



JULY 2021 / Vol:7, Issue:41 / pp.1143-1150

Arrival Date : 26.05.2021

Published Date : 28.07.2021

Doi Number : <http://dx.doi.org/10.31589/JOSHAS.661>

Cite As : Sever, H. (2021). "Investigation Of Organizational Culture And Organizational Alienation Behaviors Of Aviators", Journal Of Social, Humanities and Administrative Sciences, 7(41):1143-1150.

Research Article

INVESTIGATION OF ORGANIZATIONAL CULTURE AND ORGANIZATIONAL ALIENATION BEHAVIORS OF AVIATORS

Havacıların Örgüt Kültürü Ve Örgütsel Yabancılaşma Davranışlarının İncelenmesi

Dr. Hanifi SEVER

4th Degree Chief Superintendent, UAV Pilot, TNP, Aviation Department, drhanifisever@gmail.com, Ankara/Turkey
ORCID: 0000-0002-9384-2498



ABSTRACT

Changes in the human resources and organizational structures do not provide positive results in every time. Administrative dysfunctions and informal communication problems can bring together the toxic behavior in specific organizations. Organizations whose employees are alienated have lost their function and have been injured in reaching their goals. In this study, the perception of organizational culture and alienation in flight crew was analyzed. 323 flight personnel (pilot, cabin crew and ground personal) were included in the study. According to the results of the study, administrative issues, working hours, positions in the workplace, legal competence and primary decision-making position to be defined as power have directly affected the level of alienation.

Keywords: Organizational Culture, Organizational Behavior, Organizational Alienation, Deviant Behavior.

ÖZET

Örgütlerin yapısında ve insan kaynağında meydana gelen değişimler örgütler için her zaman olumlu sonuç vermeyebilir. Yönetimsel ve informal iletişimde yaşanan sorunlar örgüt kültüründe değişime ve örgütsel yabancılaşmaya neden olabilir. Çalışanları yabancılaşan örgütler işlevini kaybetmiş ve hedeflerine ulaşmada yara almıştır. Bu çalışmada, uçuş personelinin örgüt kültürü ve yabancılaşma durumları incelenmiştir. Özel şirketlerde çalışmakta olan 323 pilot, kabin amiri, kabin görevlisi ve yer görevlisi çalışmaya dahil edilmiştir. Çalışmanın sonuçlarına göre, yönetimsel sorunlar, çalışma saatleri, işyerinde sahip olunan pozisyon, yasal yetkiler ve güç olarak tanımlanan birincil karar verebilir pozisyonda olma/olmama yabancılaşma düzeyini doğrudan etkilemektedir.

Anahtar Kelimeler: Örgüt kültürü, Örgütsel Davranış, Örgütsel Yabancılaşma, Sapma Davranışı.

1. INTRODUCTION

In the last century, informal communication networks have emerged as an important issue in the managerial processes of businesses. Businesses are a living and dynamic structure formed by people united within the framework of various rules and cultures. While there are various factors that keep businesses alive and together, culture is a kind of cement for businesses.

Thanks to the culture that businesses have had since their birth, employees know how to behave when making decisions or starting a job. In this way, employees take the necessary steps for the organization to achieve its goals in terms of profitability and efficiency.

On the one hand, while the organizational culture and the achievement of the goals of the enterprise and its profitability are discussed, on the other hand, it should not be forgotten that the alienated individuals can lead the organizations to disaster. Individuals who discover themselves in solitude can become harmful element.

2. ORGANIZATIONAL CULTURE AND ALIENATION

Beliefs, attitudes and behaviors and values and related behaviors and practices can be used to formally define culture (Warrick, 2015). It is possible for people to organize in group size. Groups can grow into communities. At this point, it is possible for people to create subcultures within their own groups. Subcultures arising from the common mixture of cultures can appear as the culture of groups, communities and businesses within this scope (Schein, 1992, Warrick et al., 2016). Organizational culture differs between businesses and industries. It is the desired organizational culture orienting the business to the best. On the other hand, the culture in which negative attitudes and behaviors dominate is a major obstacle to achieving goals.

