

included in the scale with a specific factor. Three obtained factors explain 78,93% of the total variance. In addition, the reliability coefficients of the scale ($\alpha=,956$) and the factors were calculated (Cronbach's Alpha) . According to the results in Table 2, the fact that the reliability coefficients obtained are higher than $\alpha>0,60$ indicates that the scale is reliable.

Table 2: Factor Analysis on Organizational Alienation Scale

Items of the Questionnaire	Factor Loadings	Eigenvalues	The Ratio of Variance (%)	Cronbach's Alpha
Factor 1: Self-Alination and Alination to the Society				
OAS1	,865	8,11	%58,92	$\alpha=,949$
OAS2	,840			
OAS3	,805			
OAS4	,739			
OAS5	,735			
OAS6	,672			
Factor 2: Meaninglessness				
OAS7	,811	1,58	%11,30	$\alpha=,895$
OAS8	,728			
OAS9	,667			
Factor 3: Powerlessness				
OAS10	,899	1,22	%8,71	$\alpha=,865$
OAS11	,841			
OAS12	,659			
Kaiser-Meyer-Olkin			,955	
Bartlett's Test of Sphericity		8374,099	(df: 66), $p=0,000$	
The Ratio of Total Variance (%)			%78,93	
Overall Cronbach's Alpha			$\alpha=,956$	

The KMO (Kaiser-Meyer-Olkin Measure of Sampling Adequacy) value, which indicates the condition to apply factor analysis to the research data) is calculated as a very good value ($,955$). This obtained data indicates the suitability for factor analysis. It is also observed that the sphericity degree, which indicates that it is possible to derive significant factors or variables from the research data (Bartlett's Test of Sphericity: 8374,099 Sig., 000) is also statistically significant. The first factor whose eigenvalue is determined to be 8,11 and variance explanation ratio to be 58,92% is named "*Self-Alination and Alination to the Society*". The value of the second factor, named "*Meaninglessness*", eigenvalue is calculated to be 1,58 and variance explanation ratio is calculated to be 11,30%. And finally, the third factor whose eigenvalue is calculated as 1,22 and variance explanation ratio is calculated as 8,71% is named "*Powerlessness*".

As a result of the factor analysis, the first factor of the organizational alienation, "*Self-Alination and Alination from the Society*" factor indicates

that the individual possesses a perception that his values and the values of the society do not match, assesses his social circle as boring, thinks that he does not fit in the society and does not contribute to it and therefore, he deems like meaningless, defining himself useless and feeling like he is estranged from the society. Seeman (1959: 789) notes that self-estranged individuals are in a void and they are not satisfied with the work they do and the roles they play, as it applies to anything. The second factor, "*Meaninglessness*", indicates that the individual deems himself as unimportant and useless; that he does not give a meaning to his job and that he does not possess accurate information regarding the contribution of his job to the organization. The "*Powerlessness*" factor indicates that the individual does not have control on his job; that he does not feel free in determining and choosing his own method while working and he does not see himself as possessing the power to combat the problems that occur in the workplace. In other words, the powerlessness factor indicates the individual is unable to establish control and dominance on his work, deems himself insufficient in problem-solving and that someone else should be at the helm.

CHAID is used to define the relations between one predicted variable and multiple predictor variables. CHAID analysis compares all the predictor variables and chooses the variable that explains the predicted variable best and the data set is divided into sub-groups based on this predictor variable. These sub-groups keep forming new sub-groups for all significant predictor variables (Avşar and Yalcın, 2015:4). CHAID is a strong statistical technique in that it is able to analyze the data obtained in interval, ratio and classification scales simultaneously and that it shows the relations between predicted and predictor variables in such detail that they will cover the entirely possible hierarchy (Unguren and Dogan, 2010: 50). In short, CHAID analysis groups the factors affecting the dependent variable based on their level or importance and creates subsets. Merged categories and sub-groups of the demographic variables that affect the organizational alienation levels of the employees who work in accommodation businesses have been defined with CHAID analysis technique.

