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THE REASONS FOR THE ALIENATION IN THE WORKPLACE

Master's thesis

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We have written this master's thesis independently. All viewpoints of other authors, literary sources and data from elsewhere used for writing this paper have been referenced.

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Abstract

This thesis investigates the impact of several workplace characteristics on employee alienation, including general factors, nine particular factors, and three moderators. A survey was undertaken in Azerbaijan to obtain empirical data, and 388 responses were collected and examined. The theoretical results were used to examine the survey data using binomial logistic regression analysis. The findings reveal that poor communication techniques and job insecurity have a statistically significant impact on employee alienation in businesses. This research looks at the elements that contribute to employee alienation in the workplace, emphasising the necessity of effective communication and job security in addressing the issue.

Keywords: alienation, workplace, reasons, job insecurity, communication

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Introduction

According to Ulrich (1998), the idea that workers are one of a company's most significant assets and that their expertise, dedication, and devotion are crucial to the success and expansion of an organisation has gained widespread acceptance. Workers can, nevertheless, feel alienated, which has been extensively researched in the domains of philosophy, sociology, and economics, for instance, by Seaman (1959), Marx (1844), and others.

Workplace alienation may have detrimental effects on employees' well-being as well as an organisation's ability to succeed. Workers who feel alienated from their workplace and organisation may feel cut off from both, which can lower motivation and performance and eventually hurt the business (Gagne & Deci, 2005; Kanungo, 1982).

Therefore, as students seeking to understand the modern workplace better, we have decided to explore the topic of alienation and its implications for employee well-being and organisational success. For our master's thesis, we will conduct a thorough search for references, sources, and articles that can shed light on the various reasons why employees feel alienated in the workplace. We will endeavour to uncover several causes that can influence employee alienation. Before giving the methodology part, we will seek to find the causes that can have a statistically significant effect on employee alienation, and will examine one by one in our methodology. We'll also look for articles that discuss all the factors at once to check the availability of any econometric models in the literature related to reasons of alienation. We believe there is a gap, because before we begin to write our master's thesis, we conducted thorough some literature reviews on the subject, and a large portion of our research was devoted to analysing and debating the many phenomena of alienation, which are mostly based on the theory of Seeman (1959) and there is no any models to determine the alienation's reasons in firms by discussing them all together. Therefore we are looking for publications to provide an econometric model to assess employee alienation based on the different reasons which will be discussed in the literature review. However, we accept that our study will not cover all possible causes of employee alienation.

We have chosen to investigate the subject of alienation and its effects on employee well-being and organisational performance as a case study that will be connected to Azerbaijan to

understand the contemporary workplace better. In order to fully understand the concept of workplace alienation, it's important to consider the broader societal and cultural context in which it occurs. For example, in Azerbaijan, cultural norms around work and social interaction may differ from those in other parts of the world, potentially influencing the prevalence and nature of workplace alienation. We will conduct our research on Azerbaijan because we are Azerbaijani ourselves and have personally experienced feelings of alienation. We believe that this topic is highly relevant in our home country.

Our aim is to give an econometric model to determine the alienation of people in the companies in the case of Azerbaijan, thoroughly investigating the idea of alienation, its different forms, and the causes, particularly in the workplace context. This will involve discussing the different forms of alienation that can arise in society and in the workplace and highlighting the key features and characteristics of each. Recognising the numerous and probable internal and external reasons that might contribute to workplace alienation is crucial to comprehend the experience better. This includes assessing the significance level of variables and moderators that may affect the experience of alienation. By achieving these objectives, we aim to provide a comprehensive and nuanced understanding of the concept of alienation in the workplace and to highlight the importance of employee engagement and its implications for the success of organisations in the modern business world.

1. The theoretical basis for the alienation of employees in the workplace

1.1 Alienation as a concept

Hegel was the first scholar who talked about the concept of alienation, and defined the alienation as individual's detaching from the external environment and their internal nature (Nettler, 1957). In another word, it can be understood as an inability to find themselves as happy individuals in a certain environment (Dupré, 1972).

Probably one of the best concepts about alienation emerging was Karl Marx's. The principle of alienation is at the core of his criticisms of the capitalist system. According to him, alienation is a natural consequence of the structure of capitalism. and consists of various aspects, including alienation from the product of one's labour, alienation out of the process of work, and isolation from other people (Petrović, 1963). Marx believed that under a capitalist society, workers are

alienated from the products of their work because they don't own the meanings of production or the goods that they make. They instead sell their employment to people who possess the means of production. These individuals then own the products that are created and profit from them. Consequently, employees have little influence over what they make or how it is utilised, and they cannot enjoy the satisfaction of creating something of worth for themselves or others. Marx also argued that under a capitalist system, employees are estranged from their labour process since they do not have influence over the task they perform. They are instead instructed what, how and when should be done. When workers have little say in how their work is done, they are more penchant to be alienated. In addition, Marx maintained that under a capitalist system, workers are estranged from other people. The reason can be the competition for employment and pay that exists inside the system. Because of this rivalry, employees develop a sense of individuality and isolation, which inhibits their ability to band together and confront the system that keeps them in subservient positions.

Marx's early theory of alienation, formulated during his adolescence, is critiqued by Xinghuo Wandan (1984). Wandan contends that Marx's early idea of alienation is flawed in a number of ways. Wandan first claims that Marx's early theory of alienation is based on a subjective and idealised view of human nature, which posits that humans have an inherent and fundamental self that is alienated from them under capitalism. Wandan contends that this view of human nature is excessively simple and fails to recognize the complexities and diversity of genuine human experience. Wandan recognizes Marx's early idea of alienation for emphasising the detrimental impacts of capitalism economic connections on subjective experience. Nonetheless, he contends that the theory's breadth is restricted and that it should be altered and updated to reflect a more nuanced and sophisticated understanding of human experience and social reality.

