



# A Research for the Determination of the Relationship between Organizational Conflict Management and Organizational Alienation

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## ABSTRACT

Our study researched at which level organizational conflict affected organizational alienation and what kind of a relationship there is between organizational conflict dimensions and organizational alienation in the institutions reviewed by us. Our study also examined how organizational conflict and organizational alienation are influenced by the demographical variables including sex, marital status, income status, education and job experience. Necessary data was collected by survey method in our study. The surveys were made to white collar employees who are working for the leading logistics companies of the industry operating in Mersin and Zonguldak provinces of Turkey. The data which was obtained from the surveys was interpreted after being analyzed in SPSS statistic package program and it was aimed to make it guiding for the decision makers while creating new human resource policies in their institutions.

**Keywords:** Organizational Conflict Management, Organizational Conflict, Organizational Alienation

**JEL Classifications:** D23, M10, M12

## 1. INTRODUCTION

Contemporary organizations that are aware of the fact that conflict exists at all phases of life turn the conflicts which are experienced within the organization into advantages and therefore create positive results for the organization. The organizations which realize that the conflict which is experienced within the organization can bring about positive results use conflict as a means to reach organizational goals instead of eliminating it.

Directors who are capable of understanding conflict as a reality of the organization, and exploit conflict to obtain better organizational results. However, while directors exploit conflict, they should consider the fact that the conflicts which are experienced at medium levels can bring about positive results while the conflicts which are experienced at higher levels can bring about negative results for the organization.

The organizational conflict which influences the work quality and work output of an organization gain flexibility for the organization to adapt changing market conditions and meet the demands of the changing customer profile. The organizational conflict which reduces the differences within the organization also contributes to the increase in employee talents and improvement in product quality.

Organizational conflict plays an important role in the interior affairs of the organization because it occurs thanks to the interior plots which are experienced within that organization. Therefore, organizational conflict has to be managed better or eliminated. A conflict which is effectively managed or eliminated guarantees the physical and mental health of the employees, makes the organization long lived and ensures reaching the desired level in the employee affairs.

Being a big loss of time and effort, organizational conflict creates great awareness in understanding others. Breaking resistance to

change, organizational conflict constitutes a valuable source for organizational learning. Gaining deeper understanding skill in complicated organizational matters, organizational conflict ensures fair distribution of sources within the organization.

Managers spend most of their time to settle conflicts. The managers who spend most of their time to settle conflicts seem to have reduced efficiencies and performances. The organizational conflict originating from the planning and control mistakes of the management results in grouping in the organization, disrupts work unity, threatens work peace and prevents the initiative to work together in the future. It also leads to waste of time and energy by the employees, low personnel motivation, low efficiency, damaging the workplace, tension at the workplace, absence, high rate of turnover, dissatisfaction, increase in the intention to leave the organization and employees' alienation to the organization. Therefore, in this study, we examined the relationship between organizational alienation, which is one of the negative results caused by organizational conflict and organizational conflict management and the level of this relationship. Likewise, this study also researched whether organizational conflict management and organizational alienation concepts varied based on demographic variables. Therefore, it is aimed to make the results which are obtained through this study useful for the businesses which operate in similar industries.

## 2. ORGANIZATIONAL CONFLICT

Conflict has several definitions in literature. According to one definition, conflict is defined as a process which involves individuals or groups in dispute and controversy (Rahim, 2001. p. 18). Based on another definition, conflict is defined as a universal concept which comes into being at every situation where differences are experienced in purposes, perceptions, opinions and beliefs at inter-individual, inter-group levels (Robbins, 2005. p. 422). According to Robbins, conflict occurs in four phases. These phases include potential conflict, perceived conflict, felt conflict and open conflict processes (Seval, 2006. p. 247-248).

### 2.1. Potential Conflict

This first phase which is called potential conflict involves the presence of the reasons which result in conflict.

### 2.2. Perceived Conflict

Being the second phase of conflict, perceived conflict occurs only due to the differences in perception.

### 2.3. Felt Conflict

The third phase of conflict is called felt conflict. Perceptions turn into feelings. Felt conflict refers to the feelings of the conflicting parties about the event(s).

### 2.4. Open Conflict

This phase is related to the results of the conflict. For example, it can occur in the form of open discussion, mutual discussion, using harsh words and language, sending certain information and data to the opposite party, and even using physical force. As a result, it can be qualified as either increasing (functional) or

decreasing the success of the group. In brief, open conflict refers to the actually shown behaviors of the conflicting parties (Tokat, 1999. p. 31-32).

Contributing to revealing quality opinions, organizational conflict strengthens the link within the group affairs and makes adjustments in power relationships. Today, organizational conflict is not perceived as good/bad or positive/negative but as the presence of both. Organizational conflict naturally involves good/bad or positive/negative properties within it as synonymously. Therefore, organizations classify organizational conflict as constructive and destructive. Constructive conflicts adjust working affairs and make employees feel better. Destructive conflicts, on the other hand, feeds hostile attitudes, prevents decision making processes and enables to keep useful information in an organization (Gregorio et al., 2012. p. 21). The constructive and destructive results which are caused by conflict are summarized in the Table 1 (Ada, 2013. p. 62-63).

Managers with traditional thinking consider conflict inconvenient and even destructive for the organization, they try to protect the organization from conflicts and make efforts to demolish the reasons for conflict. However, the conflicts in the organization have useful sides if they can be controlled and kept at a certain level. We can list the positive sides of conflict as follows in general (Seval, 2006. p. 251-252).

- Enables the discussion of the problems
- Increases the interest in the problem, improves the skill to solve problems
- Leads to a competitive environment in the organization
- Increases creativity in the organization and leads to new opinions
- The employees' interest in organization problems and the organization itself increase
- Gains dynamism to the organization
- Contributes to the improvement of the democratic environment in the organization
- Positively affects innovation, change and creativity in the organization.

