The Effects of Work Exclusion on Work Alienation and Colleague Support on Private Sport Enterprises Trainers

Research Article

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ABSTRACT

This study is carried out to examine the effect of organizational exclusion on work alienation and the support of colleagues trainers working in private sports enterprises. The sample of the research consists of 183 trainers, 21 of whom are women and 162 of whom are men working in private sports enterprises. Data were collected by way of "Personal Information Form, Organizational Exclusion, Work Alienation and Colleague Support Scales", while frequency, correlation and regression analysis were used to analyze the data that were obtained. Results show that the organizational exclusion of trainer in private sports enterprises. Organizational exclusion has a positive effect on work alienation, and a negative effect on the support of colleagues. Therefore, it could be deduced that organizational exclusion is a strong determinant of work alienation and the colleagues support on trainers.

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Keywords:

Organizational Exclusion, Work Alienation, Trainers, Colleague Support, Private Sports Enterprises

Introduction

It has been observed that the ability of organizations to maintain their presence more strongly depends on the ability to use their resources effectively and efficiently, in an increasingly competitive environment. One of the most important and variable resources they have is employees. Employees are the primary factors affecting success (Naktiyok and Karabey 2007, 204). However, the ability of employees to perform well and to work efficiently is affected by many variables inside and outside of the organization. An organization's ability to meet the needs and expectations of its employees, and employees' ability to feel the support of the

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organization and of other employees on certain issues have affected the performance of various enterprises (Nergiz and Yılmaz, 20169).

Organizational exclusion is defined as ignoring individuals in the workplace by other employees (Zhao et al., 2013: 220). In this respect, exclusion or exclusion activities within the organization affect many organizational behavior issues. Colleague support includes interaction with other individuals at the same organization level (Mossholder et al., 2005: 609). In order to prevent organizational exclusion, it is possible to think that providing colleagues' support will positively affect this situation. Individuals' perceptions of support from their colleagues are reflected in work-related behaviors, as colleagues' support reduces the individuals' withdrawal and withdrawal behaviors in particular (Mossholder et al., 2005:609). Work alienation can be considered as one of the consequences of work-related negative behavior of organizational exclusion. In this respect, organizations and individuals have a positive role to play in eliminating the sense of alienation (Mohan and Prasad, 2014:242). The positive support effect of friend support can be achieved through alienation to the job. In this context, the success of an organization can be hinged on the minimum level of alienation and organizational exclusion tendencies and the high maintenance of colleagues' support.

The fact that there are many variables that affect the levels of organizational exclusion, job alienation and friend support show that these issues should be handled with so much care. Consequently, the effect of perceived organizational exclusion on work alienation and colleagues support was examined in this study.

Organizational exclusion, is an issue studied in many fields and expressed in different terms. These terms can be defined as the personal perceptions of employees who are ignored by their employers or ignored by their colleagues, such as exclusion, cold standing, expulsion, unawareness, ignorance and exile (Williams, 2007; Williams, 2009; Williams, et al. 2000; Prinstein, Aikins, 2004; Yang, 2012; Williams and gerber, 2005; Hitlan et al. 2006: 217; Leung et al., 2011). More clearly, it is also defined as being excluded, hindered or ignored by others so that individuals are not allowed to establish positive relationships, succeed and gain respect in their workplaces (Hitlan et al., 2006: 217). Exclusion, which is used to express behaviors such as being ignored and excluded, threatens an individual's basic sense of belonging and leads to various damaging effects on the social and mental functions (Williams, 2007, Zadro et al., 2006; Yang, 2012). Workplace is one of the most important social environments in which exclusion is experienced and it is considered as a stress factor associated with working life (Fox and Stallworth, 2005; Haq, 2014; Wu vd., 2012:182). In this regard, the phenomenon of exclusion, which is frequently encountered in the working environment (Wu et al., 2011: 24), creates significant negative effects on both the organization and the employees (Willams and Nida, 2011: 73, Wu et al., 2011: 24; Hitlan et al., 2015: 2).