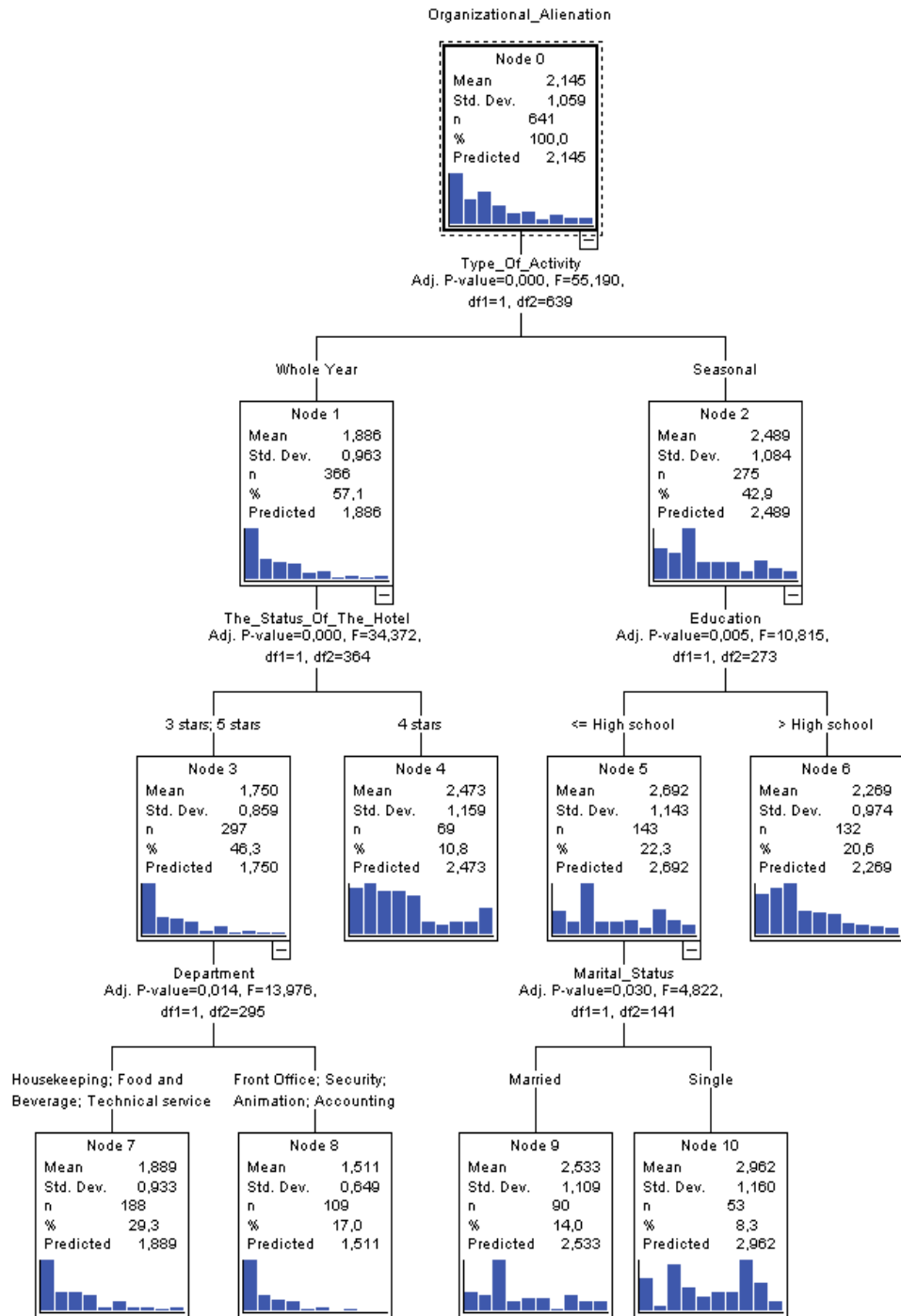


Figure 1: CHAID Analysis

Figure 1 includes the subsets that best explain the organizational alienation level that is taken as a dependent variable. When the arithmetic averages of the sets are examined, it is not possible to state that organizational alienation has occurred. However, obtained results allow us to make inferences regarding the axis where it is possible to experience organizational alienation. After the CHAID analysis, the activity type of the establishment ranks first among the independent variables that are statistically effective on organizational alienation. In other words, it is observed that the most effective variable on the organizational alienation levels of the employees is the activity type. The organizational alienation levels of the employees are higher in the establishment with the seasonal operation ($\bar{x}=2,48$; SD: 1,08) compared to the establishment with annual operation ($\bar{x}=1,88$; SD:0,96). Based on this obtained result, it can be concluded that the tendency of the employees working in seasonal accommodation businesses visibly higher.

Obtained CHAID analysis results reveal that education status is the variable that is affective and decisive variable on the organizational alienation levels of those working in seasonal establishments and that the decisive variable for the establishments working around the year is its status. The tendency levels of those working in the seasonal establishments towards organizational alienation are higher in the employees having an education degree of high school and below ($\bar{x}=2,69$; SD:1,14) compared to those having an education degree of university ($\bar{x}=2,26$; SD:0,97). This result indicates that there is a difference on organizational alienation levels of employees by their educational levels.

The organizational alienation tendency levels of the employees with an education degree of high school and below vary based on their marital status. According to these results, the organizational alienation tendency level of the single employees is higher ($\bar{x}=2,96$; SD:1,16) compared to the married employees ($\bar{x}=2,53$; SD:1,10). The CHAID analysis results indicate that the single employees with an education degree of high school and below and working in seasonal accommodation businesses form the group with the highest organizational alienation tendencies. The variables that are effective in the increase of the organizational alienation tendency levels are, in the order of importance, the activity type of the establishment, the education levels of the employees and the marital status of the employees.