**Table 1: Comparing constructive and destructing conflicts**

Constructive conflicts	Destructive conflicts
They have a positive effect on the individuals, groups and the organizations	They have a negative effect on the individuals, groups and the organizations
The problems which remain hidden during the conflict are updated	Misuse of human energy is in question
It allows reviewing an already taken decision	The group transmits its negative anger to others
It allows reviewing respective documents	Reduction in efficiency and job satisfaction are in question
It leads to encouraging creativity	Elimination of the conflicting parties by the manager is in question
It allows the acceptance of the problem by the manager	

The inconveniences of conflict are as follows (Seval, 2006. p. 251-252).

- Can lead to delays in taking decisions
- Making excessive compromises due to conflict can result in the organization's divergence from its goals
- Personnel's replacement speed increases
- Motivation is reduced in the organization
- Leads to consumption of energy other than goals
- Disrupts trust environment in the organization and reduces efficiency.

There are some classifications made about organizational conflict in the studies. Functional and non-functional conflicts are referred to as the most frequently used conflicts among these classifications. Based on their emergence types, conflicts are listed as potential conflict, perceived conflict, felt and open conflict. Another classification is personal conflict, interpersonal conflict, conflict between persons and groups, inter-group conflict and inter-organization conflict. Organizational conflict is also subjected to differentiations such as conflicts within the organization (vertical, horizontal and order command-staff conflict) and goal conflict, role conflict, institutionalized conflict, appearing conflict (Kavacık et al., 2013. p. 74).

It is quite important in terms of the ways of solution to be developed to know the reasons for the conflicts that occur at several levels and between several parties (Koçel, 2007. p. 510). In general, reasons for conflicts can be listed as inter-work functional mutual commitment, sharing certain sources, differences in goals, differences in perceptions, ambiguity about the management area, lack of communication, differences in statuses, differences between managing styles, differences in interests, new qualifications stipulated by changing conditions, polarizations in employee-employer relationships and power struggle within the organization (Karcioğlu and Alioğulları, 2012. p. 218-220).

Organizational conflict triggers individual and organizational change and allows that organization to reach the desired way of living. Within the framework of this change, organizational conflict causes change in bottom-up or up-bottom management processes, and therefore allows peace between that organization and employees in that organization. Organizational conflict changes the human resources roof of an organization within the framework of this change, seeks revision in working hours, promotes work and family balance, allows the employees' participation in the decisions, and reduces the conflict experienced within the organization thereby increasing socializing (Horton et al., 2014. p. 16).

### 3. CONFLICT MANAGEMENT

Conflict management aims to reach positive results for individual and organizational development and prevent negative results (Mirzeoğlu, 2005. p. 52). We can talk about three basic approaches on the conflicts which occur in the organization.

They can be listed as traditional, behavioral and interactive approaches. Based on classical management thought, conflict is an undesired event. It should be avoided if possible and it should be immediately solved and eliminated as soon as it occurs. This attitude is also implied in the Scientific Management Movement led by Taylor, management theory developed in the leadership of Henri Fayol and Weber's Bureaucracy Theory. These approaches envisage developing a rational organizational structure. In this approach, conflict is destructive in general and the duty of the management is protect the organization from conflicts in this regard. Based on neoclassical approach, on the other hand, conflict is an undesired phenomenon; it disconcerts the organization, creates confusion; and actions should be taken to eliminate them as soon as they occur. Based on this approach, all conflicts are not destructive and some group conflicts might have positive social functions. Based on modern approach, on the other hand, regardless of what kind of a structuring and functionality organizations have, conflicts that occur within them are unavoidable and even necessary formations. Although more or less of the conflicts within organizations are harmful for organizational goals, a conflict at an optimal level is always promoted. The presence of conflict at a certain level promotes innovation, improvement, creativity, effectiveness etc. within organizations. We can set forth the way the subject conflict is addressed in the organizational hypotheses as shown in Table 2 (Akçakaya, 2003. p. 4-5).

In the face of the unavoidability of conflict within the organizations, every approach can use one or several of the following methods so as to solve conflicts (Sarpkaya, 2002. p. 422).

#### 3.1. Problem Solving Method

It is the main goal of this management to solve the problem. In this method, the parties in conflict are confronted. The main goal

**Table 2: Ways of addressing the subject of conflict based on organizational hypotheses**

<b>Traditional approach (classical and neoclassical)</b>	<b>Modern approach (interaction model)</b>
Conflict is avoidable	Conflict is unavoidable
Conflict is revealed in forming the organizational structure of the management and the mistakes in its managing and by problem creators	Conflict originates from the unavoidable differences in organizational structure, unavoidable differences in goals, differences in the perceptions of the lines and staffs to values and problems and several similar reasons
Conflict interrupts the regular operation of the organization and prevents optimal work success (performance)	Conflict can contribute to organizational success at different levels as well as lead to reduction in it
It is the main duty of the management to eliminate conflict	It is the duty of the management to manage the solution of the conflict to serve organizational success
Optimal organizational work success requires the elimination of the conflict	Optimal organizational work success requires the presence of an organizational conflict at a reasonable level

in confronting the parties within the conflict is the belief that even the parties in conflict can have common points.

### 3.2. Superior Goals Management

The higher goals technique which is used in solving the conflicts between the groups stipulates the formation of a set of common goals or targets. These goals cannot be implemented unless the groups in conflict enter into a coordinate work.

### 3.3. Appeasement Method

In this method, common sides of the parties are emphasized instead of the reasons leading the conflict. Behind this technique lies the belief that the “emphasis of the common opinions about some matters facilitates the movement in line with common goal.” If the difference between the groups is severe, behaviors such as appeasement and escape could only be a short term solution at the most.

### 3.4. Voting Method

Conflicting parties are one by one given the opportunity to explain their opinions in front of a community and as a result, voting is sought from this community which has a certain opinion about dispute. Thus, the problem is solved in favor of the party which is decided by the majority.

### 3.5. Avoiding Method

The workers’ failure to realize their own goals or others’ goals. In other words, it is the non-confrontation of the individuals or groups with conflict potential.