Work alienation, the concept of alienation as it is often used in contemporary sociology is based upon a philosophical-religious origin (Tolan, 1980:175-178). According to Hegel (1991), who was the first to use the concept of alienation, alienation is the result of the distinction between the physical and spiritual existence of man. The concept was embodied by K. Marx, and started to be used as an assumption of human life (Hilav, 1995:44-45). The concept of work alienation is based on the work of Karl Marx. In Marx's (1993) manuscript named '1844 Elyazmaları', alienation was discussed as "the restriction of man's creativity" and "the compulsion to produce objects of no importance or meaning to himself and to convert freely created objects into marketable goods" (Çelik, 2011: 16). According to Marx, alienation from work is the separation of the worker from the product in which he/she is involved in the production process or from the people involved in the process of production and consumption (Nair and Vohra, 2010).

When we look at the definitions of alienation outside of Marx's, we will see a working condition that deprives the individual from exercising control over the production processes, interaction with colleagues and customers, and the individual's abilities (Kanungo, 1992:416). The alienation of an employee at work occurs as a result of the conflict between roles required by the organization and the employee's own nature

(Mottaz, 1981: 515). Blauner (1964) describes work alienation as a condition which results from a “failure to provide working conditions and conducive environments capable of demonstrating the individual’s value as a human being, such as autonomy, responsibility, social interaction and self-actualization”. Blauner (1964) and Seeman (1959) approached the phenomenon of alienation from a socio-psychological perspective rather than from a structural perspective, as opposed to by the Marxist approach. In particular, the perception of work considered as meaningless by the employee is regarded as a determining factor in alienating someone at the workplace (Mottaz, 1981: 517). Halbesleben and Clark (2010) describe work alienation as an alienation from others and as a distance between employees and other employees.

Work alienation is a common phenomenon in post-industrial society and organizations and organisations in both the private and public sectors are constantly struggling with how to handle the phenomenon of alienation so as to be able to continue their operations (Kanungo, 1992: 414). Work alienation has both personal and social dimensions to it. Personal alienation refers to an individual’s daily work attitude and how he/she alienates himself or herself. However, social alienation refers to the inability to interact with others which leads to loneliness (Korman et al. 1981: 344). Alienation can negatively affect the health and performance of an employee, cause psychosomatic illness and reduce the employee’s productivity (Mohan and Prasad, 2014: 142).

From studies conducted in this subject area, it was observed that work alienation phenomenon in organizations is of great importance for both the organization, the employer and the employee. In this regard, work alienation is an important issue for both the organization and the employees in terms of having negative effects on the general health of the employees, work performance, attendance, work satisfaction, productivity and commitment to the organization (Uğur ve Erol 2015). For this reason, it creates negative effects on employees and the organization as a result of alienation. In order to minimize the individual and organizational effects of alienation, its management is essential for both employees and organizations.

The support of colleagues, comes from social support theory (Mossholder et al., 2005: 609). By associating with social support, colleague support can be explained with the intention of helping and helping others in the workplace (Harris et al., 2007: 150). The perception people have that they are supported by others in every area of their lives makes them feel good. Accordingly, it is an important issue for the person to feel supported at work as an employee (Giray ve Şahin 2012). The reason for this is that the employee needs to be accepted and supported by the colleagues with whom he/she spends time and shares his/her feelings. (Rhoades ve Eisenberger, 2002). Colleague support is a concept that enables those working in an organization to work in cooperation and solidarity by helping each other (Demirer, 2017: 1049). Colleague support includes interaction with other individuals at the same organization level (Mossholder et al., 2005: 609).

