

The Effects on the Perception of Alienation of Breach of Psychological Contract Occurred due to the Emotional Witlessness

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ABSTRACT

Understanding of human behavior and interpretation that exist with depends on thoughts and feelings among the most difficult elements. Despite split the atom is possible with scientific activities, in the explanation of human factors even science is insufficient in some state. We have difficulty to explain even our thoughts and feelings, analyzing the behavior of all employees who come together under the roof of business is not easy. But not gone above making comment in light of some data.

In our research, it was investigated whether the of perception psychological contract breaches. Has effect on the concept of alienation. Survey data that includes municipal employees in Turkey and applied to 319 people, analyzed with SPSS program. According to the findings it has been identified there is a medium strength (values between 460 and 637 and in level of $p < 0.01$) positive relation between emotional intelligence, psychological contract breach and sense of alienation. Also, it has been detected emotional intelligence and psychological contract breach oriented perceptions have explanatory effect on alienation oriented perception with rate of between 42% to 47%.

Keywords: Emotional Intelligence, Psychological Contract Breach, Alienation

1. INTRODUCTION

When the social studies on businesses are examined, it is seen that the existence of studies regarding human beings are more likely. The origin of management understandings, accepted in contemporary management models, is again focused on the human being factor. The understanding, which is the dominant opinion of classical management theories and an approach to workers as mechanical tools, have become tragicomical. Business owners or

directors' thought of "We purchase the muscle strength and time of the people we hire as employees and pay them because of that. Therefore, every order given to employees need to be followed unconditionally" is an opinion now belongs to history pages within the modern world we live in. In our today's business understanding, the fact that the employees should be placed in the center of everything has become one of the dominant thoughts. The reason why this thought has appeared is that when the employees are required to fulfill a job by orders, unsuccessful or unfruitful results do appear. On the other hand, the results appeared after the voluntary attendance of employees and the stimulation of their performance are more positive than they have been estimated.

In the practices of contemporary management techniques, the human factor has become an important source which is needed to be focused on. Thus, the terms such as the emotional intelligences of employees, perceptions of breach of psychological contract and alienation levels ought to be investigated within the focus of management.

The emotional intelligence, which helps one to feel better itself physically and emotionally, makes contributions to the good relations between directors and employees and the productivity of employees significantly (Fernandez etc., 2012). Emotional intelligence is a terms which includes talents such as "empathy, self-consciousness, self-direction, motivation and being ambitious" that can be developed later. Therefore, in businesses, hiring the employees whose emotional intelligence levels are high contributes the production of ideas which can gain the advantage of competition.

Just like the emotional intelligence, the term of breach of psychological contract is a very significant term in terms of businesses. There are obligations, between the business owner and hired employees, which are needed to be fulfilled mutually. These obligations are called "Psychological Agreement". When these obligations, that they promise each other, are not fulfilled by any of them, "psychological contract breach" occurs (Robinson & Rousseau, 1994). At the result of these perceptions which occur negatively, the employees start to perform undesired opinions and behaviors against the business they work at. Ultimately, the resign of employees come on stage and maybe the company loses one of its talented employees.

By the arise of psychological contract breach perceptions, some employees can quit from the businesses they work at. Some employees, on the other hand, continue to work because of various reasons as economical ones. Among the employees in question, who have decided to continue working, this time the term alienation can be occurred. Shortly, the term alienation, is defined as one's becoming estranged to its own self and everything except its self. From this angle, it can be said that the term alienation is a psychological disorder. This psychological status where the one gets far from its own self spreads among the general of the society by building a ground on personal structure.

When the literature is examined, it is possible to see many cumulative studies on emotional intelligence, psychological contract breach and the term alienation. However, there is no study based on these three terms which can be closely related to each other. Especially in people whose emotional intelligences are not developed, it has been felt the need of conducting this survey to test the assumption of the alienation because of the fact there is a possibility of the perceptions of the psychological contract breach. Thus, the literature

explanation of terms in question have been done initially. In the practice part, it is searched that if there is a relationship and an impact between terms.

THEORETICAL FRAMEWORK

Emotional Intelligence

When the intelligence is issue, human brain is the one which comes on mind directly. Yet, human is not a creature only with the cerebral functions but also a one with emotional features. When the social relationships we have both in our professional and private lives, it can be seen that there are also emotional factors in the interaction among people. That's why the term emotional intelligence is one of the major topics lately.

The internal and external (among people) intelligence terms which are based on by Gardner in 1983 and by Thorndike in 1920 within the studies of social intelligence, are seen as the sources of the term emotional intelligence. Therefore, in order to understand the term emotional intelligence, first the term social intelligence should be defined (Aşan & Özyer, 2003). Social intelligence is defined as "one's talent of perceiving the behaviors of people among it and itself in order to provide the use of information which are about the behaviors of people among it and itself to the social situations, successfully" (Doğan & Şahin, 2007).

The term emotional intelligence was first used in an article by Mayer and Salovey in 1990. Mayer and Salovey defined the emotional intelligence as "one's talent of understanding its own feelings, feelings of people around it, differentiating the feelings and use of all of this information by developing opinions and behaviors in the most appropriate way" (Salovey & Mayer, 1990). Daniel Goleman was the one who made the term emotional intelligence this popular. Goleman, with his book named "Why the Emotional Intelligence Is More Important Than IQ?" in 1995, increased the social awareness of term. Goleman defined the emotional intelligence as "understanding others' feelings and the basic life skill which helps to dominate the impulses" (Goleman, 1995). Hendrie Weisinger defined the emotional intelligence as "the right use of emotions" (Weisinger, 1998).