### 3.6. Increasing Sources

One main reason for inter-group conflicts is the limited sources. The success of a group in seizing sources leads to the failure of another group. Scarce sources of an organization can be any positions, moneys, tools and equipment within the organization.

### 3.7. Reconciliation

Reconciliation is reaching a mutual acceptable solution in which individuals can only take only some part of the desired thing. There is no absolute winner or loser in this technique, and decisions taken are probably not ideal for either of the groups. Reconciliation technique can be most effectively used if the desired goal (for example, money) is shared equally. If this is not possible, one of the groups should compromise and give up some values. Reconciliation can also require the intervention by a third person or a group. An arbitrator can be sought in this case.

### 3.8. Case Study

This method is a method which aims to study on an actual event which is similar to the matter on which workers have conflicted and change their behaviors. An effective conflict method creates an innovative working environment, improves team spirit, establishes trust, eliminate polarization of them against us, and add significant values to an organization. And, an effective leadership is required for the effective functioning of the conflict management which adds significant values to an organization (Odetunde, 2013. p. 5323).

## 4. ORGANIZATIONAL ALIENATION

Alienation concept was used for the first time in “Phenomenology of Spirit” (1807) by Hegel (Yapıcı, 2004. p. 1). Found in the philosophical dimension from the antic era to Hegel, alienation gained a different dimension and moved to economic area with Marx (Küçükali, 2002. p. 328). Alienation concept is defined as a social-psychological disease condition which results from an introvert attitude brought by the absence of values in literature in general and contemporary peoples’ inability to be involved in social processes (Pappenheim, 2000. p. 44). Expressing the person’s feeling of alienation or abandonment from his environment, work, product of labor, personality, this concept is generally defined as the “reduction in adaptation of the individual with his social, cultural and natural environment, ineffectiveness in his supervision on his environment and reduction in such supervision and adaptation gradually leading to the loneliness and desperateness of the individual (Tükel, 2012. p. 39). Types of alienation were determined for the first time by Seeman (1959) and they were expressed as weakness, meaninglessness, irregularity, alienation from the society (isolation) and self-alienation (Salihoğlu, 2014. p. 3).

- Weakness dimension: Is the individuals’ inability to manage his behaviours, events’ lack of the consciousness to manage the events
- Meaninglessness dimension: Is the individual’s inability to decide which rights and what to believe
- Irregularity dimension: Is the individual’s exhibiting behaviours which are not conforming to social values, rights
- Alienation from the society: Is the socially valuable facts not making any sense for the individual
- Self-alienation: Is the individual’s alienation from the social structure, from the self and non-adaptation with the social structure.

When there is a way, factor or practice which brings about alienation in the members of organization, organizational structure or environmental factors, this is expressed as organizational alienation concept. Organizational alienation which can be defined as the result of the events such as having the characteristics or division and class bureaucracy in a society as a whole in the organization is generally defined as the individuals’ alienation from their expectations, values, rules and relationships. There are a number of factors which directly or indirectly affect alienation in organizations. They can be classified as organizational and environmental factors within themselves. The organizational elements which lead to alienation are (Şimşek et al., 2006. p. 576-577).

- Way of management
- Past events and experiences
- Size of the organization (audit field, transfer of authority, specialized personnel, centralization or non-centralization)
- Information flow
- Group characteristics (social structures of groups, role structures in groups, group norm, intragroup cooperation, leadership in groups)

- Modular relationships (mannered, temporary and superficial relations which are established due to reasons such as organization commitment etc.)
- Manufacturing type (unit manufacturing, serial manufacturing, non-stop manufacturing, order based manufacturing)
- Division of labor
- Working conditions (noise, high work pace and fatigue, boredom and monotonousness, isolation, working hours, working at a fixed place, participation and human relations)
- Beliefs and attitudes.

The environmental factors which lead to alienation, on the other hand are;

- Economic structure
- Technological structure
- Social and cultural structure
- Industrialization, urbanization and social disintegration
- Political and legal structure
- Unionisations and
- Mass media.

Organizational alienation is expressed as the dissatisfaction condition experienced by the organizational individual in matters such as his power, his perspective for vocational improvement and change, expectation to be recognized and accepted by his superiors (Eryılmaz and Burgaz, 2011. p. 273). Alienation leads to many negative results on the employees. Alienation from work leads to loss of work and life satisfaction, low productivity, low motivation, high work stress, low loyalty towards work and organization, high level of labor transfer, quitting work, taking dislike of work, alienation from work, low organizational health perception and negative effect on intrabusiness social costs (Taştan et al., 2014. p. 124). As is seen, organizational alienation brings about significant results on both employees and the organization. Therefore, there are many studies about organizational alienation in literature. However, there are almost no studies that analyze the relationship between organizational alienation, which is one of the negative results of organizational conflict, and organizational conflict management. Therefore, the relationship between organizational conflict management and organizational alienation is analyzed in our study.

## 5. RESEARCH METHOD

### 5.1. Purpose and Importance of the Research

This study has researched how organizational conflict management affects organizational alienation, which is one of the negative results of the conflicts that are experienced within the organization, and particularly which dimension of conflict management leads to organizational alienation. This research has also set forth the level of the relationship between organizational conflict management and organizational alienation. This study was also done to determine the organizations which successfully manage and do not manage the conflict within the organization and make the human resource policies which are applied by the organizations that successfully manage their organizations a model for other organizations. This study was also done to determine whether demographic characteristics affect organizational conflict and

organizational alienation which is a result of organizational conflict.

### 5.2. Sampling of the Research and Data Collection Tool

Having been perceived as only transportation at the beginning, the areas of activity of logistics have expanded in time and the need for labor to work in this area has gradually increased. Human resources have gradually gained importance in the logistic field particularly upon the acceleration gained in the industry recently and consciousness experienced in perceiving the industry. From this point of view, we applied surveys to 76 persons working at logistics companies operating in Zonguldak and Mersin by complete count method in order to produce human resources policies for the employees who are considered a valuable asset for the logistics industry.