Studies revealed the relationship of colleagues’ support to variables related to work and organization such as job satisfaction, emotional commitment and intention to quit (Ng and Sorenson, 2008). In addition, the support of colleagues was found to be a factor affecting job satisfaction, depression level, burnout level, withdrawal and leaving the workplace, work status, work performance and work satisfaction (Mossholder et al., 2005; Leiter and Maslach, 1988; Stice et al., 2004; Soyer and Can, 2007; Beehr et al., 2000; Babin and Boles, 1996; AbuAlRub, 2006).

The fact that there are so many variables that affect the levels of organizational exclusion, job alienation and colleague support suggests that these issues need to be handled in detail. Thus, the effect of perceived organizational exclusion on work alienation and colleague support was examined in this study, especially in the sports industry. However, limited studies on the understanding and explaining of employees’ behaviors will make it easier to predict the future situations of employees’ behaviors that are very difficult to determine through these studies. Therefore, the hypotheses created from this point of view are:

- H1: Organizational exclusion has a significant positive effect on work alienation.
- H2: Organizational exclusion has a significant negative effect on perceived colleague support.

Method

Participants

Relational screening model was used in this study, and the sample of the study consists of 183 trainers working in İstanbul private sports enterprises. The data were collected by simple random sampling method. A total of 183 trainers, 11.5% (n=21) women and 88.5% (n=162) men, participated in the study.

Data Collecting Tools

Since this is a quantitative study, organizational exclusion, work alienation and colleague support scales were used as data collection tools.

Personal Information Form: This form includes age, gender, marital status and educational status questions created by researchers to learn about the demographic information of employees.

Organizational exclusion scale: A validity reliability study of the scale was conducted by Abasli and Özdemir (2019). The scale consists of 14 items. It has two sub-dimensions: alienation and nullization. The first five items measured isolation and the other items measured slightness. The Cronbach alpha internal consistency coefficient of isolation is.88 while the nothingness coefficient is.96 and the total Cronbach alpha internal consistency coefficient of the scale is .97 and was determined as $\alpha = 0.973$.

Work alienation scale: The scale used to determine the level of alienation of the employees was developed by Hirschfeld and Field (2000), and the validity-reliability study was carried out by Özbek (2011). The work alienation scale includes one-dimension consisting of 10 items under the name of work alienation. The scale is a five-point likert type, and the internal consistency regarding the work alienation scale was calculated as $\alpha = 0.789$.

Colleagues support scale: The scale of perceived colleagues support was developed by Giray and Sahin (2012). The Cronbach Alpha internal consistency coefficient of the scale is 0.90 and the scale is a five-point likert type. The internal consistency of the scale was found to be $\alpha = 0.876$. The scale is one-dimensional and it consists of 10 items.

Results

Demographic information about the participants was presented in Table 1 below.

Table 1. Demographic information of the participants

Variables		Number	Percentage
Gender	Female	21	11,5
	Male	162	88,5
	Total	183	100,0
Marital Status	Single	63	34,4
	Married	120	65,6
	Total	183	100,0
Education Status	High School	25	13,7
	Undergraduate-Graduate	141	77,0

Age	Post-Graduate	17	9,3
	Total	183	100,0
	22-26	43	23,5
	27-31	49	26,8
	32-36	50	27,3
	37-41	26	14,2
	42 and over	15	8,2
	Total	183	100,0
Working Time in the Institution	1 year and under	47	25,7
	1 year-5 year	116	63,4
	5 year and over	20	10,9
	Total	183	100,0
Working Time in the Profession	1 year and under	22	12,0
	1 year- 5 year	68	37,2
	5 year and over	93	50,8
	Total	183	100,0

11.5% (n=21) of the participants were female and 88.5% were male (n=162), and a total of 183 people participated in the study. 34.4% (n=63) of the participants were single and 65.6% (n=120) were married. 13.7% of employees (n=25) have High School, 77% (n=141) Undergraduate –Graduate and 9.3% (n=17) have post-graduate education level.