A significant addition to the area of social psychology is thought to be Seaman's (1959) research on alienation. He was one of the pioneering scholars to analyse and describe alienation formally. Seaman distinguished basic sorts of alienation such as powerlessness, meaninglessness, normlessness, and social isolation. On the other hand, if the usage area of these phenomena doesn't match the cases then self estrangement can be considered as a fifth alternative which is very wide and needs to be more specific. According to Seaman, these five types of alienation originate from a disconnect between a person's aspirations and their capacity to realise them,

leaving them feeling helpless and losing control over their lives. Seaman's research on alienation has received several citations and has contributed for us to a better understanding of the psychological sense of alienation. For example, Reich (1970), Blauner (1964), and Shepard (1972) are some of the scientists who applied their work to alienation.

According to Seeman (1959), powerlessness is the incapacity to affect or alter the circumstances of one's existence. You could consequently feel dissatisfied and powerless. According to Reich (1970), when people are cut off from their own life force, they turn to authoritarian leaders and ideologies to feel purpose and a feeling of belonging. This leads to the development of fascism. Because Reich employed the idea of alienation to analyse the authoritarian personality, which he believed could be a major contributor to the growth of fascism.

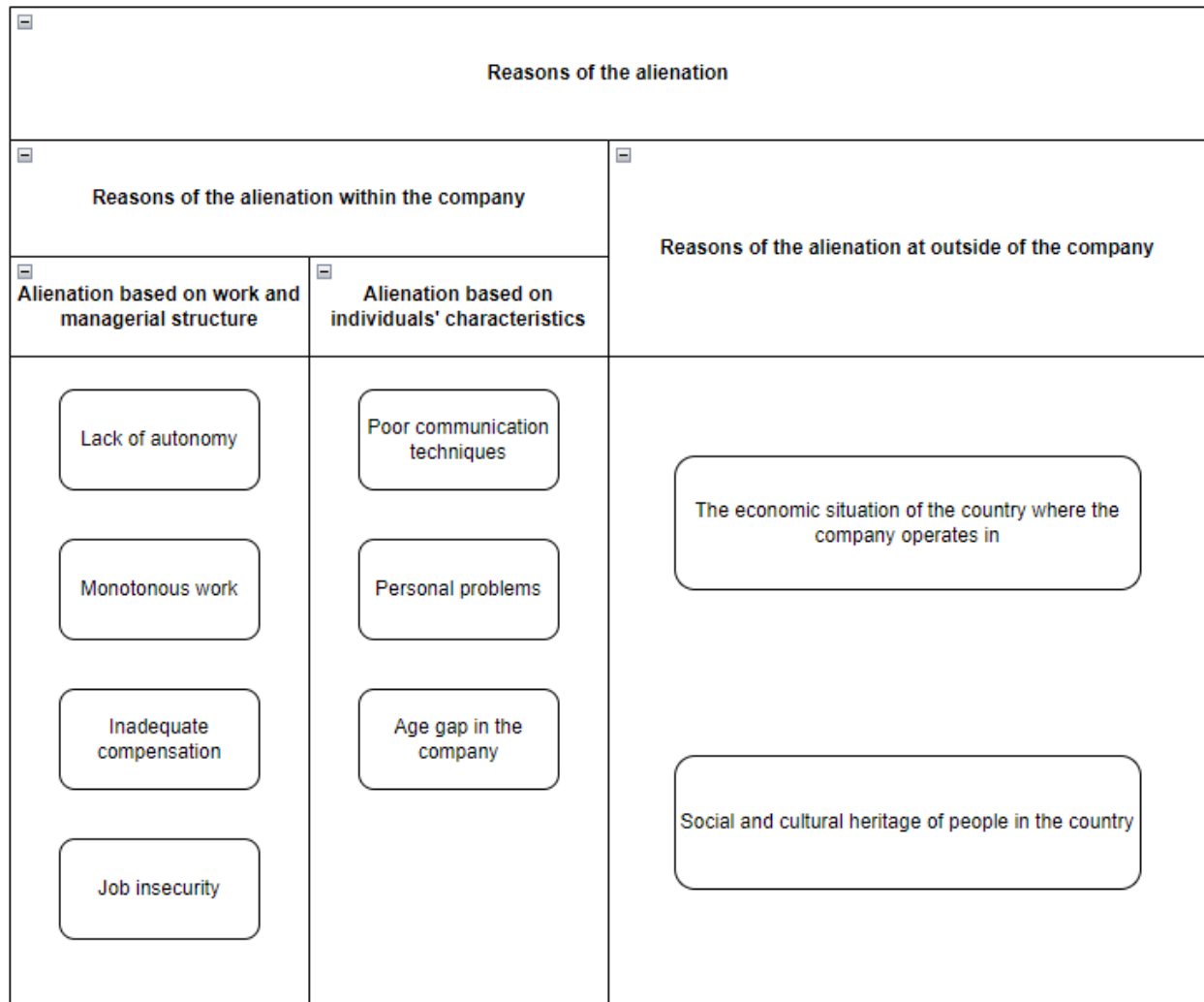
Shepard's (1972) displays the interrelationships between the many facets of alienation which Seeman (1959) described. The association between feeling powerless and feeling meaningless is stronger than the correlation between feeling powerless and feeling normless or between feeling meaningless and feeling normless. Workers who experience impotence on the job are also more inclined to view their employment as pointless, and the converse is also true. The powerlessness and meaningfulness scores have a high degree of association, which shows they are closely related and may have common roots in alienation.

