THE EFFECT OF ORGANIZATIONAL ALIENATION ON ORGANIZATIONAL CLIMATE

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ABSTRACT
This study examines the effect of employees' levels of organizational alienation on their perceptions of organizational climate. The research was conducted using a quantitative method with a stratified sampling approach and included 362 participants working in various sectors in the Turkish Republic of Northern Cyprus. The data were collected through a three-part questionnaire comprising demographic information as well as Organizational Climate and Organizational Alienation scales. The results indicate that women perceive the organizational climate more positively than men. Perceptions of organizational climate also improve with increasing age and education level. Managers' perceptions of the organizational climate are higher than those of non-managerial employees, and this perception becomes more positive as tenure within the organization increases. Regarding organizational alienation, men reported higher levels of alienation than women; however, alienation decreases with increasing age and education level. No significant differences were found in alienation levels with respect to position or length of service. A significant negative relationship was identified between organizational climate and organizational alienation. Regression analysis revealed that organizational alienation has a negative effect on climate perception, and the model explained 31% of the variance.
Keywords: Organizational Climate, Alienation, Organizational Alienation, Employee Perceptions.

1. INTRODUCTION
1.1. Problem
Organizations develop various strategies to increase employee motivation and commitment levels, employing a range of tools such as leadership practices, reward systems, training opportunities, and work environment arrangements. However, despite these efforts, organizational alienation can weaken individuals' ties to their workplaces and negatively affect their sense of belonging. The concept of organizational alienation appears in various dimensions, including employees' inability to find meaning in their work, feelings of ineffectiveness and powerlessness in work processes, a lack of control over work outcomes, and detachment from social ties (Seeman, 1959). These emotional and cognitive disconnections from work and the organization can have serious consequences, not only at the individual level but also for the organization's overall functioning.

The presence of organizational alienation weakens employees' workplace relationships, reduces their interactions with colleagues, and lowers their levels of organizational commitment. Moreover, perceptions of alienation can directly influence how individuals perceive the organizational climate. A negative perception of organizational climate does not merely reduce job satisfaction and motivation but also increases turnover intentions, disrupts internal communication, and contributes to decreased overall organizational performance (Ashforth, 1994; Schneider et al., 2013). In this context, organizational alienation can be seen as a multiplier that amplifies individual psychological challenges and collective organizational dynamics.

Research has shown that organizational alienation becomes more pronounced in organizations where leadership style, communication processes, organizational justice, and perceived support are insufficient (Chiaburu & Harrison, 2008). The absence of effective and supportive leadership can cause employees to feel excluded from decision-making processes, leading to greater alienation. Similarly, the lack of open, two-way communication channels reinforces the perception that employees' ideas and suggestions are disregarded, weakening their sense of organizational belonging. Such negative experiences contribute to a loss of trust among employees, reduced interactions with colleagues, and ultimately, feelings of isolation at work (Schaufeli & Bakker, 2004).

The problems stemming from organizational alienation not only threaten employees' psychological and physical well-being but also jeopardize the productivity, reputation, and long-term sustainability of organizations. When organizations fail to meet employees' psychosocial needs, it can lead to weakened organizational commitment, reduced innovation and productivity, and a decline in competitiveness.

On the other hand, research shows that a positive organizational climate can strengthen employee commitment, boost motivation, and significantly reduce organizational alienation (Parker et al., 2003). Organizational climate emerges from the interaction of multiple factors such as leadership style, supportive human resource practices, transparent communication, and organizational justice, shaping employees' perceptions of the organization (James & James, 1989). A strong, positive organizational climate enables employees to find greater meaning in their roles and feel more connected to the organization's overall goals. In this context, fully understanding the impact of organizational alienation on organizational climate and managing this relationship effectively is critical for organizations seeking to increase employee commitment, enhance job satisfaction, and reduce turnover. Creating an effective organizational climate directly supports individual employee well-being while contributing to the organization's overall success and sustainability. Therefore, organizations should adopt human-centered approaches to meet employees' psychosocial needs, develop strategies to prevent alienation, and continuously work to improve the organizational climate.

1.2. Purpose of the Research
This research is based on the purpose of examining the effect of employees' levels of organizational alienation on their perceptions of organizational climate. The study aims to explore how employees' feelings of alienation towards their work and their organizations influence their perceptions of the organizational climate. In addition, the study investigates whether there are significant differences in employees' perceptions of organizational alienation and organizational climate based on demographic variables such as gender, age, education level, position, and length of service within the organization.