In the research, "Conflict Management Scale" was used to determine the perception levels of the employees with regard to conflict management (The Rahim Organizational Conflict Inventory II). Developed by Rahim (1983) and consisting of 28 expressions, the scale measures the sub-dimensions of "integration," "compromise," "domination," "avoidance," and "reconciliation." In this scale, 5-phase Likert type grading scale was exploited to determine the reactions of the participant individuals for the given expressions. In this scale, expressions vary in the range of (1) "strongly disagree," (2) "disagree," (3) "I have no idea," (4) "agree" and (5) "strongly agree."

In the research, the alienation scale which was developed by Ofluoğlu and Büyükyılmaz (2008) was used to determine the alienation levels of the employees. Consisting of 14 expressions, the alienation scale consists of 5 sub-dimensions which are namely "weakness," "meaninglessness," "irregularity," "alienation from the society" and "self-alienation." In this scale, 5-phase Likert type grading scale was exploited to determine the reactions of the participant individuals for the given expressions. In this scale, expressions vary in the range of (1) "strongly disagree," (2) "disagree," (3) "I have no idea," (4) "agree" and (5) "strongly agree." Moreover, a personal information form consisting of 5 questions was used in order to collect information about the sex, marital status, income, education and working experience of the participants.

### 5.3. Hypotheses of the Research

The hypotheses which are prepared by exploiting literature information will be tested in this study:

- H<sub>1</sub>: There is a relationship between conflict management and alienation
- H<sub>2</sub>: There is a reverse relationship between conflict management and alienation perception
- H<sub>3</sub>: There is a significant relationship between the dimensions of conflict management and alienation perception
- H<sub>4</sub>: There is a significant difference between conflict management and alienation perception based on sex
- H<sub>5</sub>: There is a significant difference between conflict management and alienation perception based on marital status

H<sub>6</sub>: There is a significant difference between conflict management and alienation perception based on income

H<sub>7</sub>: There is a significant difference between conflict management and alienation perception based on education

H<sub>8</sub>: There is a significant difference between conflict management and alienation perception based on working experience.

#### 5.4. Findings Obtained from the Research

Based on the findings obtained from the research, 73.3% of the participants who are working for the logistics company operating in Zonguldak province are male while 26.7% of them are female. 45.5% of the participants who are working in Mersin province are male while 54.5% of them are female (Table 3).

Upon the examination of the ages of the participants of the research, it was seen that 43.3% of the participants who are working for the logistics company in Zonguldak province were at the age range of 29-39 while 52.3% of the participants who are working in Mersin province were likewise at the age range of 29-39 (Table 4).

Based on the findings obtained from the research, it was seen that 53.3% of the participants who are working for the logistics company which is operating in Zonguldak province were high school graduates while 59.1% of the participants who are working in Mersin province had undergraduate degree (Table 5).

Upon the examination of the income levels of the participants of the research, it was determined that 96.7%, i.e., almost all, of the participants who are working for the logistics company operating in Zonguldak received a salary in the amount of 5001 TL and higher, and 86.4% of the participants who are working in Mersin province received a salary between 1000-3000 TL (Table 6).

**Table 3: Findings obtained from the research in sex**

Sex	Frequency	Percent	Cumulative (%)
Zonguldak			
Male	22	73.3	73.3
Female	8	26.7	100.0
Total	30	100.0	
Mersin			
Male	20	45.5	45.5
Female	24	54.5	100.0
Total	44	100.0	

**Table 4: Findings obtained from the research in age range**

Age	Frequency	Percent	Cumulative (%)
Zonguldak			
18-28	6	20	20
29-39	13	43.3	63.3
40-50	9	30	93.3
51-61	2	6.7	100.0
62 and older	0	0	100.0
Total	30	100.0	
Mersin			
18-28	19	43.2	43.2
29-39	23	52.3	95.5
40-50	2	4.5	100.0
51-61	0	0	100.0
62 and older	0	0	100.0
Total	44	100.0	

Upon the examination of the job experience of the participants of the research, it was seen that 63.3% of the participants who are working for the logistics company which is operating in Zonguldak province and 65.9% of the participants who are working in Mersin province were changing employees between 1 and 10 years (Table 7).

Upon the examination of the marital status of the participants of the research, it was determined that 53.3% of those working in Zonguldak province were married and 43.7% were single while 59.1% of those working in Mersin province were married and 38.6% of them were single (Table 8).

#### 5.5. Analysis of Research Data

While evaluating the findings which are obtained in the study, SPSS 20.0 (Statistical Package for Social Sciences) program was used for the statistical analyses. Reliability analysis was made in determining the reliability of the research data. Correlation analysis, multiple regression analysis and one-way ANOVA test were used in order to determine the relationship between the variables, direction and effects of the relationship.

##### 5.5.1. Reliability analysis

Alpha coefficient (Cronbach's Alpha) was exploited in testing the reliability of the scales which were used in the research. As a result of the reliability analysis which was performed in the package program, alpha coefficient was calculated as 0.863 for the conflict management scale and 0.797 for the alienation scale. These figures indicate that the scales have high internal consistency.

**Table 5: Findings obtained from the research in education**

Education	Frequency	Percent	Cumulative (%)
Zonguldak			
High school	16	53.3	53.3
College	6	20	73.3
Under-graduate	7	23.4	96.7
Post-graduate	1	3.3	100.0
Total	30	100.0	
Mersin			
High school	3	6.8	6.8
College	12	27.3	34.1
Under-graduate	26	59.1	93.2
Post-graduate	3	6.8	100.0
Total	44	100.0	

**Table 6: Findings obtained from the research in income level**

Income level	Frequency	Percent	Cumulative (%)
Zonguldak			
2001-3000 TL	1	3.3	3.3
5001 TL and higher	29	96.7	100.0
Total	30	100.0	
Mersin			
1000-2000 TL	19	43.2	43.2
2001-3000 TL	19	43.2	86.4
3001-4000 TL	3	6.8	93.2
4001-5000 TL	1	2.3	95.5
5001 TL and higher	2	4.5	100.0
Total	44	100.0	

5.5.2. Correlation analysis

Table 9 shows cronbach alpha values of conflict management and organizational alienation. The results regarding the correlation analysis (Pearson correlation) between the main independent variable (organizational conflict management) and dependent variable (organizational alienation) for those working in Zonguldak and Mersin provinces are given in Tables 10 and 11.