Blauner (1964) adapted Seeman's (1959) categories of alienation to the work setting, distinguishing between powerlessness, meaningfulness, and normlessness. He argued that powerlessness is most likely to be experienced by workers in jobs with little autonomy or control, meaningfulness is associated with tasks that are repetitive and lack variety, and normlessness is associated with ambiguous and inconsistent expectations and standards. Also, Blauner argues that his definition of alienation is overly individualistic and neglects the larger social and historical forces that contribute to alienation. He suggests that Seeman's focus on the individual experience of alienation fails to account for the role of larger social structures, such as economic and political systems, in producing alienation.

In the next chapter, we will attempt to focus on the reason for the alienation. We suggest making a diagram separating employee alienation into two categories—within the firm and without—to

better understand the reasons for employee alienation. This will enable us to talk about the potential causes of alienation and emotions of alienation in each category separately.

Diagram 1 - Overview for the reasons of the alienation:



1.2 Potential reasons for the alienation in the workplace

1.2.1 Alienation based on work and managerial structure

Desi and Ryan (1985) discuss the relationship between alienation and lack of autonomy. They argue that autonomy is one of three basic psychological needs that must be satisfied in order for people to experience intrinsic motivation and optimal functioning along with competence and kinship. When people lack autonomy, they may feel that outside forces control them or that their

actions are not really their own. This can lead to feelings of detachment, dissatisfaction, and alienation from one's job or other aspects of one's life. In their book, Deci and Ryan suggest that giving people opportunities for autonomy can help prevent or reduce feelings of alienation. Giving individuals options, letting them take part in decision-making, and encouraging a feeling of personal accountability and control are all ways to encourage autonomy. People can feel more involved in their life and more connected to their job by encouraging autonomy, which can improve motivation, contentment, and overall well-being. Those who lack autonomy, for instance, may feel under psychological strain, which can cause stress and bad health. Also, they could lose interest in their work and be less motivated to put out the effort, which can result in decreased output and worse quality of work.

Maslach and Jackson's (1981) study on burnout explored the association between job characteristics and burnout in a sample of human service professionals. A measure of job-related burnout was included in the study, which is a phenomenon characterised by emotional exhaustion, depersonalisation, and decreased personal achievement. According to the study, employees who reported high amounts of repetitious work were more likely to develop burnout. This relationship held even after controlling for other job characteristics, such as workload and emotional demands. The authors suggested that monotonous work may be specially draining because it offers few opportunities for challenge, learning, or personal growth. Workers may feel stuck in a repetitive and unstimulating routine, leading to a sense of stagnation or helplessness. According to the ideas presented by Nair and Vohra in 2012, there appears to be a direct link between monotonous work and feelings of alienation. Nair and Vohra (2012) argued that burnout could be an outcome of a sense of alienation. If burnout results from alienation, then we firmly believe that monotonous work may be a root cause of alienation, in line with the arguments made. Even if we firmly believe that repetitive work and feelings of alienation are positively connected, there are few schools of thought in the management literature that can be counted as against this hypothesis. The relationship between monotonous work and employee satisfaction, according to Scott Adams (1998), is not as straightforward as it may look. When it comes to determining job pleasure, Adams believes that a person's attitude and approach to their work are more significant than the nature of the task itself. Even the most repetitious and dull jobs, in his opinion, may provide employees with a sense of achievement if tackled with the appropriate mentality and viewed as opportunities for professional growth and relationship-building with

colleagues. Opposition arguments may frequently act as a driving force for study since they question our preconceived notions and motivate us to go further into the subject. Others may claim that there is no apparent association between repetitive work and alienation or that other job qualities play a major role in determining levels of alienation. These discussions may be engaging and motivating since they provide an opportunity to examine various points of view and participate in a bigger field conversation.

A key topic in management studies is employee alienation since it may have detrimental effects on both people and businesses. As it can result in emotions of work discontent and alienation, inadequate remuneration has been recognised as a significant factor leading to employee alienation. Offering insightful viewpoints on this crucial topic in management research, Darr and Jones (2008), Cooper-Hakim and Visweswaran (2005), and Hom and colleagues (2009) give evidence and conclusions on the relationship between inadequate compensation and employee alienation. Inadequate compensation is a significant predictor of workload and absenteeism, according to a meta-analysis of research on workload, health, and absence from work by Darr and Jones (2008). They conducted an investigation and discovered that workers who believed their pay was insufficiently reported heavier workloads and more absences. They suggest that inadequate compensation can lead to feelings of job dissatisfaction and disengagement, which can result in increased absenteeism and decreased productivity. Cooper-Hakim and Visweswaran (2005) define work commitment as the degree to which employees identify with and feel connected to their work. They argue that inadequate compensation can lead to a lack of work commitment, which can manifest as employee alienation (Agarwal, 1993). In their analysis, they (Cooper-Hakim & Visweswaran, 2005) found that employees who perceived that their compensation was inadequate were less committed to their work and less likely to engage in extra-role behaviours, such as volunteering for additional work or helping colleagues. Hom and colleagues (2009) explore the importance of social exchange in working relationships and contend that low pay might cause employees to believe that their social exchange with the company is unbalanced. They contend that when workers feel like they aren't getting paid appropriately for their labour, it can cause a sense of injustice, which can increase employee disengagement. They discovered that workers who believed their pay was insufficient were less inclined to participate in discretionary behaviours like lending a hand to coworkers or coming up with original solutions to problems. According to a number of management studies and

academics, worker alienation is not always caused by inadequate compensation. However, Frederick Herzberg (1987) argued that inadequate compensation is not the most significant among them. Also, he asserts that two categories of elements such as hygiene factors and motivators, have an impact on employee motivation and satisfaction. Basic requirements for comfort in the workplace, such as proper compensation, job security, and working environment, are known as hygiene considerations. On the other hand, motivators are things that actually excite workers and give them a sense of fulfilment at work, such as appreciation, chances for progress, and meaningful work. Herzberg asserted that although inadequate compensation and other hygiene issues might cause unhappiness, they are not the main sources of motivation and participation. Employees are more likely to feel involved in their job and loyal to their organisations when motivators are present.