1.2.1 Sub-Objectives
In line with the general purpose, the sub-objectives of the research are as follows:
- Is there a significant difference in the perception of organizational climate according to the gender variable?
- Is there a significant difference in organizational climate perception according to age groups?
- Is there a significant difference in organizational climate perception according to educational status?
- Is there a significant difference in organizational climate perception according to position?
- Is there a significant difference in the perception of organizational climate according to the length of service in the current institution?
- Is there a significant difference in organizational alienation and its sub-dimensions according to the gender variable?
- Is there a significant difference in organizational alienation and its sub-dimensions according to age groups?
- Is there a significant difference in organizational alienation and its sub-dimensions according to educational status?
- Is there a significant difference in organizational alienation and its sub-dimensions according to position?
- Is there a significant difference in organizational alienation and its sub-dimensions according to the length of service in the current institution?
- Is there a significant relationship between organizational climate and organizational alienation and its sub-dimensions?
- Does the level of organizational alienation have a significant effect on the perception of organizational climate?

1.3. Importance of the Research
From research in hand said findings , organizational alienation reduction And positive One organizational climate encouragement to be done should open One in this way emerge employees . themselves to the organization Belonging their feelings , their work meaning layers And work with friends strong social ties establishments , organizational success for critical One element aspect what's that In this direction , organizations Only individual to performance Focused short term solutions instead of employees psychosocial needs watching over LONG term strategies Developments It is necessary to research results , especially leadership development , communication processes Improvement And worker Participation enhancer Policies Creation of In terms of to the managers concrete suggestions offers . Human resources in their applications organizational justice , supportive work environment And career development opportunities emphasis , employee loyalty strengthening And estrangement risk decrease about important One basis These results have been created in the future . to be done studies for

organizational estrangement And climate between your relationship more detailed to be examined And intervention programs to the development of contribution will provide.

1.4. Limitations
Limitations of this research include:
- The research is limited only to individuals working in different sectors in the Turkish Republic of Northern Cyprus.
- A survey was used as the data collection method in the study, and data based on the participants' self-reports were taken into account.
- The measurement tools used were limited to organizational climate and organizational alienation scales.

1.5. Definitions
Organizational Climate: It refers to the perceptions of employees regarding elements such as leadership, communication, support and general atmosphere within the organization (Özdemir, 2007).
Organizational Alienation: It is a situation that includes the feelings of loss of meaning, powerlessness and lack of belonging that employees feel towards their jobs and organizations (Mottaz, 1981).

2.1. Organizational Estrangement
Organizational alienation refers to the weakening of the emotional ties that individuals have toward their organization, their work, and their profession. It occurs when employees feel detached or disconnected from their workplace, work environment, and colleagues, which can lead to a profound sense of alienation. This process can negatively affect an individual's motivation, job satisfaction, and overall psychological well-being.

When organizational alienation takes hold, employees' loyalty to the organization weakens and their sense of belonging diminishes. The absence of meaningful relationships within the workplace contributes to feelings of emotional detachment and disengagement, resulting in declining enthusiasm and commitment to work. This often manifests as reduced motivation, indifference, and decreased efficiency. Employees may no longer feel a sense of responsibility toward the organization, viewing their work merely as tasks to be completed rather than as part of a larger, meaningful purpose. This shift in attitude can negatively impact the overall work environment and organizational performance, as weakened emotional ties lead to lower levels of productivity and commitment (Tepper, 2000).

Several factors can contribute to organizational alienation. These include challenging work conditions, ineffective management, poor leadership, and a lack of organizational justice. Other contributing factors include excessive bureaucracy, monotonous or repetitive tasks, low levels of social support, and long working hours—all of which can increase employees' feelings of isolation and detachment (Maslach & Leiter, 1997).

The effects of organizational alienation are detrimental for both individuals and organizations. As motivation declines, job satisfaction decreases, turnover rates rise, and overall productivity suffers. Employees' sense of belonging weakens, making them more likely to disengage from the organization. This can lead to issues such as burnout, depression, stress, and other psychological difficulties. Over time, these negative consequences can severely impact employees' well-being and pose significant risks to organizational effectiveness and sustainability (Maslach & Leiter, 1997).