Obtained CHAID analysis results reveal that establishment status is the variable that is the decisive variable on determining the organizational alienation levels of those working in seasonal establishments. According to these results, the organizational alienation tendency levels of those working in five and three-star accommodation businesses are statistically lower ($\bar{x}=1,75$; SD:0,85) compared to those working in the four-star

accommodation businesses ($\bar{x}=2,47$; $SD:1,15$). The organizational alienation tendency levels of those working in five and three-star accommodation businesses statistically vary based on the employed department. According to these results, the organizational alienation tendency levels of those working in the housekeeping, food and beverage and technical service departments of five and three-star accommodation businesses are statistically higher ($\bar{x}=1,89$; $SD:0,93$) compared to those working in reception, security, accounting and animation departments. Although those working in the housekeeping, food and beverage and technical service departments of five and three-star accommodation businesses are not in organizational alienation their alienation levels are statistically higher compared to those working in other departments.

Conclusion

Today, the importance of innovation for the establishments to obtain the competition supremacy is beyond dispute. Although there is a linear relationship between the innovative studies and RD budget, in fact, the fundamental success factor is the worker quality. As Steve Jobs says, "Innovation is not related to how much your RD budget is. When Apple produced Mac, IBM was spending at least 100 times more money than Apple." (Euchner, 2015: 9). In conclusion; positive, highly-motivated, renewing employees with a positive live perspective and high spirit are one of the most important factors for the establishments to display sustainable success and gain competition advantage.

One of the concepts that manifest itself in the business life and pose a threat for organizational health is the organizational alienation. Manifesting itself with the feelings of not being able to be attached to something sincerely and in-depth, being alienated, lack of attention, inability to be integrated, withdrawal, disconnection of the relations and being isolated (Taştan et al., 2014:124), the alienation shows its effects on the employees as the loss of work and life satisfaction, low productivity and motivation, high work stress, low loyalty for work and organizational, high labor turnover and running from work, alienation from the work, becoming distant from the work and low organizational health perception (Tutar, 2010:183).