Greenhalgh and Rosenblatt's 1984 study on job insecurity shows how it may harm careers. Their study found that job uncertainty leads to powerlessness among workers. When they feel unsafe, not secure at work, they may feel powerless. Seeman introduced estrangement, which includes this impotence (1959). Greenhalgh and Rosenblatt's findings support this powerlessness-alienation theory. For instance, job uncertainty was linked to a "lack of protection" (Greenhalgh and Rosenblatt, 1984, p. 442), a sign of workplace impotence. Employment contracts can help keep workers safe, according to their findings. Employment contracts help prevent workplace disempowerment. Employment contracts may make employees feel secure by outlining their duties and expectations. This can lessen job instability and powerlessness and improve workplace support.

1.2.2 Alienation based on individuals' characteristics

Poor communication techniques, according to Hornsey and Jetten (2004), may be a factor in workers' sentiments of alienation and a danger to their social identities. Employees may experience emotions of alienation when they see that their unique needs are not being satisfied within the group or when they believe their peers do not regard or respect them. Also, when there is poor or nonexistent communication, it can increase feelings of alienation by making one feel uncertain and anxious about their place and function in the group. However, Roche, Haar, and Luthans (2014) argued that an employee's ability to be resilient to external situations may help to mitigate the detrimental consequences of inadequate communication on employee well-being.

Nonetheless, ineffective communication can still create fear and suspicion between management and staff, further undermining the latter's sense of belonging at work. We agree wholeheartedly that the issue of poor communication rests squarely on each person. One may argue that other factors, such as work structure, personality traits, or external influences, are more important in determining employee engagement and motivation than poor communication, which could lead to alienation. Due to their inherent motivation or capacity for resilience, some workers may fare better than others when faced with poor communication or other forms of workplace stress. Optimism, self-efficacy, and emotional stability are just a few examples of personality traits that have been shown a positive impact on workers' happiness and satisfaction in the workplace in studies conducted by Luthans and Youssef (2007). In keeping with this idea, we believe that alienation among workers is caused by factors unique to each individual one, including but not limited to inefficient communication.

It may be crucial for employers to recognise the impact that personal difficulties can have on their employees. Because in the short and long term, employers can suffer in the business environment if their employees experience personal problems. Sirgy, Claiborne and Efraty (1991) propose personal difficulties can have both direct and indirect implications on an employee's alienation. Personal alienation can be described as the disconnection an individual feels as a result of personal problems, and it aligns with Seeman's (1959) concept of self-estrangement. The direct effects of personal alienation, such as feelings of boredom, frustration or apathy, can immediately impact an employee's quality of work-life. The indirect effects of personal alienation are those that occur over time like a result of the direct effects. An employee who feels disconnected may become alienated from their job, which can lead to decreased productivity and job performance over time. This, in turn, can negatively impact their overall quality of work-life.

Hertel et al. (2013) propose that having a diverse age range in the workplace can lead to social categorisation, resulting in the formation of stereotypes, prejudices, and discriminatory behaviour. Such negative attitudes and behaviours can decrease communication, trust, and social support between workers of different ages, leading to feelings of alienation among employees. Mottaz's (1981) concept of work alienation identifies various social and psychological conditions that contribute to its development, such as inadequate compensation, insufficient support and

communication, and poor working conditions, which can negatively impact individuals' mental and physical well-being. Consequently, the age gap between employees can lead to alienation from the insufficient support perspective in the workplace, and the extent of its impact may vary depending on individual perspectives.

1.2.3 Alienation based on the reasons outside of the company

Economic crises can lead to alienation in several ways (Huong & Ha, 2016). The authors argue that economic crises can negatively impact human development or quality of life by reducing people's standard of living and their access to education, healthcare, and social networks, which are crucial components of human development and daily life. This reduction in access might result in individuals feeling disconnected from their communities and society as a whole, leading to feelings of social isolation and alienation. They also highlight the impact of economic crises on social relations by suggesting that economic crises can increase competition for resources, resulting in a breakdown of social cohesion and community support networks. This can further lead to feelings of alienation as people feel disconnected from their communities and society as a whole. This idea also can be supported by Maslow's hierarchy (1943). Maslow's hierarchy of requirements states that fundamental needs must first be addressed before a person can concentrate on higher-level wants. The physiological conditions, which comprise real needs like food, shelter, and safety, come first in the hierarchy. Employees may find it difficult to satisfy their higher-level wants, such as esteem and self-actualisation if they cannot meet these fundamental demands because of the low living conditions in their nation. This may result in alienation and detachment from their employment and workplace.