It has been revealed that organizational culture is effective in job satisfaction, performance, leadership, job engagement and alienation (Aranki et al., 2019, Azambuja & Islam, 2019, Meng & Berger, 2019, Meizu & Sari, 2019, Nikpour, 2017, Paais & Pattiruhu, 2020, Sarhan et al., 2020). In researches on organizational culture, it is stated that culture is the filler that binds individuals in the organization to each other like a “social glue” (Aryani & Widodo, 2020). Organizational culture can be examined in four parts. These are supportive, innovative, bureaucratic and employee empowerment culture (Wallach, 1983, Shahzad et al., 2017). Supportive culture is the structure in which employees encourage each other and create a sense of trust in a team spirit. Friendship and helpfulness at work are the raw materials of a supportive culture. Innovative culture is a business culture in which creative ideas are supported in challenging business life and an innovation-based approach is adopted. The difficulties encountered are perceived as an opportunity and dynamism is added to the organization with risk (Ireland et al., 2003). There are studies stating that innovative culture contributes to the competitive environment in a dynamic work environment (Shahzad et al., 2017). The bureaucratic culture emphasizes the working environment in which the authorities and responsibilities are divided separately and the procedures are drawn with boundaries. The bureaucratic culture helps the employees with the ambition to rise (Berson et al., 2008). Empowering employees is important for the growth of organizations and increasing the quality of human resources. It can be stated that the job performance of the employees who participate in the decision-making processes also increases. In this context, there is continuous development, change and progress in businesses based on the culture of employee empowerment (Meyerson & Dewettinck, 2012).

Alienation can be expressed as the alienation of the individual from his own self or the values, beliefs or common goals of the group he is in, and the weakening of the networks that bind him to the common culture (Yadav & Nagle, 2012). Negative attitudes and behaviors cause feelings that cause people's unhappiness and restlessness. Psychopathologically, he may develop a negative attitude towards himself, the society he grew up in, the values he defended before, or the society he worked in. In particular, behaviors such as not accepting the opinions and suggestions of the individual and ignoring them in the environment accelerate the process of devaluing oneself (Raselekoane, 2008).

According to studies, the symptoms of alienation are apathy, inability to focus, lack of commitment, disconnection in relationships and relative aggression, isolating oneself from the environment (Ceylan & Sulu, 2011, Agarwal, 1993).

The issue of alienation from the work done can be expressed as the psychological avoidance or separation that occurs between the person's dissatisfaction and social relations (Banai & Reisel, 2007). When the desire to avoid or leave is evaluated in the context of work, we may encounter a state of disconnection and indifference towards work (Nair & Vohra, 2010).

Organizational alienation describes a situation where the person's care and attention towards the work is reduced, approaching the events with less energy and attention, enduring difficult conditions for rewards and benefits, and dissatisfaction is at a high level (Agarwal, 1993).

3. METHODOLOGY

The Organizational Culture Scale (OCS) consists of 29 items and consists of 4 sub-dimensions: support culture, organizational culture, duty culture and bureaucratic culture. The Cronbach's Alpha value of the OCS, developed by Terzi (2005), was measured as 0.88. OCS, whose validity and reliability analyzes were performed, was applied in this study as it is.

Organizational alienation scale (OAS) was created by Tekin (2012). The scale is a 5-point Likert scale with a choice between 1 (never) and 5 (very often). The measurement tool has five sub-dimensions based on 24 questions. These are meaninglessness, weakness, irregularity, self-alienation, and social alienation.

Weakness is the state of not being able to realize the expectations with the weight of external control in the stage of controlling the expectations of the individual. In other words, the difference between the expectation of controlling and the possibility (probability) of this is the most important sign of powerlessness (Gürçü & Yozgat, 2012).

Meaninglessness refers to the state of not being able to have a foresight about the consequences of a person's decisions and behaviors (Kıyan, 2011). In this context, the individual cannot make sense of the case he faces, does not know what to decide, or is in contradictions.