The age range of the participants was as follows; 23.5% (n=43) of them were 22-26 years old, 26.8% (n=49) of them were 27-31 years old, 27.3% (N=50) of them were 32-36 years old, 14.2% (n=26) of them were 37-41 years old and 8.2% (n=15) of them were 42 and over. The duration for working in the institution was as follows; 25.7% of the participants (n = 47) have worked 1 year and below, 63.4% (n = 116) of them have worked 1 year-5 years and 10.9% (n = 20) of them have worked 5 years and above.

Table 2. Correlation Analysis

		1	2	3	4	5
1	Work alienation	1				
2	Colleagues' Support	-,350*	1			
3	Isolation	,451*	-,311*	1		
4	Slightness	,506*	-,381*	,900*	1	
5	Organizational Exclusion (Total)	,498*	-,364*	,958*	,987*	1

*p<.01, N: 183, r: Pearson correlation coefficient

The relationship between the subscale scores of work alienation scale, the colleagues support scale and the organizational exclusion scale was determined by pearson product-moment correlation analysis. According to the results of the analysis; work alienation scores were found to be statistically significant and positively related to the total scores of organizational exclusion ($r=.498$, $p<.01$) and the subscales of organizational exclusion scale in which isolation scores were ($r=.451$, $p<.01$) and slightness scores were ($r=.506$, $p<.01$). In contrast, work alienation scores was found to be statistically significant and negatively related with colleagues support scale ($r= -.350$, $p<.01$). Furthermore, the colleagues support scale scores were found to be significantly and negatively low when associated with the total scores of organizational exclusion ($r=-.364$,

$p < .01$) and the subscales of organizational exclusion scale in which isolation scores were ($r = -.311, p < .01$) and slightness scores were ($r = -.381, p < .01$).

Table 3. Regression analysis on the prediction of organizational exclusion by colleagues' support and alienation to work.

	<i>B</i>	β	<i>t</i>	<i>p</i>
Constant	1,848		4,627	,000
Work alienation	,439	,422	6,286	,000
Colleagues' Support	-,293	-,217	-3,229	,001

$R = .538$ $R^2 = .289$ $R^2_{adj} = .281$, $F(2, 180) = 36.572$, $p < .01$

Dependent Variable: Organizational Exclusion (Total)

In order to examine whether the work alienation scale and colleague support scores predicted the total scores of the organizational exclusion scale, the work alienation scale and colleague support scores were determined as independent variable and total scores of the organizational exclusion scale were determined as dependent variable and then the standard multiple regression analysis was carried out. It was determined that the simple linear regression model, in which all independent variables were included in the equation (Enter), significantly predicted the organizational exclusion total scores [$F(2, 180) = 36.572, p < .01$]. The model describes 29% of the variance in total scores of organizational exclusion ($R^2 = .289$). Standardized regression coefficients revealed that work alienation scores significantly and positively predict the total scores of organizational exclusion ($\beta = .422, p < .01$) whereas, colleague support scores significantly and negatively predict the total scores of the organizational exclusion ($\beta = -.217, p < .01$).

Discussion and Conclusion

It is important to prevent development of negative attitudes and behaviors in organizations consisting of human relations such as sports. Therefore, it is essential for both individuals and organizations to prevent the development of negative attitudes and behaviors in organizations and to create environments that will lead to positive attitudes and behaviors, and to develop the necessary methods. The research was carried out on 183 trainers (21 Women, 162 Men) working in private sports enterprises. 34.4% ($n = 63$) of the participants were single and 65.6% ($n = 120$) were married. 13.7% of employees ($n = 25$) have High School, 77% ($n = 141$) Undergraduate–Graduate and 9.3% ($n = 17$) have post-graduate education level. The age range of the participants was as follows; 23.5% ($n = 43$) of them were 22-26 years old, 26.8% ($n = 49$) of them were 27-31 years old, 27.3% ($N = 50$) of them were 32-36 years old, 14.2% ($n = 26$) of them were 37-41 years old and 8.2% ($n = 15$) of them were 42 and over. The duration for working in the institution was as follows; 25.7% of the participants ($n = 47$) have worked 1 year and below, 63.4% ($n = 116$) of them have worked 1 year- 5 years and 10.9% ($n = 20$) of them have worked 5 years and above.