Fixed working hours have been a topic of concern in the academic literature due to their potential impact on employee alienation (Demerouti et al., 2004; Kossek and Lautsch, 2012; Sias and Cahill, 1998). Research indicates that rigid and inflexible work schedules can affect an employee's work-life balance, leading to feelings of separation from their company and job (Demerouti et al., 2004; Kossek and Lautsch, 2012). According to Demerouti and her colleagues, employees who seize the opportunity to have more control over their work schedules and hours tend to have better work-life balance, which can increase job satisfaction and reduce burnout (Demerouti et al., 2004). However, when working hours are firmly established and employees have little influence over their schedules, it is the challenging issue to balance work and family

obligations, which can result in stress, anxiety, and job dissatisfaction (Kossek and Lautsch, 2012). Rigid and inflexible work schedules can also contribute to employee alienation by limiting opportunities for social connection and teamwork, as well as their effects on work-life balance (Sias and Cahill, 1998). Strict work schedules may prevent employees from interacting with and getting to know their coworkers, and limiting opportunities for professional development resulting in feelings of alienation and separation from the company.

The Soviet Union instituted a stringent system of regulated working hours that included fixed working hours, as reported by Jon S. Messenger and his colleagues (2007). Azerbaijan adopted this system, which was based on a former Soviet system. Even today, Azerbaijan continues to use this system, thus, fixed working hours have been preserved in Azerbaijan. The Soviet work schedule may have left a long-lasting impression on Azerbaijan's workplace culture. That's why we believe that fixed working hours are considered as a social, cultural norm.

1.3 Moderators for the alienation in the workplace

A comprehensive review of the existing literature suggests that the effects of alienation may be context dependent, clearly highlighting that the external environment greatly influences how individuals respond to separation. It is important to study how such contexts vary across gender, public and private sector, and company size.

While exploring the issue of workplace exclusion based on gender, we identified some references (Nimisha Beri and Simranjit Cou, 2022). At the 0.05 significance level, the research found a slight difference between male and female secondary school teachers in terms of alienation, social isolation, and cultural exclusion (Nimisha Beri and Simranjit Cou, 2022). They accept the hypothesis that there is almost no significant difference in teacher exclusion based on their gender data. These findings suggest that while male and female teachers may experience similar levels of exclusion in some aspects of the workplace.

Similarly, we found another reference to support this idea by Calicchia and Barresi (1975) did a survey among 140 individuals to search for the alienation of alcoholic and non-alcoholic people. The results indicated that alcoholics as a group reported significantly higher levels of alienation compared to the normal sample. This suggests that alcoholism is associated with a greater sense of estrangement or disconnection from oneself and others. Although there was no significant

main effect due to sex differences, the study found some simple sex effects. Male alcoholics reported significantly higher levels of overall alienation compared to normal males, normal females, and female alcoholics. Female alcoholics reported significantly higher levels of overall alienation compared to normal males and normal females. This means that both male and female alcoholics experienced higher levels of alienation compared to the normal sample. Still, there were no significant differences in overall alienation between normal males and females.

According to Griner and colleagues (1981), public service is frequently linked with "dead-end" posts, remote and uninspired management, and limited opportunity for personal recognition, autonomy, and advancement. Employee alienation, unhappiness, and low morale might result from such conditions. To put this to the test, Steele and Warner (1990) released an article comparing the job satisfaction of young workers who had recently entered the workforce market in the public and private sectors. The finding tells us that public sector employees may have higher job satisfaction levels and also informs us they may experience less alienation from their work than private sector workers. Better work satisfaction in the public sector may be related to variables such as greater job stability and higher pay. These types of encountered ideas prompt us to test alienation based on company structure, such as public and private sectors.

In his study, Robert Blauner (1964) investigated the link between alienation and organisational scale. Blauner argues that larger firms are more alienating to employees because they provide fewer possibilities for people to exert control over their job and experience a feeling of ownership over their responsibilities. Smaller firms, according to Blauner, may give people more options for meaningful employment, but they may also be less efficient and productive. He observes that workers in bigger companies frequently feel weak and uncontrollable over their job, which can contribute to sentiments of alienation. However, Blauner acknowledges that there is a complex relationship between organisation size and alienation and other factors, like the nature of the job itself, the level of autonomy and control that workers have over their tasks, and the social and cultural contexts where the work is carried out, can contribute to workers' sense of alienation.

2. Research methodology

2.1 Outline for methodology

Achieving accurate and efficient results requires careful consideration of data collection methods that align with our stated objectives during the introduction based on literature review findings. Unfortunately, existing data related to our home country was unavailable, which meant we had to conduct our own research. We discovered surveys were the best way of measuring alienation since it allowed us to collect responses from a large number of participants quickly and easily. This larger sample size further strengthened the statistical power of our study leading towards robust and representative outcomes. With technological advancements, collecting data has become even easier. We shared the survey widely on social media platforms such as Facebook, Instagram, LinkedIn, allowing everyone a chance at participating while encouraging friends and family members alike, thus ensuring diverse response samples from across Azerbaijan, where this research occurred, which made it relevant there, because the survey was written in Azerbaijani. For us, one of the most beneficial sides of the survey was its anonymity which allowed people to seize the opportunity to express their feelings related to their companies. A survey remains not only cost-effective but also highly efficient in terms of time compared to alternatives like interviews or observational studies where the input required is significantly higher. While alternatives such as interviews and observational studies have their merits, they are inherently less efficient for measuring alienation. Interviews involve one-on-one interactions between researchers and participants. While they offer an in-depth exploration of individual experiences, interviews are time-consuming and require substantial resources. Interviewing a large sample size becomes impractical and costly, limiting the generalizability of findings. Also, identifying and measuring alienation solely through observation can be challenging because the alienation is an internal state, and observing it externally may not capture its nuances and complexities accurately.