In this research, merged categories and sub-groups are formed by means of examining the demographic and occupational characteristics that affect the organizational alienation levels of the employees who work in accommodation businesses via CHAID analysis. The results of the research indicate that the most effective variable on the organizational alienation levels of the employees is the activity type. The organizational alienation levels of the employees have been found out to be higher in the establishments with seasonal operation compared to the establishments with

the annual operation. This result shows the difference in the effects of working with specifics and guarantee and working without specifics and guarantee on the organizational alienation. One of the most important problems of the accommodation businesses is personnel turnover rate. The research by Unguren and Cevirgen (2014) highlights that the personnel turnover ratios of the accommodation businesses operating in Alanya vary based on the activity type. It was determined that the personnel turnover ratio of the accommodation businesses operating seasonally was 11,69 points higher than the accommodation establishment operating annually. Tuna (2007) reached findings in his research on the hotel businesses in Ankara that the personnel turnover ratio of the hotels with higher stars is low while the ratio is high in low-star hotels. Cakınberk et al. (2010) determined the worker turnover rate of the establishments in central Nevşehir as 49,50% in their research oriented to determine the worker turnover speed in the hotel businesses in Cappadocia region. The same research concluded that the food-beverage department had the highest worker turnover rate (67,18%). According to the measurements made in different years in the hotel businesses in the USA, personnel turnover rates were found out to be 53,2% and 47,35%. Meanwhile, research on the coastal hotels in Mugla and surrounding region in Turkey calculated the personnel turnover ratio as 49,79% (Tuna, 2007:46). These results indicate that the turnover ratio rates of the establishments vary based on the establishment activity type.

It is determined that education status is the most affective and decisive variable on the organizational alienation levels of those working in seasonal establishments. In seasonal establishments, the organizational alienation tendency levels of the employees also vary based on their education status. CHAID analysis results indicate that there is a difference on organizational alienation levels of employees by their educational levels.

The organizational alienation tendency levels of the employees with an education degree of high school and below vary based on their marital status. According to these results, the organizational alienation tendency level of the single employees is higher compared to the married employees.

It is determined that establishment status is the most affective and decisive variable on the organizational alienation levels of those working in the establishments with the annual operation. According to these results, the organizational alienation tendency levels of those working in five and three-star accommodation businesses are statistically lower compared to those working in the four-star accommodation businesses. The employed department is found out to be effective on the organizational alienation tendency levels of those working in five and three-star accommodation businesses.

The research determines that the activity type, status, educational and marital status of the employees and the department studied are the variables that influence the organizational alienation of the employees. Other studies reveal that the employees that are estranged to their organizations in high levels result with the manifestation of several results that may negatively affect the organization such as exhaustion, dissatisfaction from work and decrease in the organizational life quality (Eryılmaz and Burgaz, 2011: 275). These results may both stem from the organizational alienation and factors such as dissatisfaction at work, failure to solve the complaints, arbitrary and targeted behavior and resulting feelings of hostility; type of management, size of the establishment and working conditions may cause organizational alienation as well (Simşek et al., 2006:575-576). The studies indicate that the role conflict and ambiguity experienced in the establishments increase the organizational alienation and the employees' tendency to resign from the work (Derin and Demirel, 2013:239). Tastan et al. (2014) revealed on their research on the hospital employees that the perception of organizational support is a strong indicator of organizational alienation.

The study by Babur (2009) oriented to measuring the organizational alienation levels of those working in the five-star accommodation businesses in Alanya reached findings that the alienation levels of the workers employed in the five-star accommodation establishment were not very high. However, it is found out that powerlessness, meaninglessness, and normlessness are the factors that most result with the alienation of the workers. It is observed that establishment is felt most in the powerlessness dimension and the inequity within the establishment and the individual deeming himself as unimportant affect the factors of meaninglessness and normlessness.

The study by Erkilic (2012) oriented to measuring the organizational alienation levels of those working in the five-star accommodation businesses in Afyonkarahisar and Alanya concluded that the factor with the most contribution to cause the workers' alienation was powerlessness. The fact that the workers are obliged to consult their superiors for the entirety of their decisions regarding their works is observed to cause a high level of influence by the powerlessness factor on the organizational alienation.