Anomie is influenced by “anomie” and refers to the permissibility of any means to achieve the goal. In anomie, this situation is twofold. The first step is to identify culturally accepted goals and intentions. The second stage is the way and method to be followed in achieving these goals. Therefore, the mismatch/incompatibility of ends and means can create great tension. The tension and anomie experienced cause normlessness and, as a result, irregularity (İçli, 2013).

Self-alienation is the situation in which the individual's goals and objectives for the future within the scope of his own values and the behavior he reveals are not compatible with each other. As a result, contrary to expectations, negative behavior models were adopted. Contrary to his goals and ethical values, an individual who is alienated from himself is unable to deal with external factors that are in his own interest and cannot provide satisfaction in his current situation (Gürçü & Yozgat, 2012).

Alienation from society is large-scale isolation. It can be defined as giving low value to images, discourses or beliefs that the general public attaches great importance to (Seeger et al., 2005). When evaluated together with the concept of anomie, participation is low and unemployment is high when social alienation is on the rise. The individual has withdrawn himself from society or a group, and has lost his sense of belonging.

The data scale was made available through a questionnaire created on the internet and the scales published online. The prepared measurement tool consisted of three stages. While questions about demographic factors were included in the first stage, Organizational Culture Scales were used in the second stage and Organizational Alienation Scales were used in the last section. The sampling was reached through the communication groups (phone applications) used by the shift chiefs and flight crews at the workplaces. Since the number of employees in airline companies could not be learned clearly, information about the study universe could not be obtained.

The answers given by the participants to the prepared questionnaires and scales were analyzed by the SPSS (20.0 ver.) program and the results were evaluated.

Hypotheses

H₁: “The organizational culture level of flight personnel is high.”

H₂: “There is a positive relationship between organizational culture and organizational alienation.”

H₃: “Organizational culture and alienation differ according to education levels.”

H₄: “Organizational culture and alienation differ according to task shift.”

H₅: “Organizational culture and alienation differ according to the position in the workplace.”

H₆: “Organizational culture and alienation differ according to the seniority in the workplace.”

H₇: “Organizational culture and alienation differ according to gender.”

H₈: “Organizational culture and alienation differ according to marital status.”

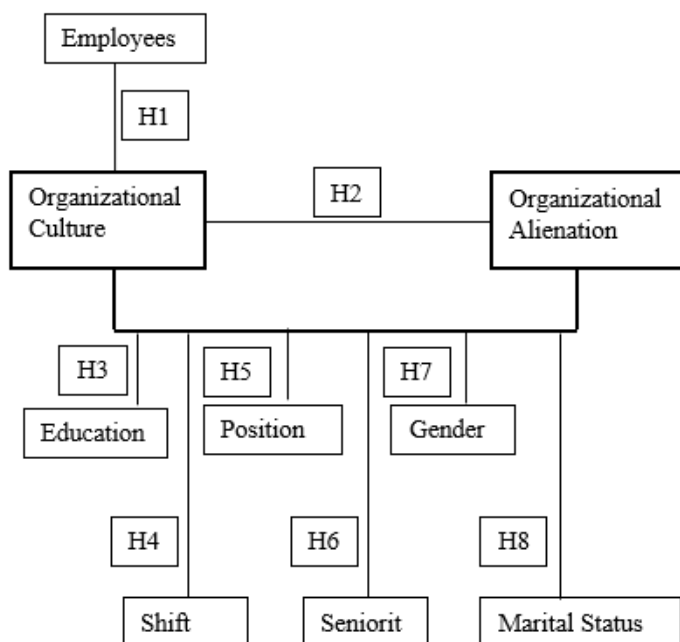


Figure 1: Research model

4. RESULTS

The youngest of the participants in the study is 22 years old and the oldest is 47 years old. In the sample that performs flight services, 1 is the newest employee and the oldest has been doing this job for 27 years.