To ensure the reader that all the questions in our survey were linked to our literature review, we make a decision to draw the Table 1 that will summarise questions, their reference on our literature review, and their impact to the significance level of the alienation by using the following word - “up”. If you see “ up” next to possible answers, then it means it is the answer to affect the significant level most. The table is shown in the Appendix A.

The survey had a total of 388 participants, and upon analysing the data. Before making tests, it would be better to provide another table to show the percentage of different moderators such as gender, sector, and company size of those who participated in the survey.

Table 2 - The result of survey for the moderators:

| | |
|--|--|
| Choose your gender | <ul style="list-style-type: none"> ● Male - 51.3% ● Female - 48.7% |
| Which sector do you work in? | <ul style="list-style-type: none"> ● Public - 44.6% ● Private - 55.4% |
| Describe the size of your company. | <ul style="list-style-type: none"> ● Large - 51.5% ● Medium - 30.2% ● Small - 18.3% |
| Have you ever experienced the feeling of alienation? | <ul style="list-style-type: none"> ● Yes - 52.6% ● No - 47.4% |

Now, our focus has shifted to identifying the significance level of the factors that contribute to feelings of alienation among these employees. To achieve this, we will analyse the results of the survey by using calculated mean of the scales for factors that have been found to affect alienation.

Table 3 - Means of the factors based on the survey:

| Factors | Mean for all response |
|---|-----------------------|
| People who have experienced lack of autonomy | 2.4 |
| People who have experienced monotonous work | 3.22 |
| People who have experienced inadequate compensation | 3.08 |
| People who have experienced job insecurity | 2.19 |
| People who have experienced poor communication | 2.15 |
| People who have personal alienation | 3.04 |

| | |
|---|------|
| People who have experienced age gap in the company | 2.62 |
| People whose economic conditions were decreased | 3.02 |
| People whose have strict control of their working hours | 3.46 |

2.2 Result and discussions

After conducting a thorough analysis of our data and considering various statistical techniques, we have decided to utilise binomial logistic regression for our analysis. Binomial logistic regression is a powerful statistical method that allows us to model because A binomial logistic regression attempts to predict the probability when the observation fall into one of two categories of a dichotomous dependent variable based on one or more independent variables that can be either continuous or categorical. Here, we should accompany for some assumption before the test:

1. We should have one dependent variable that is dichotomous (i.e., a nominal variable with two outcomes). - Alienation has only two variables (Yes - 1; No - 0)
2. We should have one or more independent variables that are measured on either a continuous or nominal scale. If one of your independent variables was measured at the ordinal level, it can still be entered in a binomial logistic regression, but it must be treated as either a continuous or nominal variable. - All 9 factors are ordinal variables, that's why we will treat them as nominal variables. Other 3 factors are nominal.
3. We should have independence of observations and the categories of the dichotomous dependent variable and all your nominal independent variables should be mutually exclusive and exhaustive. - The requirement has been met.
4. We should have a bare minimum of 15 cases per independent variable, although some recommend as high as 50 cases per independent variable. - We have more than 300 observations.

5. There needs to be a linear relationship between the continuous independent variables and the logit transformation of the dependent variable. - We do not have continuous independent variables.
6. There should be no significant outliers, high leverage points or highly influential points. - We do not have any outliers.
7. Our data should not show multicollinearity. - Based on VIF (variance inflation factor) we can say that our data does not contain multicollinearity.

Table 4 - Results:

| Factors | B | Exp(B) | Standard error | Wald | df | Significance level |
|-------------------------|--------|--------|----------------|--------|----|--------------------|
| Lack of autonomy | .083 | 1.086 | .093 | .798 | 1 | .372 |
| Monotonous work | .007 | 1.007 | .083 | .006 | 1 | .936 |
| Inadequate Compensation | .055 | 1.056 | .092 | 0.354 | 1 | .552 |
| Job Insecurity | .266 | 1.304 | .093 | 8.202 | 1 | .004 |
| Poor Communication | .386 | 1.471 | .093 | 17.354 | 1 | .000 |
| Personal alienation | .091 | 1.095 | .103 | .768 | 1 | .381 |
| Age Gap | -.011 | .989 | .093 | .014 | 1 | .905 |
| Economic situation | .181 | 1.198 | .093 | 3.801 | 1 | .051 |
| Fixed working hours | .015 | 1.015 | .080 | .036 | 1 | .850 |
| Constant | -2.518 | 0.081 | .616 | 16.704 | 1 | .000 |

The results of the analysis indicate that the overall logistic regression model was statistically significant, as indicated by the chi-square statistic (χ^2) of 49.054 with 9 degrees of freedom (df) and a p-value of less than 0.0005. This suggests that the combined effects of all nine factors on alienation were significant. The Nagelkerke R² value of 15.8% indicates the proportion of variance in alienation that can be explained by the nine factors included in the model. In other words, these factors collectively account for 15.8% of the variability in alienation among the participants. The model was able to correctly classify 67.5% of cases, indicating the overall accuracy of the model in predicting the presence or absence of alienation. Sensitivity, which is the proportion of true positive cases (participants with alienation correctly identified), was 72.1%, while specificity, which is the proportion of true negative cases (participants without alienation correctly identified), was 62.5%. The positive predictive value, which is the proportion of true positive cases among all positive predictions, was 68.1% , and the negative predictive value, which is the proportion of true negative cases among all negative predictions, was 66.9%. The formula for determining 68.1% is $147/(147+69) \times 100\%$, while the formula for finding 66.9% is $115/(115+57) \times 100\%$. It means if the employee is alienated then our econometric model will be successful at 68,1% to prove alienation of this employee, and if the employee is not alienated our model will be successful at 66,9%. These values provide information about the accuracy and reliability of the model in correctly identifying cases with or without alienation. The area under the ROC curve was .713 (95% CI, .662 to .765). An area under the ROC curve value above 0.7 is generally considered to be excellent discrimination (Hosmer et al 2013), indicating that the model has good predictive ability for identifying cases with and without alienation.