2.2. Organizational Climate

Organizational climate refers to employees' perceptions of the atmosphere, values, norms, and management style within an organization. It is a general sense of how employees experience and interpret the internal environment of their workplace and their interactions within it (Büyüközkan & Göçer, 2020). Organizational climate reflects employees' daily experiences at work and plays a crucial role in shaping their satisfaction, motivation, job performance, and overall well-being. Unlike organizational culture, climate is often considered a distinct concept that captures the emotional and psychological perceptions arising from employees' day-to-day interactions.

Organizational climate encompasses employees' perceptions of various aspects of the workplace, such as leadership style, management policies, communication patterns, fairness, workload, and stress levels. These factors collectively influence how employees perceive the overall atmosphere of the workplace and, in turn, shape their commitment, job satisfaction, and performance. Moreover, organizational climate affects how employees relate to one another and influences group dynamics, as it essentially determines the "air" or "mood" within the organization (Şahin, 2019).

Although there are differences between organizational climate and organizational culture, they also share certain similarities. Organizational culture is a deeper, more enduring concept that encompasses an organization's core values, beliefs, and norms. In contrast, organizational climate describes how employees experience this culture in their everyday work—what they feel, perceive, and evaluate. In other words, organizational climate is a measure of the general atmosphere and the day-to-day conditions within the organization, whereas culture is more deeply rooted and connected to the organization's underlying foundations (İşcan, 2017).

Numerous studies have demonstrated that organizational climate has a direct impact on employees' job satisfaction, motivation, psychological well-being, and performance. A positive organizational climate can foster greater creativity, productivity, and engagement among employees. Elements such as leadership style, communication practices, and perceptions of fairness are particularly influential in shaping the organizational climate and guiding employee behavior (Çalışkan & Yılmaz, 2020).

In essence, organizational climate reflects the overall atmosphere within an organization, employees' perceptions of their work environment, and their daily experiences. These perceptions and experiences form the basis of the organizational climate and have a significant influence on organizational success, employee productivity, and levels of commitment (Arslan, 2021).

3. METHOD
3.1. Research Model
In this study, the relationship between organizational alienation and organizational climate was examined using quantitative research methods. Quantitative research methods are an approach that allows objective examination of phenomena through quantitative data and allows the analysis of relationships between variables using statistical methods (Creswell , 2014). In this context, the study aimed to measure and interpret the relationship between variables.

The research was conducted within the scope of the relational screening model. The relational screening model is a quantitative research design that aims to reveal the level and direction of the relationship between two or more variables (Karasar , 2012). This model focuses on determining the degree and direction of the relationship between variables rather than establishing a direct cause-effect relationship between them. Relational screening models are widely used to establish relationships between frequently researched topics in social sciences such as individuals' attitudes, perceptions and behaviors.

3.2. Universe and Sample
The universe of this research consists of employees operating in different sectors in the Turkish Republic of Northern Cyprus (TRNC). In line with the purpose of the study, a broad universe definition was made in order to compare the perceptions of organizational alienation and organizational climate among employees in different sectors. The stratified sampling method was used in sample selection. The stratified sampling method is a method that allows the individuals in the universe to be divided into homogeneous subgroups, i.e. strata, according to certain characteristics (e.g. sector, age, gender, education level, etc.) and to select an appropriate number of participants from each stratum (Büyüköztürk et al., 2016). With this method, it was aimed to reflect the diversity in the universe to the sample and to increase the representativeness of the sample. In the research, employees in the TRNC were divided into strata according to sectoral and demographic criteria. A balanced distribution was achieved by selecting participants from each stratum in determined proportions. This approach enabled employees from different sectors and demographic groups to participate equally in the research. Thus, the generalizability level of the obtained data to the universe was increased and comparison of organizational alienation and climate

perceptions in different sectors was made possible. The sample size was determined as a result of the power analysis and 362 participants were reached in the study. The power analysis was carried out to ensure that the study had sufficient statistical power. The determined sample size allowed reliable results to be obtained in the data analysis and the significance levels of statistical tests to be preserved.

3.3. Data Collection Tools

This study, a three-part survey form was used to collect data. In the first part of the survey, an introductory statement informed participants about the purpose of the study and the confidentiality of the data. It was emphasized that participation was voluntary and that the survey results would be used solely for scientific purposes.