Table 1: Demographics

Education	n	%	Gender	n	%
University	172	53.3	Female	40	12.4
Vocational school	109	33.7	Male	283	87.6
High School	42	13			
Task	n	%	Marital Status	n	%
Pilot	151	46.8	Married	150	46.4
Cabin crew	148	45.8	Single	173	53.6
Ground personal	24	7.4			
Self-decision making	n	%	Financial Status	n	%
No	106	32.8	Excellent	91	28.2
Yes	217	67.2	Good	129	39.9
			Not Bad	52	16.1
			Bad	36	11.1
			Very Bad	15	4.6
Total	323	100,0	Total	323	100,0

Half of the participants (53.3%) are university graduates. The vast majority (87.6%) are male and 53.6% are single. 67.2% of the flight crew can take decisions ex officio. 46.8% of them are pilots, 45.8% are cabin attendants and 7.4% are performing ground duties. The majority (68.1%) expressed their financial situation as good or very good (Table 1).

Table 2: Subdimensions of OCS

OCS	n	min	max	Xmean	St D.
Support culture	323	1.00	5.00	3.89	.342
Organization culture	323	1.00	5.00	3.72	.243
Task culture	323	1.00	5.00	3.97	.214
Bureaucratic culture	323	1.00	5.00	2.87	.421

When the descriptive statistics of the sub-dimensions of the OCS are examined, it is seen that the sample expresses high levels of organizational culture feelings. According to the responses of flight personnel, organizational culture is at high levels in the aviation industry (Table 2). In this context, it can be stated that the hypothesis H1: "The organizational culture level of flight personnel is high" is confirmed.

Table 3: Subdimensions of OAS

OAS	n	min	max	Xmean	St D.
Weakness	323	1.75	5.00	3.25	.616
Meaninglessness	323	1.40	4.40	2.73	.562
Irregularity	323	1.20	4.60	2.70	.714
Self-alienation	323	1.00	4.75	2.81	.635
Social alienation	323	1.17	4.83	3.52	.546

While the sample participating in the study was above the average level in terms of weakness and social alienation, it was observed that avoidance behavior was exhibited in dimensions such as meaninglessness, irregularity and self-alienation (Table 3).

Table 4. Correlation Analysis of Subdimensions between OCS and OAS

OCS		OAS r: - .341, p:0.001							
		1	2	3	4	5	6	7	8
OAS	Weakness	-							
	Meaninglessness	.329(**)	-						
	Irregularity	.427(**)	.417(**)	-					
	Self alienation	.534(**)	.529(**)	.232(**)	-				
	Social alienation	.122(**)	.564(**)	.251(**)	.475(**)	-			
OCS	Support culture	.360(**)	.179(**)	.251(**)	.164(**)	.221(*)	-		
	Organization culture	.423(**)	.688(**)	.129(*)	.264(**)	.559(**)	.801(**)	-	
	Task culture	.153(*)	.124(*)	.141(*)	.196(*)	.121(*)	.740(**)	.832(**)	-
	Bureaucratic culture	.241(*)	.211(*)	.123(*)	.158(*)	.127(*)	.604(**)	.485(**)	.311(*)

* p<0.05 ** p<0.01

Organizational culture and organizational alienation show a strong negative correlation ($r=-.341, p=0.001$). In this context, as the organizational culture level of the employees increases, the level of alienation decreases (Table 4). In this context, it can be stated that the hypothesis H2: “There is a positive relationship between organizational culture and organizational alienation” is rejected.

It is seen that the sub-dimensions of organizational culture show a very strong positive relationship with each other. For this reason, it can be said that when one of the cultural dimensions affects the employee, differentiation is achieved in the individual in terms of other dimensions.

Table 5. One-Way ANOVA Analysis of Variance of Some Variables and OAS & OCS

	OCS		OAS	
	F	p	F	p
Education	1.963	.119	.620	.602
Shift	2.788	.022	4.732	.009
Problems at Work	2.354	.034	3.231	.012
Position	3.922	.013	6.011	.003
Seniority	3.335	.023	3.027	.045

No statistically significant difference was found after the one-way analysis of variance (One-way ANOVA) between organizational culture and alienation and educational status (Table 5). It can be said that the educational status of the employee is not effective on the feelings of culture and alienation. In this context, it can be said that the hypothesis H3: “Organizational culture and alienation differ according to education levels” is rejected.