Table 5 - Classification table

| Observed | Predicted | | Percentage correct |
|--------------------|-----------|-----|--------------------|
| | 0 | 1 | |
| Alienation 0 | 115 | 69 | 62.5 |
| 1 | 57 | 147 | 72.1 |
| Overall percentage | | | 67.5 |

In this study, we had anticipated that multiple variables should have a significant impact on the likelihood of experiencing alienation which is mentioned in the literature reviews. However, the

results of the binomial logistic regression analysis revealed that out of the nine predictor variables, only two variables, namely job insecurity and poor communication, were found to be statistically significant in their association with alienation.

This finding has come as a surprise, as the researchers had expected a larger number of significant variables. For example, based on our personal work experience, we expected that economic conditions are the most significant factor to be alienated or not from the companies. Nevertheless, the results clearly showed that increasing job insecurity and poor communication were associated with a higher likelihood of exhibiting alienation. This suggests that participants who reported higher levels of job insecurity, such as fear of losing their job or uncertainty about their employment status, were more likely to experience feelings of alienation. Our finding is the supportive idea that absence of contract can be understood as lack of protection (Greenhalgh and Rosenblatt, 1984) and mainly lead to the powerlessness which is the alternative concept of alienation by Seeman (1959). Similarly, participants who reported experiencing difficulties in communication, such as misunderstandings or ineffective communication channels, were also more likely to exhibit alienation. These findings highlight the importance of job insecurity and communication in influencing the experience of alienation. It suggests that addressing issues related to job security and improving communication channels may be important factors in reducing the likelihood of alienation in the given context. The unexpected results may also indicate the need for further research to better understand the underlying mechanisms and potential reasons for the lack of significant findings with other variables. It's important to note that while we anticipated a larger number of significant variables, the findings of the study provide valuable insights into the factors that contribute to alienation. However, as with any research, there may be limitations, such as sample size, potential confounding factors, that could be considered when interpreting the results of the survey. Further research with larger samples and different populations may be needed to validate these findings and explore the complex relationship between variables in more detail.

Now let's dive into moderators. Early mentioned moderators do really play significant roles? The logistic regression model was statistically still significant, $\chi^2(9) = 51.573$, $p < .0005$. The model explained 16.5% (Nagelkerke R²) of the variance in alienation and correctly classified 67.3% of

cases when we add moderators to our tests. When we look at their significance level, we can say that they are not significant. The results of the these moderators are as follows:

Table 6 - Results of the moderators:

| Factors | B | Exp(B) | Standard error | Wald | df | Significance level |
|---------|-------|--------|----------------|-------|----|--------------------|
| Gender | -.282 | .755 | .224 | .1583 | 1 | .208 |
| Size | -.120 | .887 | .151 | .629 | 1 | .428 |
| Sector | .012 | 1.012 | .238 | .002 | 1 | .960 |

3. Conclusion

Finally, this dissertation delves into the complicated topic of workplace employee alienation, giving light on the impact of many causes on this phenomena. We are attempting to provide a holistic grasp of the notion of alienation through the thesis and estimate the likelihood of the impact of numerous specific elements from our daily lives on alienation. Empirical data from an Azerbaijan survey, with a high sample size of 388 replies, was rigorously evaluated using binomial logistic regression analysis. The theoretical dissertation conclusions were used to evaluate and understand the survey data, which led to key results. Prior to testing, we expected that economic conditions, fixed working hours, and monotonous employment would have a substantial impact on alienation in Azerbaijan. However, reality revealed the range.

One of the study's primary results is the statistically significant impact of poor communication techniques and job insecurity on employee alienation in businesses. It emphasises the importance of effective communication in reducing employee alienation and fostering a positive work environment. Furthermore, the findings indicate the relevance of job security as a crucial factor in affecting employee alienation levels, emphasising the necessity for organisations to address job security issues in order to develop a more engaged and dedicated workforce. This study has far-reaching significance because it not only contributes to the existing literature on employee alienation but also gives significant insights for organisations and practitioners attempting to solve this issue in the workplace. Companies can detect employee alienation 16% ahead of time by identifying key elements that contribute to it. This research can help shape organisational policies and practices targeted at increasing employee engagement and decreasing alienation.

To establish a healthy and inclusive workplace culture that supports employee well-being and satisfaction, organisations and individuals can focus on strengthening communication tactics, fostering a friendly work environment, and ensuring job security. Nevertheless, it is crucial to acknowledge some limitations of this study. The research was conducted in Azerbaijan, and in that sense, the findings may not be generalizable to the other cultural contexts. Furthermore, the study relied on just 388 responses, which should be expanded for generalisation. Future research can look into other elements that may influence employee alienation, and it can be done in diverse cultural settings to validate the findings.

Overall, this thesis adds new understandings to the current literature by investigating the effects of numerous factors on workplace employee alienation and emphasising the importance of effective communication and job security in alleviating this issue. The study's findings have practical consequences for organisations, providing practitioners with significant insights into developing strategies to increase employee engagement and well-being in the workplace. This study could be the foundation for future research which will be related to this area and highlights the need of addressing employee alienation as an important part of organisational management and employee well-being.