Based on the results of the correlation analysis, while there was a reverse medium level relationship between conflict management and organizational alienation for those working in Zonguldak province, no relationship was determined between conflict management and organizational alienation for those working in Mersin province.

The results of the correlation analysis in which the relationship between the dimensions of conflict management and organizational alienation are examined for Zonguldak and Mersin provinces are given in Tables 12 and 13.

Based on the result of the correlation analysis for Zonguldak province, there was a significant difference found between the dimensions of conflict management (integration, domination and reconciliation) and organizational alienation.

**Table 7: Findings obtained from the research in job experience**

Job experience	Frequency	Percent	Cumulative (%)
Zonguldak (year)			
<1	2	6.7	6.7
1-10	19	63.3	70
11-21	5	16.7	86.7
22-32	3	10	96.7
33-44	1	3.3	100.0
Total	30	100.0	
Mersin (year)			
<1	9	20.5	20.5
1-10	29	65.9	86.4
11-21	6	13.6	100.0
Total	44	100.0	

**Table 8: Findings obtained from the research in marital status**

Marital status	Frequency	Percent	Cumulative (%)
Zonguldak			
Married	16	53.3	53.3
Single	14	43.7	100.0
Total	30	100.0	
Mersin			
Married	26	59.1	59.1
Single	17	38.6	97.7
Widow/divorced	1	2.3	100.0
Total	44	100.0	

**Table 9: Reliability results of the conflict management and alienation scale**

Scales	Number of expressions	Cronbach's alpha
Conflict management	28	0.863
Organizational alienation	14	0.797

Based on the result of the correlation analysis for Mersin province, no significant relationship could be found between the dimensions of conflict management and organizational alienation.

The results of the ANOVA analysis which was made to research whether there was a significant difference between conflict management and organizational alienation for Zonguldak and Mersin provinces are given in Tables 14 and 15.

Based on the ANOVA analysis made for Zonguldak province, there was a significant difference determined between organizational conflict management and organizational alienation for both models.

Based on the ANOVA analysis made for Mersin province, there was no significant difference determined between organizational conflict management and organizational alienation for each of the four models.

5.5.3. Regression analysis

The results which are obtained from the regression analysis which is a statistical analysis in evaluating the effect of one or several independent variables (integration, domination and reconciliation) on a dependent variable (organizational alienation) for Zonguldak and Mersin provinces are given in Tables 16 and 17.

Based on the result which was obtained from the multiple regression model made for Zonguldak province, model 1 was

**Table 10: Correlation analysis for conflict management and organizational alienation (Zonguldak)**

Conflict management	Organizational alienation
Pearson correlation	-0.504
Significant (two-tailed)	0.004

**Table 11: Correlation analysis for conflict management and organizational alienation (Mersin)**

Conflict management	Organizational alienation
Pearson correlation	-0.009
Significant (two-tailed)	0.952

**Table 12: Correlation analysis for the dimensions of conflict management and organizational alienation (Zonguldak)**

Conflict management	Organizational alienation
Integration	
Pearson correlation	-0.500
Significant (two-tailed)	0.005
Compromise	
Pearson correlation	-0.230
Significant (two-tailed)	0.221
Domination	
Pearson correlation	-0.388
Significant (two-tailed)	0.034
Avoidance	
Pearson correlation	-0.146
Significant (two-tailed)	0.440
Reconciliation	
Pearson correlation	-0.487
Significant (two-tailed)	0.006

**Table 13: Correlation analysis for the dimensions of conflict management and organizational alienation (Mersin)**

Conflict management	Organizational alienation
Integration	
Pearson correlation	-0.126
Significant (two-tailed)	0.414
Compromise	
Pearson correlation	0.006
Significant (two-tailed)	0.967
Domination	
Pearson correlation	-0.001
Significant (two-tailed)	0.996
Avoidance	
Pearson correlation	-0.028
Significant (two-tailed)	0.859
Reconciliation	
Pearson correlation	0.121
Significant (two-tailed)	0.434

**Table 14: Relationship between conflict management and organizational alienation - ANOVA (Zonguldak)**

Models	Sum of squares	Mean square	F	Significant
Model 1				
Regression	439.231	146.410	5.330	0.005
Residual	714.136	27.467		
Total	1153.367			
Model 2				
Regression	424.664	212.332	7.867	0.002
Residual	728.703	26.989		
Total	1153.367			

rejected and model 2 was accepted. It was determined that the integration and domination dimensions of the organizational conflict management, which was an independent variable according to the model, explained 32% of the change in the dependent variable (organizational alienation). Accordingly, the regression equation which was obtained for Zonguldak province was formed as follows.

$$“Organizational Alienation = 62.479 - (1.064 \times Integration) - (0.634 \times Domination)” \quad (1)$$

Based on the result which was obtained from the multiple regression model made for Mersin province; Model 1, Model 2, Model 3 and Model 4 were rejected.

**5.5.4. Hypotheses based on demographic characteristics and scrutinizing conflict management and alienation perception levels**

Tables 18 and 19 give the t-test results where conflict management perception levels of those working in Zonguldak and Mersin respectively are evaluated in terms of sex variable in Zonguldak and Mersin respectively. Based on these results, there was no significant difference ( $P > 0.05$ ) found between the conflict management perception levels and sex variable of the participants who are working in Zonguldak and Mersin.