The study by Develioglu and Tekin (2013), which aimed to measure the relation between the characteristics of the employees working in five-star accommodation businesses in Kemer and alienation, obtained the finding that the changes in the personality of the individual might make him powerless in time and result in self-alination and alination from the society. Another analysis determines that the emotional imbalance attribute of the individuals affect the occasions of powerlessness, self-alination, and alination to the society.

References:

- Ankony, R. C. & Kelley, T. M. (1999). "The Impact of Perceived Alienation on Police Officers' Sense of Mastery and Subsequent Motivation For Proactive Enforcement", *Policing: An International Journal of Police Strategies & Management*. 22(2): 120-132.
- Ashforth, B. E. (1989). "The Experience of Powerlessness in Organizations", *Organizational Behavior and Human Decision Processes*. 43: 207-242.
- Avsar, A.S. & Yalcın, S. (2015). "Determining the Parental Variables That Explain Students' Reading Success by Using CHAID Analysis", *Education and Science*, 40(179): 1-9.
- Babur, S. (2009). "Organizational alination in tourism industry: A study concerning the 5 stars hotels enterprizes in the district of Antalya", Master's Thesis, Akdeniz University, Institute of Social Sciences, Antalya.
- Bonjean, C. M. & Grimes, M. D. (1970). "Bureaucracy and Alienation: A Dimesional Approach", *Social Forces*. 48(3): 365-373.
- Brown, M. R., Higgins, K. & Paulsen, K. (2003). "Adolescent Alienation: What is It and What can Educators Do About it?", *Intervention in School and Clinic*. 39(1): 3-9.
- Chiaburu, D. S., Diaz, I. & Vos, A. D. (2012). "Employee Alienation: Relationships With Careerism and Career Satisfaction", *Journal of Managerial Psychology*, 28(1): 4-20.
- Cakınberk, A., Derin, N. & Gun, G. (2010), "Employee Turnover Rate Analysis in Terms Of Human Resources in Tourism Business: The Case Of Cappadocia Region", *Electronic Journal Of Social Sciences*, 10(36):252-272.
- Christ, O. (2015). "The Concept of Alienation in the Early Works of Karl Marx", *European Scientific Journal*, 11(7): 551-563.
- Demirel, Y. (2009). "A Conceptual Approach to The Relationship Between Organizational Commitment And Counter-Productive Behaviors", *Istanbul Commerce University Journal of Social Sciences*, 8(15): 115-132.
- Derin, N. ve Demirel E., T. (2013). "Hemşirelerde Rol Catışması Ve Rol Belirsizliginin İşten Ayrılma Niyetine Etkisi" 1. Orgutsel Davranış Kongresi Bildiriler Kitabı, ss.239-244, 15-16 Kasım 2013, SAKARYA
- Develioglu, K. & Tekin, O.A. (2013). "The Relationship Between Five Factor Personality Traits And Alienation: An Ampiric Study On Five Star Hotel Employees", *Suleyman Demirel University The Journal of Faculty of Economics and Administrative Science*, 18(2): 15-30.
- Erkilic, E. (2012). "The effect of organizational stress on organizational alienation: A study on five star hotels", Master's Thesis *Afyon Kocatepe University*, Institute of Social Sciences, Antalya, Afyonkarahisar.