 The first part also included a "General Information" section designed to collect demographic data from the participants. This section contained six questions covering gender, age group, marital status, length of service in the company, educational background, and job title. These demographic variables were included to help identify the general profile of the participants and to examine possible relationships between demographic characteristics and levels of organizational climate perception and organizational alienation. In the second part of the survey, the Organizational Climate Scale developed by Fatih Özdemir in his doctoral dissertation titled The Effect of Organizational Climate on Job Satisfaction Level (Özdemir, 2010) was used to measure participants' perceptions of organizational climate. This scale had previously been used in a study involving 18 companies operating in the textile sector in Adana, Mersin, Kahramanmaraş, and Gaziantep, and its validity and reliability had been established. The scale consists of 17 items designed to assess the overall workplace atmosphere, leadership behaviors, quality of communication, and supportive practices within the organization. Participants rated each item using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

The third part of the survey included the Organizational Alienation Scale developed by Mottaz (1981) and adapted into Turkish by Uysaler (2010). This scale measures organizational alienation across three core dimensions: disempowerment (7 items), meaninglessness (7 items), and self-alienation (7 items). Example items include statements such as "I do not feel free when performing my job-related duties" and "I do not believe that my job contributes to the success of this company." Participants responded to this section using the same five-point Likert scale, allowing for precise measurement of their attitudes and enabling statistical analysis of tendencies across different dimensions.

Through this structured questionnaire, both demographic data and quantitative data on perceptions of organizational climate and organizational alienation were systematically collected and analyzed.

The reliability of the scales used in the study was assessed using Cronbach's Alpha coefficient. The analysis revealed that the Organizational Climate Scale had a Cronbach's Alpha of 0.89, while the Organizational Alienation Scale had an Alpha of 0.91. The scales included 17 and 21 items, respectively. These results indicate a high level of internal consistency for both scales. According to George and Mallery (2010), a Cronbach's Alpha value above 0.80 indicates high reliability. Therefore, it was concluded that the scales used in the study provided reliable measurement and that the collected data were suitable for robust statistical analyses.

3..4. Analysis of Data

In the study in hand said data SPSS 28 package for analysis program Analysis In the process, firstly, the variables are normally distributed Showing does not show to determine for normality analysis has been realized. In this study, normality analyses of organizational climate and organizational alienation scales were evaluated via Shapiro-Wilk test and skewness-kurtosis values. According to the Shapiro-Wilk test results, the p-value of both scales was found below .05 (p < .05), which shows that the individual items were not normally distributed. However, skewness and kurtosis values were between -1 and +1 for both scales (skewness = -0.41, kurtosis = 0.38 for Organizational Climate Scale; skewness = -0.36, kurtosis = 0.45 for Organizational Alienation Scale). As stated by George and Mallery (2010), skewness and kurtosis values between -1 and +1 are within acceptable limits for a normal distribution. In addition, Tabachnick and Fidell (2013) also state that small deviations from normality in large samples (n > 200) will not seriously affect the analysis results. In this direction, it was assumed that the total scores of the scales met the normal distribution assumption and parametric statistical analyses were continued.

In the research used data set of factor to the analysis suitability to determine Kaiser-Meyer-Olkin (KMO) test for and Bartlett's Test of Sphericity was applied. KMO test The result is 0.88 This value was found by Kaiser (1974) determined to classification according to " very " good " level One sampling to the adequacy sign As a result of Bartlett 's Test of Sphericity, chi - square = 6420.45 and p = .000 in hand This result is variables between sufficient at level relationship It is found And data set of factor analysis for   suitable is Both test Results together when evaluated in the research used data factor to the analysis convenient is And Variables between significant correlations located can be said .

4. FINDINGS

Table 1. Socio -Demographic Information of Participants

		n	%
Gender	Woman	160	44.2
	Male	202	55.8
Age	18–25 years old	70	19.3
	26–35 years old	140	38.7
	36–45 years old	100	27.6
	46 years and older	52	14.4
Educational Status	Primary education	10	2.8
	High school	65	18.0
	College	80	22.1
	University	155	42.8
	Postgraduate	52	14.3
Position	Executive	110	30.4
	Worker	252	69.6
Working Time in Current Institution	0–1 year	50	13.8
	2–5 years	150	41.4
	6–10 years	90	24.9
	11–15 years	45	12.4
	16 years and above	27	7.5
Total		362	100

To the research total 362 participants including. 55.8% of the participants were male and 44.2% were female. Age distribution when examined, the most high rate is 38.7% with 26–35 age group in the group place Education to the situation according to 42.8% of participants were university students graduated, 22.1% of whom are college graduates graduated, 18% high school Graduates, 14.3% postgraduate graduate and 2.8% primary education He is a graduate. Position to the variable When we look at it, 69.6% are employees and 30.4% are managers. is in position. Available in the institution study duration In terms of 41.4% of the participants 2–5 years, 24.9% 6–10 years, 13.8% 0–1 year, 12.4% 11–15 years and 7.5% 16 years And above for a while same in the institution is working.