Tables 20 and 21 give the t-test results where organizational alienation perception levels of those working in Zonguldak

**Table 15: Relationship between conflict management and organizational alienation - ANOVA (Mersin)**

Models	Sum of squares	Mean square	F	Significant
Model 1				
Regression	219.110	43.822	0.888	0.499
Residual	1874.799	49.337		
Total	2093.909			
Model 2				
Regression	216.008	54.002	1.122	0.360
Residual	1877.901	48.151		
Total	2093.909			
Model 3				
Regression	212.825	70.942	1.509	0.227
Residual	1881.084	47.027		
Total	2093.909			
Model 4				
Regression	206.877	103.438	2.247	0.119
Residual	1887.032	46.025		
Total	2093.909			

**Table 16: Conflict management and organizational alienation – Regression analysis (Zonguldak)**

Models	$\beta$	T	Significant	R	R <sup>2</sup>	Adjusted R <sup>2</sup>
Model 1						
Constant	63.802	6.536	0.000	0.617	0.381	0.309
Integration	-0.879	-2.022	0.054			
Domination	-0.540	-1.728	0.096			
Reconciliation	-0.322	-0.728	0.473			
Model 2						
Constant	62.479	6.571	0.000	0.607	0.368	0.321
Integration	-1.064	-3.048	0.005			
Domination	-0.634	-2.245	0.033			

and Mersin respectively are evaluated in terms of sex variable Zonguldak and Mersin respectively. Based on these results, there was no significant difference ( $P > 0.05$ ) found between the organizational alienation perception levels and sex variable of the participants who are working in Zonguldak and Mersin.

Tables 22 and 23 give the one-way ANOVA analysis results where conflict management perception levels of those working in Zonguldak and Mersin respectively are evaluated in terms of marital status variable. Based on these results, there was no significant difference ( $P > 0.05$ ) found between the conflict management perception levels of the participants who are working in Zonguldak and Mersin and marital status variable.

Tables 24 and 25 give one-way ANOVA analysis results where organizational alienation perception levels of those working in Zonguldak and Mersin respectively are evaluated in terms of marital status variable. Based on these results, there was no significant difference ( $P > 0.05$ ) found between the organizational alienation perception levels of those working in Zonguldak and Mersin in terms of marital status variable.

Tables 26 and 27 give one-way ANOVA analysis results where organizational conflict perception levels of those working in Zonguldak and Mersin respectively are evaluated in terms of income variable. Based on these results, there was no significant

difference ( $P > 0.05$ ) found between the organizational conflict perception levels of those working in Zonguldak and Mersin in

**Table 17: Conflict management and organizational alienation – Regression analysis (Mersin)**

Models	$\beta$	T	Significant	R	R <sup>2</sup>	Adjusted R <sup>2</sup>
<b>Model 1</b>						
Constant	35.744	2.657	0.011	0.323	0.105	-0.013
Domination	-0.100	-0.251	0.803			
Integration	-1.218	-1.848	0.072			
Compromise	-0.079	-0.301	0.765			
Reconciliation	1.226	1.868	0.070			
<b>Model 2</b>						
Constant	35.555	2.679	0.011	0.321	0.103	0.011
Domination	-0.101	-0.257	0.798			
Integration	-1.235	-1.906	0.064			
Compromise	-0.096	-0.379	0.707			
Reconciliation	1.164	1.940	0.060			
<b>Model 3</b>						
Constant	34.644	2.741	0.009	0.319	0.102	0.034
Integration	-1.237	-1.932	0.061			
Compromise	-0.088	-0.356	0.724			
Reconciliation	1.131	1.953	0.058			
<b>Model 4</b>						
Constant	33.718	2.756	0.009	0.314	0.099	0.055
Integration	-1.239	-1.957	0.057			
Reconciliation	1.098	1.941	0.059			

terms of income variable.

Tables 28 and 29 give one-way ANOVA analysis results where organizational alienation perception levels of those working in Zonguldak and Mersin respectively are evaluated in terms of income variable. Based on these results, there was no significant difference ( $P > 0.05$ ) found between the organizational alienation perception levels of those working in Zonguldak and Mersin in terms of income variable.

Tables 30 and 31 give one-way ANOVA analysis results where organizational conflict perception levels of those working in Zonguldak and Mersin respectively are evaluated in terms of education variable. Based on these results, there was no significant difference ( $P > 0.05$ ) found between the organizational conflict perception levels of those working in Zonguldak and Mersin in terms of education variable.

Tables 32 and 33 give one-way ANOVA analysis results where organizational alienation perception levels of those working in Zonguldak and Mersin respectively are evaluated in terms of education variable. Based on these results, there was no significant difference ( $P > 0.05$ ) found between the organizational alienation perception levels of those working in Zonguldak and Mersin in terms of education variable.

**Table 18: Independent-samples t-test for conflict management and sex (Zonguldak)**

Conflict Management	Levene's test for equality of variances		t-test for equality of means				
	F	Significant	t	df	Significant (two-tailed)	Mean difference	SE difference
Equal variances assumed	2.767	0.107	0.158	28	0.876	0.75155	4.76814
Equal variances not assumed			0.221	20.860	0.827	0.75155	3.40201

SE: Standard error

**Table 19: Independent-samples t-test for conflict management and sex (Mersin)**

Conflict Management	Levene's test for equality of variances		t-test for equality of means				
	F	Significant	t	df	Significant (two-tailed)	Mean difference	SE difference
Equal variances assumed	0.000	0.989	-0.882	42	0.383	2.46667	2.79742
Equal variances not assumed			-0.881	40.513	0.383	2.46667	2.79862

SE: Standard error

**Table 20: Independent-samples t-test for organizational alienation and sex (Zonguldak)**

Organizational Alienation	Levene's test for equality of variances		t-test for equality of means				
	F	Significant	t	df	Significant (two-tailed)	Mean difference	SE difference
Equal variances assumed	4.692	0.039	0.607	28	0.549	1.67081	2.75241
Equal variances not assumed			0.482	7.603	0.643	1.67081	3.46678

SE: Standard error

**Table 21: Independent-samples t-test for organizational alienation and sex (Mersin)**

Organizational Alienation	Levene's test for equality of variances		t-test for equality of means				
	F	Significant	t	df	Significant (two-tailed)	Mean difference	SE difference
Equal variances assumed	0.177	0.676	-0.004	42	0.997	-0.00833	2.13776
Equal variances not assumed			-0.004	33.931	0.997	-0.00833	2.20046