After the One-Way Analysis of Variance conducted between organizational culture and organizational alienation and various variables, a statistically significant difference was found among employees in terms of some variables. Working shift (day, night, mixed shift, part-time etc.), problems encountered in the workplace, position and seniority differ in organizational culture and alienation. In this context, it can be stated that the hypotheses of "(H4, H5, H6:) Organizational culture and alienation differ with shifts, position at work, and seniority" are confirmed.

Homogeneity test was conducted in order to determine which factor caused the difference. Since the variances were not homogeneous in the study, analysis with Tamhane's T2 technique was preferred. Accordingly, working at night, communicating with colleagues, multi-leg flights (departing and landing at many locations during the day) and being old at work constitute the difference in organizational culture and alienation.

Table 6. Analysis of Organizational Culture and Alienation with Some Variables

		Gender	Marital Status
OCS	t	1.591	-1.265
	p	.113	.321
OAS	t	-1.149	-.243
	p	.251	.753

The relationship between the variables determined by Organizational Culture and Organizational Alienation was analyzed with the Independent Sample T Test (Table 6). It was observed that gender and marital status did not make a difference in the sample in terms of organizational culture and alienation. In this context, H7: “Organizational culture and alienation differ according to gender.” and H8: “Organizational culture and alienation differ according to marital status” were rejected.

The KMO value of OAS is 0.745 and the Bartlett value is 0.000. According to the results of the explanatory factor analysis, it is seen that this scale is collected in five factors. The common variance explained by the five factors was calculated as 71%.

The reliability coefficient (Cronbach's Alpha) of the scale, which consists of 24 questions, was measured as 0.81 in this study. According to the reliability analyzes of the sub-dimensions; Factor 1 (Weakness) was 0.88, Factor 2 (Meaninglessness) was 0.81, Factor 3 (Irregularity) was 0.70, Factor 4 (Self-alienation) was 0.73, and Factor 5 (Social alienation) was 0.85. According to the statistical data obtained, it can be stated that the alienation scale used in this study is a reliable measurement tool about the loneliness and self-isolation experiences of employees.

The KMO value of OCS is 0.887 and the Bartlett value is 0.000. According to the results of the explanatory factor analysis, it is seen that this scale is collected in three factors. The common variance explained by the three factors was calculated as 77%.

The reliability coefficient (Cronbach's Alpha) of the OCS, which consists of 29 questions, was measured as 0.89. According to the reliability analyzes of the sub-dimensions; Factor 1 (support culture) was calculated as 0.92, Factor 2 (organizational culture) 0.83, Factor 3 (task culture) 0.88, and Factor 4 (Bureaucratic culture) 0.71. According to the statistical data obtained, it can be stated that the OCS used in this study is a reliable measurement tool about the emotional experiences of the employees.

5. DISCUSSION and CONCLUSION

Organizations formed by employees with a high level of alienation have suffered greatly in achieving their goals. The main negative situations seen in these organizations are that the employees have partially lost their emotions and intentions in reaching the committed goals and targets, and the tools used are damaged.

The fact that the participants were at least high school graduates is considered to have contributed positively to the study in the stage of understanding and answering the questions asked to them.

Suffering of employees due to negative working environment can be defined as "deviant behavior" in terms of business, psychology and sociology (Bolin & Heatherly, 2001, İçli, 2013).

In this study, it is seen that the level of expressing the organizational culture of the employees is above the average. It is possible that the personnel working in harmony within the cultural elements emerging in the aviation sector may be successful, while the alienated personnel may be excluded from the system.