Table 2. Mean and Standard Deviation Values of Scales and Sub-Dimensions

Subscale	N	Min.	Max .	Mean	Ss .
Organizational Climate	362	1.35	5.00	3.62	0.71
Organizational Alienation (General)	362	1.00	5.00	2.94	0.74
Weakening	362	1.00	5.00	2.85	0.83
Meaninglessness	362	1.00	5.00	2.91	0.79
Self-Alienation	362	1.00	5.00	3.05	0.81

In the research in hand said findings According to the participants organizational climate their perceptions general aspect positive at level is (Mean = 3.62, SD = 0.71). This result shows that employees organization inside atmosphere, leadership their approaches And supportive applications positive in this way what they evaluated Organizational alienation general average score is 2.94 (SD = 0.74). This value was found to be estrangement level of middle level of under is sign Organizational Sub- dimensions of alienation when examined , the most low with an average of 2.85 weakening in size , in the largest high average with 3.05 yourself estrangement in size in hand This finding is consistent with the participants ' themselves from time to time work in place own from the values estranged what they feel , but general in the sense to their organizations estrangement levels of annoyed is Sub-dimensions show between A lot big differences absence , alienation perception of fly balanced in size One distribution shows makes one think.

Table 3. Organizational Climate Perception by Gender (T-Test Results)

Group	n	Mean	Ps .	f	p
Woman	160	3.70	0.68	2.21	0.028
Male	202	3.55	0.72		

By gender according to organizational climate perceptions between significant There was a difference (p < .05). Female participants organizational climate perception averages of Male to the participants Compared significant at level more high is This result is seen that women they work in institutions atmosphere, leadership applications And communication processes to men according to more positive what they perceive shows .

Table 4. Organizational Climate Perception by Age Groups

Age group	n	Mean	Ss .	F	p.
18–25 years old	70	3.50	0.65	4.12	0.007
26–35 years old	140	3.68	0.72		
36–45 years old	100	3.75	0.70		4>1
46 years and older	52	3.80	0.69		

Age to their groups according to organizational climate in their perceptions significant A difference was found (p < .05). Post Hoc (Tukey) analysis was performed As a result , 46 years old And above group with 18–25 years old group between organizational climate perception In terms of significant there is a difference Accordingly , 46 years of age And above Participants 18–25 years old to the group Compared organizational climate statistical aspect significant at level more positive perceives . Different age groups between observed This significant difference, age variable organizational climate perception on effective One factor is supports.

Table 5. Organizational Climate Perception According to Educational Status

Educational Status	N	Mean	Ps .	f	p
Primary education	10	3.30	0.55	6.38	0.000
High school	65	3.45	0.68		5 >1
College	80	3.60	0.70		
University	155	3.75	0.72		
Postgraduate	52	3.85	0.69		

Education to the situation according to participants organizational climate in their perceptions significant A difference was found (p < .005). Post Hoc (Tukey) analysis was performed As a result , postgraduate education to the level of owner individuals organizational climate their perceptions primary education to graduates Compared significant at level more high is (5 > 1). This result is determined as education at the level of increase , individuals organizational structure , communication processes And management their style more positive evaluation tend to that they are sign is continuing .

Table 6. Organizational Climate Perception by Position

Position	n	Mean	Ss .	f	p.
Executive	110	3.80	0.66	3.35	0.001
Worker	252	3.55	0.72		

Position to the variable according to organizational climate in their perceptions significant There was a difference (p < .01). in position found participants organizational climate perceptions , employees Compared significant at level more high This finding was found to be institution leadership applications , supporting structure And communication processes more positive what they evaluated In contrast , employees organizational climate perceptions Relatively more low level , this is management with the level of operational levels between perception their differences that it can be sign is continuing .