SE: Standard error

**Table 22: One-way ANOVA analysis for marital status and conflict management (Zonguldak)**

Marital status	N	Mean	SD	SE	F	Significant
Married	16	98.0625	9.02196	2.25549	0.650	0.427
Single	14	101.2857	12.77274	3.41366		
Total	30	99.5667	10.85860	1.98250		

SD: Standard deviation, SE: Standard error

**Table 23: One-way ANOVA analysis for marital status and conflict management (Mersin)**

Marital status	N	Mean	SD	SE	F	Significant
Married	26	100.3462	10.36124	2.03201	2.479	0.096
Single	17	103.4118	5.99019	1.45283		
Widow/divorced	1	119.0000				
Total	44	101.9545	9.21565	1.38931		

SD: Standard deviation, SE: Standard error

**Table 24: One-way ANOVA analysis for marital status and organizational alienation (Zonguldak)**

Marital status	N	Mean	SD	SE	F	Significant
Married	16	27.0000	4.99333	1.24833	2.204	0.149
Single	14	23.6429	7.31287	1.95445		
Total	30	25.4333	6.30645	1.15139		

SD: Standard deviation, SE: Standard error

**Table 25: One-way ANOVA analysis for marital status and organizational alienation (Mersin)**

Marital status	N	Mean	SD	SE	F	Significant
Married	26	25.4231	4.90039	0.96105	1.782	0.181
Single	17	29.4118	9.10397	2.20804		
Widow/divorced	1	29.0000				
Total	44	27.0455	6.97822	1.05201		

SD: Standard deviation, SE: Standard error

**Table 26: One-way ANOVA analysis for income and conflict management (Zonguldak)**

Income	N	Mean	SD	SE	F	Significant
2001-3000	1	102.000			0.050	0.824
5001 TL and higher	29	99.4828	11.04090	2.05024		
Total	30	99.5667	10.85860	1.98250		

SD: Standard deviation, SE: Standard error

**Table 27: One-way ANOVA analysis for income and conflict management (Mersin)**

Income	N	Mean	SD	SE	F	Significant
1000-2000	19	104.3158	9.58617	2.19922	0.750	0.564
2001-3000	19	99.9474	9.29441	2.13228		
3001-4000	3	103.0000	9.53939	5.50757		
4001-5000	1	104.0000				
5001 TL and higher	2	96.0000	0.00000	0.00000		
Total	44	101.9545	9.21565	1.38931		

SD: Standard deviation, SE: Standard error

**Table 28: One-way ANOVA analysis for income and organizational alienation (Zonguldak)**

Income	N	Mean	SD	SE	F	Significant
2001-3000	1	20.0000			0.762	0.390
5001 TL and higher	29	25.6207	6.33253	1.17592		
Total	30	25.4333	6.30645	1.15139		

SD: Standard deviation, SE: Standard error

**Table 29: One-way ANOVA analysis for income and organizational alienation (Mersin)**

Income	N	Mean	SD	SE	F	Significant
1000-2000	19	27.1579	6.35315	1.45751	0.087	0.986
2001-3000	19	26.8947	8.38580	1.92383		
3001-4000	3	26.3333	4.61880	2.66667		
4001-5000	1	31.0000				
5001 TL and higher	2	26.5000	6.36396	4.50000		
Total	44	27.0455	6.97822	1.05201		

SD: Standard deviation, SE: Standard error

**Table 30: One-way ANOVA analysis for education and conflict management (Zonguldak)**

Income	N	Mean	SD	SE	F	Significant
High school	16	27.6875	5.42487	1.35622	0.050	0.824
College	6	23.0000	6.44981	2.63312		
Under-graduate	7	23.1429	7.31274	2.76396		
Post-graduate	1	20.0000				
Total	30	25.4333	6.30645	1.15139		

SD: Standard deviation, SE: Standard error

**Table 31: One-way ANOVA analysis for education and conflict management (Mersin)**

Income	N	Mean	SD	SE	F	Significant
High school	3	106.3333	6.65833	3.84419	0.944	0.428
College	12	104.8333	11.65281	3.36388		
Under-graduate	26	100.1538	8.54022	1.67488		
Post-graduate	3	101.6667	1.52753	0.88192		
Total	44	101.9545	9.21565	1.38931		

SD: Standard deviation, SE: Standard error

**Table 32: One-way ANOVA analysis for education and organizational alienation (Zonguldak)**

Income	N	Mean	SD	SE	F	Significant
High school	16	27.6875	5.42487	1.35622	1.635	0.205
College	6	23.0000	6.44981	2.63312		
Under-graduate	7	23.1429	7.31274	2.76396		
Post-graduate	1	20.0000				
Total	30	25.4333	6.30645	1.15139		

SD: Standard deviation, SE: Standard error

**Table 33: One-way ANOVA analysis for education and organizational alienation (Mersin)**

Education	N	Mean	SD	SE	F	Significant
High school	3	27.0000	6.24500	3.60555	1.731	0.176
College	12	26.2500	5.04750	1.45709		
Under-graduate	26	26.4231	7.72618	1.51523		
Post-graduate	3	35.6667	1.15470	0.66667		
Total	44	27.0455	6.97822	1.05201		

SD: Standard deviation, SE: Standard error

Tables 34 and 35 give one-way ANOVA analysis results where organizational conflict perception levels of those working in Zonguldak and Mersin respectively are evaluated in terms of job experience. Based on these results, there was no significant difference ( $P > 0.05$ ) found between the organizational conflict perception levels of those working in Zonguldak and Mersin in

terms of job experience variable.

Tables 36 and 37 give one-way ANOVA analysis results where organizational alienation perception levels of those working in Zonguldak and Mersin provinces respectively are evaluated in terms of job experience variable. Based on these results, there was no significant difference ( $P > 0.05$ ) found between the organizational alienation perception levels of those working in Zonguldak and Mersin in terms of job experience variable.