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5. Appendix

Appendix A - Summarise of the survey questions linked with the references and possible answers

| Questions | Literature review | Possible answers and their impact to the significance level of alienation |
|--|--|--|
| Choose your gender. | <ul style="list-style-type: none"> • Nimisha Beri and Simranjit Cou (2022) • Calicchia and Barresi (1975) | <ul style="list-style-type: none"> • Male • Female |
| Which sector do you work in? | <ul style="list-style-type: none"> • Greiner, J., H. Hatry, M. Koss, A. Millar, and J. Woodward. (1981) • Steele and Warner (1990) | <ul style="list-style-type: none"> • Public • Private |
| Describe the size of your company. | <ul style="list-style-type: none"> • Robert Blauner (1964) | <ul style="list-style-type: none"> • Large • Medium • Small |
| Assess the degree to which others interfere with your work, your daily tasks, and the methods you use. | <ul style="list-style-type: none"> • Desi and Ryan's (1985) | Scale from 1 to 5 1 - There is no interference 5 - There is always interference from others (up) |

| | | |
|---|---|---|
| <p>Indicate the level of monotony of your work.</p> | <ul style="list-style-type: none"> ● Maslach and Jackson's (1981) ● Nair and Vohra (2012) ● Scott Adams (1998) | <p>Scale from 1 to 5 1 - Every day I have a completely different job 5 - I have exactly the same job every day (up)</p> |
| <p>Determine the degree of compatibility of the earnings you receive due to labour liability in return for your work.</p> | <ul style="list-style-type: none"> ● Darr and Jones (2008) ● Cooper-Hakim and Visveswaran (2005) ● Hom, P. W., Tsui, A. S., Wu, J. B., Lee, T. W., Zhang, A. Y., Fu, P. P., & Li, L. (2009) ● Agarwal (1993) ● Frederick Herzberg (1987) | <p>Scale from 1 to 5 1 - The profit I get is completely justified 5 - I have an unfairly low income (up)</p> |
| <p>Assess your fear of losing your job.</p> | <ul style="list-style-type: none"> ● Greenhalgh and Rosenblatt (1984) ● Seeman (1959) | <p>Scale from 1 to 5 1 - I am not likely to be fired in the long term 5 - I can be fired at any moment (up)</p> |
| <p>Determine your level of communication in the workplace.</p> | <ul style="list-style-type: none"> ● Hornsey and Jetten (2004) ● Roche, Haar, and Luthans (2014) ● Luthans and Youssef (2007) | <p>Scale from 1 to 5 1 - I have no problem communicating 5 - Communication is very difficult for me (up)</p> |

| | | |
|--|--|--|
| <p>Assess the level of difficulty in your daily life.</p> | <ul style="list-style-type: none"> ● Sirgy, Claiborne and Efraty (1991) ● Seeman (1959) | <p>Scale from 1 to 5 1 - I have no problem 5 - I have many problems (up)</p> |
| <p>Identify your age gap with your coworkers.</p> | <ul style="list-style-type: none"> ● Hertel, G., van der Heijden, B. I. J. M., de Lange, A. H., Deller, J., & van der Heijde, C. M. (2013) ● Mottaz (1981) | <p>Scale from 1 to 5 1 - We are almost the same age 5 - The age difference between us is quite large (up)</p> |
| <p>Assess the impact of economic activities in our country on your well-being.</p> | <ul style="list-style-type: none"> ● Huong & Ha (2016) ● Maslow (1943) | <p>Scale from 1 to 5 1 - There were no visible changes 5 - My well-being has declined significantly in recent years (up)</p> |
| <p>Assess the level of control over your working hours.</p> | <ul style="list-style-type: none"> ● Demerouti, E., Bakker, A. B., Geurts, S. A. E., & Taris, T. W. (2004) ● Kossek & Lautsc, (2012) ● Sias & Cahill (1998) ● Messenger, J. C., Lee, S., & McCann, D. (2007) | <p>Scale from 1 to 5 1 - I work when I want 5 - My arrival times at work are strictly monitored (up)</p> |

| | | |
|---|---|--|
| <p>Have you ever experienced the feeling of alienation?</p> | <ul style="list-style-type: none">• Nettler (1957)• Dupré (1972)• Petrović (1963)• Xinghuo Wandan (1984)• Seeman (1959)• Reich (1970)• Shepards (1972)• Blauner (1964) | <ul style="list-style-type: none">• Yes• No |
|---|---|--|

5. Resümee

Töökohal võõrandumise põhjused

See töö uurib, kuidas töökoha tingimused mõjutavad töötaja võõrandumist, kasutades uuringut Aserbaidžaanis 388 vastusega. Tulemused näitavad, et halvad kommunikatsioonitehnikad ja töökoha ebakindlus mõjutavad töötaja võõrandumist oluliselt. Tõhus kommunikatsioon ja töökoha kindlus on olulised töötaja võõrandumisega tegelemisel. Uuringul on praktilised tagajärjed organisatsioonidele ja praktikutele, kes püüavad seda probleemi lahendada. Töötaja heaolu ja rahulolu edendamiseks saavad organisatsioonid keskenduda kommunikatsioonitehnikate tugevdamisele, sõbraliku töökeskkonna loomisele ja töökoha kindlustamisele. Siiski ei pruugi tulemused olla üldistatavad teistesse kultuurilistesse kontekstidesse ja tulevikus võib uurida teisi tegureid, mis mõjutavad töötaja võõrandumist. Kokkuvõttes rõhutab see uuring töötaja võõrandumise käsitlemise olulisust organisatsioonide juhtimises, et suurendada töötaja kaasatust ja heaolu.

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