Alienation can be defined as the weakening of individuals' adaptation to themselves, the society they live in, and cultural elements, and their isolation with the effect of internal and environmental factors. According to the results of this study, the flight crew exhibits alienation in the dimensions of powerlessness and alienation from society. On the contrary, it is understood that more severe isolated dimensions such as meaninglessness, irregularity and self-alienation are not observed. In this context, it is stated that this situation that happens to the alienated employee is caused by external factors (weakness) and therefore deviant behavior is developed towards images, discourses and beliefs that are socially important (alienation from society). It is seen that the behavior of irregularity, which sees all possible ways to reach the goal, is avoided. This point is related to meaninglessness. The main reason for the lack of foresight regarding the consequences of his decisions and behaviors is that he takes part in a hierarchy and in an important business line such as aviation, which seriously suppresses the dimensions of irregularity and meaninglessness. One of the most important issues in this section is self-alienation. While the level of alienation from the society is high, the level of self-alienation of flight personnel is low. In this context, it is important for the employees to express that they isolate themselves from the society due to the work done and the problems encountered, but that they do not experience this isolation on their own. As a result, it can be stated that managerial and professional problems trigger alienation.

It is significant that organizational culture and organizational alienation show a strong negative relationship. In this context, it can be stated that as the commitment to the organizational culture in the organization increases in this line of business, the alienation levels of the employees decrease. In this context, subsidiaries or companies that are newly formed in the aviation sector should have great efforts in the formation of organizational culture.

It was observed that organizational culture and alienation did not differ according to education levels. Similarly, it was seen that gender and marital status did not make any difference. The individual who seeks pleasure behaves according to the benefit he/she will obtain. For this reason, it is considered that educational status is not related to the benefit to be provided. Contrary to this situation, it is important that there are differences among employees in terms of working shifts, very leg-tiring flights, the type of problem encountered in the workplace, the position held and seniority. For this reason, it can be stated that the variables that benefit the individual are important in forming the behavior.

Today, the change in the structure of organizations and human resources brings problems as well as many innovations. In line with the developing technology, administrative and communication problems encountered in the workplace bring alienation. Individuals poisoned at the organizational level spread like a cancer and affect the organization negatively. After alienation that exceeds the tolerance level, the function of the organization and its means to reach the goal are damaged.

Various factors can be counted in the formation of alienation. In this study, administrative problems, working hours, position in the workplace, working hours, multi-leg flights, legal powers and power to take decisions ex officio affect this situation directly.

If the adaptation to the organizational culture is low in alienated employees, negative attitudes and behaviors increase. Individuals who isolate themselves from their environment consume themselves in their inner worlds and increase their toxic levels rather than achieving their goals from their organizations. It is possible to talk about the domino-effect results of toxic emotions rather than the singular results. Increasing alienation in the workplace can also harm many sources of motivation such as sense of belonging, organizational climate and organizational citizenship. The belief that the organizational justice that the personnel is attached to turns into "inertia" may rise. As a result, the employee who is alienated from his organization may turn into an individual who only benefits himself and does more harm than good to the workplace. For this reason, it is of great importance that managers contribute to the organizational culture and adopt policies within the recuperation methods for the alienated individual.