## 6. CONCLUSION

Our study researches the reasons for conflict and at which dimension(s) conflict management is more effective rather than the presence of a conflict between those working in the organizations within our review scope. The conflict which is more than necessary or not goal oriented causes employees to experience psychological

**Table 34: One-way ANOVA analysis for job experience and conflict management (Zonguldak)**

Job experience (years)	N	Mean	SD	SE	F	Significant
<1	2	103.0000	9.89949	7.00000	1.008	0.422
1-10	18	99.8889	9.37386	2.20944		
11-21	6	103.0000	16.39512	6.69328		
22-32	3	88.3333	2.08167	1.20185		
33-44	1	100.0000				
Total	30	99.5667	10.85860	1.98250		

SD: Standard deviation, SE: Standard error

**Table 35: One-way ANOVA analysis for job experience and conflict management (Mersin)**

Job experience (years)	N	Mean	SD	SE	F	Significant
<1	9	102.0000	7.54983	2.51661	0.025	0.976
1-10	29	102.1034	10.18874	1.89200		
11-21	6	101.1667	7.54763	3.08131		
Total	44	101.9545	9.21565	1.38931		

SD: Standard deviation, SE: Standard error

**Table 36: One-way ANOVA analysis for job experience and organizational alienation (Zonguldak)**

Job experience (years)	N	Mean	SD	SE	F	Significant
<1	2	23.5000	12.02082	8.50000	1.021	0.416
1-10	18	26.0556	6.40287	1.50917		
11-21	6	21.6667	4.67618	1.90904		
22-32	3	28.6667	4.50925	2.60342		
33-44	1	31.0000				
Total	30	25.4333	6.30645	1.15139		

SD: Standard deviation, SE: Standard error

**Table 37: One-way ANOVA analysis for job experience and organizational alienation (Mersin)**

Job experience (years)	N	Mean	SD	SE	F	Significant
<1	9	23.1111	6.95422	2.31807	1.875	0.166
1-10	29	28.1034	6.96083	1.29259		
11-21	6	27.8333	5.91326	2.41408		
Total	44	27.0455	6.97822	1.05201		

SD: Standard deviation, SE: Standard error

problems. Organizational alienation, which is considered a psychological problem, also subsequently affects organizations adversely. Recent studies on human resources have shown that psychological factors are at least as much effective as physical factors on the worker's efficiency. Based on this viewpoint, we focused on two important topics, namely organizational alienation and organizational conflict management, which are included among the factors that affect the psychological conditions of the working environment, examined the relationship between them and reached the following results. These results are deemed to be contributing to the businesses which operate in the similar industry to design a proper working environment for and create next generation human resources policies.

Based on the correlation analysis result made in this research which examines the relationship between conflict management and organizational alienation; it was determined that those working for the logistics company which operates in Zonguldak province experienced a medium level of conflict with each other and this conflict led to organizational alienation. It was determined that the participants who are working for the logistics company which operates in Mersin province did not experience organizational conflict with each other and as a result they did not feel alienation from the organization. These results show that Zonguldak port cannot attract branded corporate logistics companies in the industry due to the facts that big tonnage vessels cannot approach due to low draft of Zonguldak port, container transportation cannot be made in the ports, loading and unloading processes take too long time, combined transportation lacks in improved infrastructure, there are no modern logistics facilities and an active free zone, logistics service providers are insufficient in terms of equipment, technology, cost, service diversity and quality, logistics industry employees are not graduates of logistics related departments of the universities, major industries have little expectation about integrated logistics activities, some of them prefer to use their own fleets, some of the logistics related departments of the regional universities are too new, some of them have not produced any graduates yet, and some of them have not even taken any students, university-industry cooperation is not strong, there are no consultancy companies for the logistics industry, there are no corporate/branded service provider companies in the logistics industry, major industries work with low profit margin and they are exposed to be affected by global crises. Yet, Mersin port seems to attract the leading and branded companies because it is better than Zonguldak port as it does not have the disadvantages of Zonguldak port and due to both its trade volume and infrastructure and market opportunities. These companies consider their employees as the most valuable assets of the company and they perform many activities in order to enable the improvement of its employees. These companies increase the satisfaction of their employees thanks to the human resource policies that they apply, increase their efficiency and commitment to the institution, enable the employees' participation in decision formation thereby creating a working environment which allows the employees to improve themselves. The employees in these fast growing companies which are open for change and learning are given the duties which are best for them to obtain the highest efficiency. Thus, the potential conflict which might occur among the employees by these methods

of these companies is eliminated. In our study, which was made by this viewpoint, it was seen that the companies operating in Mersin province eliminated the conflict between their employees thanks to the human resources policies they apply as they are well-known countries in the industry worldwide. Promoted both theoretically and practically, these results suggest that Zonguldak port and the logistics companies which operate in Zonguldak port should take Mersin model as an example while restructuring. And the practicability of these results which are recommended for the industry is what makes this study valuable.

As a result of the correlation analysis which was made for the dimensions of conflict management and organizational alienation, it was determined that there was a significant relationship between organizational conflict and organizational alienation with its integration, domination and reconciliation dimensions. The conflict occurring in only three dimensions of conflict management can depend on the personality traits and social value judgments of the employees in Zonguldak province.

In the one-way ANOVA analysis which was made to research whether there is a difference between conflict management and organizational alienation, while difference was obtained between conflict management and organizational alienation for Zonguldak province, no difference was found between conflict management and organizational alienation for Mersin province. The results which were obtained from the ANOVA analysis seem to promote the correlation analysis.

Based on the regression analysis made, there was a relationship determined between organizational alienation and integration, and domination dimensions of conflict management. Based on the model, it was determined that integration and domination dimensions of conflict management, which is an independent variable, explained 32% of the change in the dependent variable (organizational alienation).

It was determined that there was a significant difference between demographic variables and conflict management and organizational alienation as a result of the analyses made to research how the demographic variables; sex, marital status, income, education and job experience affect conflict management and organizational alienation. This is because the conflicts between the employees do not originate from the demographic characteristics of the employees but from their personality traits and way of management.

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