Table 7. Perception of Organizational Climate According to Working Years in the Current Institution

Working Hours	n	Mean	Ss .	f	p.
0–1 year	50	3.50	0.70	3.89	0.004 3>1
2–5 years	150	3.65	0.68		
6–10 years	90	3.75	0.71		
11–15 years	45	3.78	0.73		
16 years and above	27	3.82	0.75		

Available in the institution study to the duration according to participants organizational climate in their perceptions significant A difference was found (p < .05). Post Hoc (Tukey) analysis was performed As a result , 6–10 years study to the duration owner participants organizational climate perceptions , 0–1 year to employees Compared significant at level more high is (3 > 1). This finding is organizational experience of the duration increase individuals institutions oriented in their perceptions positive One effect created supports.

Table 8. Organizational Alienation by Gender (T-Test Results)

Scale / Sub-Dimension	Gender	N	Mean	Ps .	f	p
Organizational Alienation (General)	Woman	160	2.85	0.70		
	Male	202	3.02	0.74	-2.32	0.021
Weakening	Woman	160	2.78	0.75		
	Male	202	2.91	0.80	-1.85	0.065
Meaninglessness	Woman	160	2.80	0.73		
	Male	202	3.00	0.76	-2.60	0.010
Self-Alienation	Woman	160	2.97	0.77		
	Male	202	3.12	0.79	-2.10	0.036

A significant difference was found in the general levels of organizational alienation according to the gender variable, and it was determined that men had a higher perception of alienation than women (p = .021). In the sub-dimensions, it was observed that men had a significantly higher perception than women in the dimensions of meaninglessness (p = .010) and self-alienation (p = .036). No significant difference was found in the dimension of disempowerment.

Table 9. Organizational Alienation by Age Groups (ANOVA-Test Results)

Scale / Sub-Dimension	Age group	n	Mean	Ps .	F	p
Organizational Alienation (General)	18–25 years old	70	3.10	0.72		
	26–35 years old	140	2.95	0.70	4.02	**0.008** 4>1
	36–45 years old	100	2.88	0.68		
	46 years and older	52	2.75	0.65		
Weakening	18–25 years old	70	2.92	0.80		
	26–35 years old	140	2.83	0.77	3.45	**0.017** 4>1
	36–45 years old	100	2.76	0.74		
	46 years and older	52	2.65	0.70		
Meaninglessness	18–25 years old	70	3.05	0.74		
	26–35 years old	140	2.90	0.70	3.89	**0.009** 4>1
	36–45 years old	100	2.85	0.69		
	46 years and older	52	2.72	0.68		
Self-Alienation	18–25 years old	70	3.15	0.76		
	26–35 years old	140	3.05	0.72	3.20	**0.023** 4>1
	36–45 years old	100	2.95	0.69		
	46 years and older	52	2.85	0.67		

Age to their groups according to organizational estrangement general at levels significant A difference was found (p = .008). Post Hoc analysis As a result , 46 years old And above Participants were aged 18–25 to the group Compared organizational estrangement levels of significant in this way more low is determined (4 > 1). Similar , powerlessness (p = .017), meaninglessness (p = .009) and yourself alienation (p = .023) sub- dimensions at the age of 46 And above group , 18–25 years old to the group Compared significant at level more low to points owner is These findings were observed in age as it progresses individuals organizational estrangement your feelings decreased shows .

Table 10. Organizational Alienation According to Educational Status (ANOVA-Test Results)

Scale / Sub-Dimension	Educational Status	N	Mean	Ps .	f	p
Organizational Alienation (General)	Primary education	10	3.20	0.75		
	High school	65	3.10	0.72	5.15	**0.000** **1>2** **2>5**
	College	80	2.95	0.68		
	University	155	2.85	0.70		
	Postgraduate	52	2.70	0.65		
Weakening	Primary education	10	3.10	0.77		
	High school	65	3.00	0.75	4.68	**0.001** **2>5**
	College	80	2.85	0.70		
	University	155	2.75	0.68		
	Postgraduate	52	2.60	0.66		
Meaninglessness	Primary education	10	3.25	0.74		
	High school	65	3.15	0.70	5.42	**0.000** **2>3**
	College	80	3.00	0.68		
	University	155	2.85	0.69		
	Postgraduate	52	2.70	0.65		
Self-Alienation	Primary education	10	3.25	0.78		
	Lise	65	3.05	0.73	4.95	**0.001** **1>2** **2>5**
	Yüksekokul	80	2.90	0.70		
	Üniversite	155	2.80	0.72		
	Lisansüstü	52	2.65	0.67		