According to the results of the analysis, work alienation was found to be positively related to the total scores of organizational exclusion and the subscales of organizational exclusion scale in which isolation scores and nothingness scores. When one of these variables increases or decreases, the other variable is expected to increase or decrease. And to be precise, organizational exclusion is associated with the alienation of employees to work.

There are limited number of similar studies in the literature on organizational exclusion, work alienation and colleague support among the available sources.

A study by abasli (2018) on teachers' views concluded that, as the level of organizational exclusion perception of teachers increases, their perception of alienation to work also increases. Exclusion or exclusion activities within the organization affect many organizational behavior issues (Soybalı and Pelit, 2019). In the case of organizational exclusion, it has been determined that there is a positive association with intention to

leave work, exhibit anti-productivity behaviors, decline in service performance, emotional exhaustion, exhibition of depressed mood, and work stress (Haq, 2014:1309, Zhao et al. 2013:224, Leung et al., 2011:836, Wu et al., 2012:178).

Considering the studies on organizational mobbing, which is one of the most important factors affecting organizational alienation: Zengin and Kaygın (2016) found that mobbing is effective in organizational alienation. Soybalı and Pelit (2019) detected the positive relationship between organizational exclusion and organizational cynicism. In addition, a negative relationship was observed between organizational cynicism and organizational commitment with a similar relationship (Malkoç and Sunay, 2020). Lyu, and Zhu, (2019) observed that organizational exclusion reduces dedication and emotional commitment to work, induces intention to quit work, and reduces intrinsic motivation.

The current study reveals that there is a significant negative relationship between work alienation and colleague support. Thus, it is deduced that the level of alienation of the employees decrease when they feel the support of their colleagues

One of the similar studies conducted by Taştan et al. (2014) revealed that the perception of organizational support, which also includes the support of colleagues, negatively affects work alienation. Additionally, as a result of the researches of Kılıç (2016) and Günay (2017), a significant negative relationship was found between organizational alienation and the perception of organizational support.

When the organizational behavior issues influenced by the support of colleagues were examined, it was observed that if an employee is not supported by his/her colleagues, there will be a decrease in commitment to work and the service performance of the person will decrease as he/she starts to exhibit negative social behaviors (Balliet & Ferris 2013:298). In the study conducted by Avci (2017) on the employees of the hotel enterprises, it was stated that the quality and welfare of the employees were affected by the support of their colleagues.

According to the standard multiple regression analysis model which was performed to examine whether organizational exclusion predicted the work alienation scale and colleague support, It was determined that total scores of organizational exclusion were significantly predicted. The model describes 29% of the variance in total scores of organizational exclusion. Standardized regression coefficients revealed that work alienation scores significantly and positively predict the total scores of organizational exclusion ($\beta = .422$, $p < .01$) whereas, colleague support scores significantly and negatively predict the total scores of organizational exclusion ($\beta = -.217$, $p < .01$).

The results showed that organizational exclusion of trainers (21 Women, 162 Men) working in private sports enterprises had a positive effect on the work alienation, and a negative effect on the support of the colleagues. Based on the results, the current study supports the proposition that "organizational exclusion can be a strong determinant of work alienation and colleague support".

This study shows that job alienation and colleague support affect the organizational exclusion of those working in the private sports enterprises. However, in future studies, it is believed that conducting researches on other concepts that affect organizational exclusion will develop a perspective for a better understanding of the subject. The limitation arising from the fact that the study is carried out only on the employees working in the private sports enterprises can be eliminated by performing the study in different sectors and different institutions in subsequent studies.

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