REFERENCES

- Agarwal, S. (1993). Influence of formalization on role stress, organizational commitment, and work alienation of salespersons: A cross-national comparative study. *Journal of International Business Studies*, 24(4), 715-739
- Aranki, D. H., Suifan, T. S., & Sweis, R. J. (2019). The relationship between organizational culture and organizational commitment. *Modern Applied Science*, 13(4), 137-154.
- Azambuja, R., & Islam, G. (2019). Working at the boundaries: Middle managerial work as a source of emancipation and alienation. *Human Relations*, 72(3), 534-564.
- Banai, M. & Reisel, W. D. (2007). The influence of supportive leadership and job characteristics on work alienation: A six-country investigation. *Journal of World Business*, 42 (4), 463-476.
- Berson, Y., Oreg, S., & Dvir, T. (2008). CEO values, organizational culture and firm outcomes. *Journal of Organizational Behavior*, 29(5), 615-633
- Bolin, A. ve Heatherly, L. (2001). Predictors of employee deviance: the relationship between bad attitudes and bad behavior, *Journal of Business and Psychology*, 15(3), 405-418.
- Aryani, R., & Widodo, W. (2020). The Determinant of Organizational Culture and Its Impact on Organization: A Conceptual Framework. *International Journal of Higher Education*, 9(3), 64-70.
- Ceylan, A. & Sulu, S. (2011). Organizational injustice and work alienation. *Ekonomika a Management*, 14(2), 65-78.
- Gürcü, Ö.D. ve Yozgat, U. (2012). Algılanan Örgütsel Adaletin Örgütsel Yabancılaşmaya Etkisi: Yalova İli Kamu ve Özel Kuruluşlarında Karşılaştırmalı Bir Araştırma, 20. *Ulusal Yönetim ve Organizasyon Kongresi Bildiriler Kitabı*, 24-26 Mayıs İzmir, 1. Baskı, 597-603.
- Ireland, R. D., Hitt, M. A., & Sirmon, D. G. (2003). A model of strategic entrepreneurship: The construct and its dimensions. *Journal of management*, 29(6), 963-989.
- İçli, T. (2013). *Kriminoloji*. Ankara: Seçkin Yayınları.
- Kıyan, Ş. (2011). Ekolojik Feminizm Bağlamında Kadınların Tüketici Olarak Pazarda Yabancılaşması, *Çankırı Karatekin Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 1(1), 85-104.
- Meng, J., & Berger, B. K. (2019). The impact of organizational culture and leadership performance on PR professionals' job satisfaction: Testing the joint mediating effects of engagement and trust. *Public Relations Review*, 45(1), 64-75.
- Meyerson, G., & Dewettinck, B. (2012). Effect of empowerment on employees performance. *Advanced Research in Economic and Management Sciences*, 2(1), 40-46.
- Muizu, W. O. Z., & Sari, D. (2019). Improving Employee Performance Through Organizational Culture, Leadership, and Work Motivation: Survey on Banking Organizations in Southeast Sulawesi. *Jurnal Bisnis dan Manajemen*, 20(1), 71-88.

- Nair, N. & Vohra, N. (2010). An exploration of factors predicting work alienation of knowledge workers. *Management Decision*, 48 (4).600-615.
- Nikpour, A. (2017). The impact of organizational culture on organizational performance: The mediating role of employee's organizational commitment. *International Journal of Organizational Leadership*, 6, 65-72.
- Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The Journal of Asian Finance, Economics, and Business*, 7(8), 577-588.
- Raselekoane, N.R. (2008). Social theory of alienation and psychoanalysis: Towards an understanding of human alienation and insanity in E.S. Madima's A siene. *South African Journal of African Languages*, 28(1), 59-68.
- Sarhan, N., Harb, A., Shrafat, F., & Alhusban, M. (2020). The effect of organizational culture on the organizational commitment: Evidence from hotel industry. *Management Science Letters*, 10(1), 183-196.
- Schein, E. H. (1992). *Organizational culture and leadership*. San Francisco: Jossey-Bass.
- Seeger, M. W., Ulmer, R.R., Novak, J. M., ve Sellnow, T. (2005). Post-crisis discourse and organizational change, failure and renewal. *Journal of Organizational Change Management*, 18(1), 78-95.
- Shahzad, F., Xiu, G., & Shahbaz, M. (2017). Organizational culture and innovation performance in Pakistan's software industry. *Technology in Society*, 51, 66-73.
- Terzi, A.R. (2005). İlköğretim Okullarında Örgüt Kültürü, *Kurum ve Uygulamada Eğitim Yönetimi Dergisi*, 11(43), 432-442.
- Wallach, E. J. (1983). Individuals and organizations: The cultural match. *Training & Development Journal*, 37(2), 29-36.
- Warrick, D. D. (2015). *Understanding, building, and changing organization cultures*. In D. D. Warrick & J. Mueller (Eds.), *Lessons in changing cultures: Learning from real world cases* (ss. 1—16). Oxford, UK: RossiSmith Academic Publishing.
- Warrick, D. D., Milliman, J. F., & Ferguson, J. M. (2016). Building high performance cultures. *Organizational Dynamics*, 45(1), 64-70.
- Yadav, G. K. & Nagle, Y.K. (2012). Work alienation and occupational stress. *Social Science International*, 28 (2), 333-334.