- Eryilmaz, A. & Burgaz, B. (2011). “Levels of Organizational Alienation of Private and Public High School Teachers”, *Education and Science*, 36(161): 271-286.
- Euchner, J. (2015). “How Much Is Enough?”, *Research-Technology Management*, January—February:9-11.
- Hirschfeld, R.R. & Feild, H.S. (2000). “Work Centrality and Work Alienation: Distinct Aspects of a General Commitment to Work”, *Journal of Organizational Behavior*. 21: 789-800.
- Kayri, M. & Boysan, M. (2007). “Using Chaid Analysis in Researches and an Application Pertaining to Coping Strategies”, *Ankara University, Journal of Faculty of Educational Sciences*, 40(2): 133-149.
- Lindley, D.A. (1990). “For Teachers of the Alienated: Three Defenses Against Despair”, *The English Journal*, 79(6): 26-31.
- Lu, X. (2000). “A Critical Examination of the Marxist Theory of Alienation: With Special Reference to the Case of China, Doctorate Dissertation, University of Kansas, Department of Philosophy, 2000.
- Michaels, R.E., Cron, W. L., Dubinsky, A.J. & Joachimsthaler, E.A. (1988). “Influence of Formalization on The Organizational Commitment and Work Alienation of Salespeople And Industrial Buyers”, *Journal of Marketing Research*, 25: 376-383.
- Pappenheim, F. (2000). “Alienation in American Society”, *Monthly Review*. 52(2):36-53.
- Polat, M. & Yavaş, T. (2012). “The Equation Of Alienation, Institutive Values And Emotion Management”, *Journal of Research in Education and Teaching*, 1(2): 218-224.
- Sarros, J.C., Tanewski, G.A., Winter, R.P., Santora, J.C. & Densten, I.L. (2002). “Work Alienation and Organizational Leadership”, *British Journal of Management*, 13: 285-304.
- Seeman, M. (1959). “On The Meaning of Alienation”, *American Sociological Review*. 24(6): 783-791.
- Seeman, M. (1967). “On The Personal Consequences of Alienation on Work”, *American Sociological Review*. 32(2): 273-285.
- Shepard Jon M. (1977) “Technology, Alienation and Job Satisfaction” *Annual Review of Sociology*, 3: 1-21
- Simsek, M.Ş., Celik, A., Akgemci, T., ve Fettahlıoğlu, T. (2006). “Örgütlerde Yabancılaşmanın Yönetimi Araştırması”, *Selcuk Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 15: 569-589.
- Tarlan, D. & Tutuncu, O. (2001). “Konaklama İşletmelerinde Başarım Değerlemesi ve İş Doyumu Analizi”, *Dokuz Eylül Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 3(2): 141-163.
- Tastan, S., İsci, E. & Aslan, B. (2014). “The Examination Of The Effects Of Perceived Organizational Support On Job Alienation And Organizational

- Commitment: A Study On Private Hospitals In Istanbul”, Pamukkale University Journal of Social Sciences Institute, 19(19): 121-138.
- Tuna, M. (2007), “ Employee Turnover Analysis: A Case Study in Rated-hotel Operations in Ankara”, *Anatolia: Turizm Arařtırmaları Dergisi*, 18(1),45-52.
- Tuna, M. ve Yeřiltař, M. (2014). “The Effect of Ethical Climate, Work Alienation and Organizational Identification on Turnover Intention: A Research on Hotel Establishments”, *Anatolia: Turizm Arařtırmaları Dergisi*, 25(1): 105-117.
- Tuncer, M. & Yeřiltař,M. (2013). “Impacts of the Quality of Working Life on the Hotel Employees ”, *Journal of Business Research*, 5(1): 57-78.
- Tutar, H. (2010). “The Link between Employee Alienation and Organizational Health: A Case Study in the Banking Sector ”, *Ankara University Journal of Institute of Social Sciences*, 65(1): 175-204.
- Unguren, E. ve Cevirgen, A. (2014). “Konaklama İřletmelerinin İřletme ve İřgoren Yapısı: Alanya Bolgesinde Bir Arařtırma” 15. Ulusal Turizm Kongresi, 13-16 Kasım 2014, Ankara.
- Unguren, E. & Dogan H. (2010). “An Evaluation of Job Satisfaction with CHAID Analysis: A Research in Five-Stars Hotels”, *Cumhuriyet University, Journal of Economics and Administrative Sciences*, 11(2), 39-52.
- Unsar, A. S. ve Karahan, D. (2011).“Yabancılařmanın İřten Ayrılma Egilimine Etkisini Belirlemeye Yönelik Bir Alan Arařtırması”, *Sosyal ve Ekonomik Arařtırmalar Dergisi*,15 (21): 361-379.
- Wilson, F. M. (2010). *Organizational Behaviour and Work*. New York: Oxford University Press.