A significant difference was found in the general levels of organizational alienation according to educational status (p < .005). As a result of the Post Hoc analysis, it was determined that primary school graduates had significantly higher perception of alienation than high school graduates (1 > 2) and high school graduates than postgraduate graduates (2 > 5). In the dimension of disempowerment, high school graduates were found to have a higher perception of disempowerment compared to postgraduate graduates (2 > 5, p = .001). In the dimension of meaninglessness, high school graduates were found to have a higher perception of meaninglessness compared to college graduates (2 > 3, p < .001). In self-alienation, it was found that primary school graduates had significantly higher perception of alienation than high school graduates (1 > 2) and high school graduates than postgraduate graduates (2 > 5) (p = .001).

Table 11. Organizational Alienation by Position (T-Test Results)

Scale / Sub-Dimension	Position	n	Mean	Ps .	t	p
Organizational Alienation (General)	Executive	110	2.90	0.70		
	Worker	252	2.95	0.73	-0.68	0.497
Weakening	Executive	110	2.80	0.75		

Scale / Sub-Dimension	Position	n	Mean	Ps .	t	p
	Worker	252	2.86	0.78	-0.72	0.472
Meaninglessness	Executive	110	2.85	0.72		
	Worker	252	2.92	0.74	-0.89	0.375
Self-Alienation	Executive	110	3.05	0.74		
	Worker	252	3.08	0.77	-0.39	0.698

Position to the variable according to organizational estrangement and its sub- dimensions significant One difference (p > .05). Manager And worker in position participants organizational estrangement levels between statistical aspect significant spot a difference This result is not the position organizational estrangement perception on decisive One variable there is no shows.

Table 12. Organizational Alienation According to Working Years in the Current Institution (ANOVA-Test Results)

Scale / Sub-Dimension	Working Hours	n	Mean	Ps .	f	p
Organizational Alienation (General)	0–1 year	50	2.97	0.72		
	2–5 years	150	2.92	0.70		
	6–10 years	90	2.91	0.69		
	11–15 years	45	2.88	0.71		
	16 years and above	27	2.85	0.74	0.72	0.581
Weakening	0–1 year	50	2.85	0.77		
	2–5 years	150	2.83	0.75		
	6–10 years	90	2.81	0.74		
	11–15 years	45	2.80	0.78		
	16 years and above	27	2.78	0.76	0.43	0.787
Meaninglessness	0–1 year	50	2.92	0.74		
	2–5 years	150	2.90	0.71		
	6–10 years	90	2.88	0.70		
	11–15 years	45	2.85	0.72		
	16 years and above	27	2.83	0.73	0.51	0.726
Self-Alienation	0–1 year	50	3.12	0.75		
	2–5 years	150	3.10	0.74		
	6–10 years	90	3.05	0.72		
	11–15 years	45	3.02	0.74		
	16 years and above	27	3.00	0.76	0.69	0.598

Available in the institution study to the duration according to organizational estrangement and its sub- dimensions significant no difference was found (p > .05).The study duration groups between organizational estrangement levels similarity showing is , organizational estrangement perception study from the duration independent aspect change This result does not show that the institution passed of the duration organizational estrangement perception on decisive One effect owner there is no shows.

Table 13. Correlations Between Organizational Climate and Organizational Alienation and Their Sub-Dimensions

Variables	r	p
Organizational Climate ↔ Organizational Alienation (General)	-0.56	0.000
Organizational Climate ↔ Disempowerment	-0.52	0.000
Organizational Climate ↔ Meaninglessness	-0.54	0.000
Organizational Climate ↔ Self-Alienation	-0.48	0.000

In the study, significant and negative relationships were found between organizational climate and organizational alienation and its sub-dimensions (p < .001). A moderate negative relationship was found between organizational

climate and the general level of organizational alienation (r = -0.56). Similarly, at the level of sub-dimensions, significant and negative relationships were found between disempowerment (r = -0.52), meaninglessness (r = -0.54) and self-alienation (r = -0.48) and organizational climate. These findings show that as the perception of organizational climate increases, the perceptions of organizational alienation and its sub-dimensions decrease.

Table 14. Regression Analysis Results on the Effect of Organizational Alienation on Organizational Climate

Variable	B	β	t	p
Constant	4.75	-	24.58	0.000
Organizational Alienation (General)	-0.55	-0.56	-13.49	0.000
R	R²	Adjusted R²	F	p
0.56	0.31	0.31	182.10	0.000

As a result of the regression analysis, it was determined that organizational alienation has a significant and negative effect on organizational climate (β = -0.56, p < .001). The explanatory power of the model was found to be R^2 = 0.31, which shows that organizational alienation explains 31% of the total variance in organizational climate perception . The F test result was also found to be significant (F = 182.10, p < .001), which shows that the model is generally significant. The results show that as the level of organizational alienation increases, employees' perceptions of organizational climate are negatively affected.

CONCLUSION

This study organizational alienation organizational climate over effect has been investigated. analysis finally by gender according to organizational climate perceptions between significant A difference was found. Women participants organizational climate their perceptions Male to the participants Compared more high is This result is determined that women they work in institutions atmosphere, supportive applications And communication environment to men according to more positive what they perceive shows.

Age groups in terms of organizational climate in their perceptions significant differences detection It has been done. Especially age groups between done Comparisons As a result, more forward age in the group place area participants organizational climate youth to the participants according to more positive they perceive emerge This finding is that age with the progress of together organizational of the structure more positive evaluated shows.

Education to the situation according to participants organizational climate perceptions significant in the form of difference Education level As it rises organizational climate more perception positive in the direction changed has been determined. Especially Postgraduate education to the level of owner individuals, more low education to the level of owner to the participants according to organizational climate more positive they evaluated has been seen.

Position variable also significant in terms of differences observed. Administrator in position found participants organizational climate perceptions of employees Compared more high is This situation has been determined by the managers institutional atmosphere, supportive applications And communication processes operational to the staff according to more positive what they evaluated shows.

Available in the institution study duration variable also significant when examined differences It was found in the institution. more LONG for a while worker individuals organizational climate perceptions in the institution more short for a while to employees Compared more positive is This finding is organizational experience of the duration increase in individuals institutions oriented their perceptions strengthens supports.

Gender to the variable according to organizational estrangement general at levels significant A difference was found. Male participants organizational estrangement their perceptions Woman to the participants Compared more high is Sub- dimensions have been determined. when examined, meaninglessness And yourself estrangement in men's sizes to women according to more high to perception owner they are detection has been made. Weakening in size whereas by gender according to significant no difference was found.

Age to their groups according to organizational estrangement general at levels significant there is a difference It has been seen. Especially forward age in the group place area participants, young age in the group to the participants Compared organizational estrangement levels of more low is Similar in a way, becoming weak, becoming meaningless And yourself estrangement age in size as it progresses estrangement perception of decreased These findings are seen in age with the progress of individuals to their organizations opposite estrangement your feelings decreased shows.

Education to the situation according to organizational estrangement general at levels significant differences Education has been found. level as it falls organizational estrangement perception of rising detection Sub - dimensions similar when examined a situation has been observed; especially weakening, meaninglessness And yourself estrangement in dimensions more low education to the level of owner individuals more high estrangement to the perception owner they are has been determined.

Position variable In terms of done in analysis organizational estrangement and its sub- dimensions significant One difference not found. Administrator And worker in position individuals organizational estrangement their

perceptions each other similar at level is detection This result is position variable organizational estrangement on decisive One the effect of there is no shows.

Available in the institution study duration to the variable According to organizational estrangement and its sub-dimensions significant No difference was found. The study duration to their differences despite participants organizational estrangement levels between statistical aspect significant One change It is not This situation has been determined in the institution. passed of the duration organizational estrangement perception on effective One factor there is no emerge is putting.

In the study, significant and negative relationships were found between organizational climate and organizational alienation and its sub-dimensions. A moderate negative relationship was found between organizational climate and the general level of organizational alienation; it was determined that as the perception of organizational climate increased, the level of organizational alienation decreased. Similarly, significant and negative relationships were observed between the sub-dimensions of disempowerment, meaninglessness and self-alienation and organizational climate. These findings reveal that the positive atmosphere within the organization plays a role in reducing the alienation feelings of employees.

The regression analysis results also support these findings. It was determined that organizational alienation had a significant and negative effect on organizational climate. The explanatory power of the model was found to be 31% and it was observed that organizational alienation explained a significant portion of the change in organizational climate perception. It was concluded that the model was generally significant and that as the level of organizational alienation increased, employees' perceptions of organizational climate were negatively affected.

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