Each researcher has tried to test and develop the structures of emotional intelligence (Stewart, 2008:27). When the definitions based on the term, it is seen that it is based on the basis as "self-understanding, understanding others and performing the information they obtained in social skills in the most appropriate way". Human feelings are qualified as spontaneously changeable and complicated. Therefore, one's understanding even its own is quite difficult. Understanding others' feeling, thought and behaviors is as hard as the atomic fission. People whose emotional intelligence are in high level, are successful at understanding others. The emotional intelligence term, which requires the consideration of emotions along with intelligence, is an improvable qualified term.

The models developed in the issue of emotional intelligence are separated into two groups. The first one of them is the "mixed model" which focuses on the fact that the emotional intelligence is not only cognitive but also has personal features. Second one is the "talent model" which indicates that the intelligence is used for directing the emotions, developed by Mayer and Salovey. Talent model provides us to get information about feelings

and direct them (Caruso & Salovey, 2010). Mixed models are models which include personal and social functions in a larger size, except feeling and intelligence (Yaylacı, 2006).

Goleman stated that the abilities of emotional intelligence are more important than cognitive intelligence. Although it is believed that the feelings affect the intelligence negatively, actually it can be said that the feeling is a factor which increases and completes the intelligence (Goleman, 1995:51). Emotional intelligence is about the process of the management of feelings. Thus, it is believed that a person who has a high level emotional intelligence can have positive thought and reach a high-level performance (Wong & Law, 2002). Emotional intelligence is based on the capabilities of soul and feelings which help it to be successful in social areas. Furthermore, it is considered as a subset of a practical intelligence. While the cognitive intelligence type called IQ provides the opportunity of people's capability of being hired, it is believed that there is a need of emotional intelligence for a one in order to stay and progress at this job (Eröz, 2011). People who are developed emotionally and have social skills can state themselves more comfortably. Therefore, it has been observed that these people are more successful and happier in community life. People who are challenging with the control of their emotions fail at their professional and private lives since they get into an internal competition (Çetinkaya & Alparslan, 2011).

Psychological Contract Breach

Employees in businesses have different expectations than business owners. These expectations can be both moral and material. When the expectations are not met, it can be observed that the employees are effected emotionally and disturbed by this negativity mentally. It is normal to see this disturbance in professional life when there is also a disturb in the circumstance of not keeping the promises even in daily life.

Some basic terms, which are considered as effecting the business life negatively for 20 years, are mentioned. One of these terms is "breach of psychological contract" (Fettahlioğlu, 2015). A healthy communication between employees and directors in business life is related to detect the expectations mutually in a right way. Psychological contract is shortly stated as the total of expectations which occur at the result of mutual meetings between employees and business owner (Genç etc., 2008).

The term "psychological contract" was used by Agyris for the first time in 1960. Afterwards, it was developed by the studies on the relationship between employees and employers conducted by researchers like Levinson, Price, Menden, Mandl, Sooley (1962), Schein (1965), Kotter (1973) and Rousseau (1889,1995) (Türker, 2010). Psychological contracts are generally made upon promises which are left in theory, the contributions of employers and the given contributions of employees. Therefore, they are defined as the total of not declared specifically in written. Psychological contracts are made upon two basic types of contracts as operational and relational. That's why there is a change and a development until the employees obtain the sufficient information about the organization from the moment they start working. Operational contracts include short-term material alterations. Also, they include short term economical expectations as material stimulations. They are the contracts in which the individual contributions are limited, performed in a restricted time zone, have low flexibility and whose articles are clearly understandable (Çetin, 2010). Relational contracts are the ones

whose time zone is unlimited. Thus, they are the contracts who are always open to changes dynamically and whose articles are personal (Rousseau, 1995). In relational contracts, issues like high fidelity, long term staffing, high level tenure, and socializing the organization members are in question. In operational contracts, low level organizational fidelity, inconsistent hiring policies, the low level of taking responsibility willingness and short term awarding system (De Ven, 2007).

The first psychological contract made between an employee and an employer happens during the establishment of legal business contract. Legal business contracts include fee, green light, working hours, liabilities, authority and the similar working conditions. Unlike this contract which is formed clearly understandable between the employee and employer, there can be differences due sides' perceptions in psychological contracts (Bilgin, 2007). Especially, in circumstances where the promises are not kept, there is a possibility of occurrence of the perceptions of the psychological contract breach. At the end of the matching the fact that if the facets carry out the obligations or not, it is believed that there is a "psychological contract breach" when there is a difference in promises given mutually in question (Doğan & Demiral, 2009). Morrison and Robinson, according to the equation they built, believes that person thinks what it is got in return of given promises first. Later, it compares the promises given to organization and the contributions to organization. If there is a difference between the given promises and obtained results of person and if this difference is bigger than the difference between the promises given to organization by person and its contributions to organization, the view of psychological contract breach is considered (Morrison & Robinson, 1997).

Psychological contract breach has three main reasons. These can be listed as "incompatibility", "disruption" and "retraction". Incompatibility forms in the situations when the employees and the organization carry out the obligations willingly and with good intention but the facets interpret these liabilities differently. Disruption forms in the conditions when the facets are enthusiastic about but not in the structure of carrying out the liabilities. In retraction, there are positions where they do not try to carry out the obligations even they are capable of (Rousseau, 1995).

When psychological contract breach is considered by business, the organizational bound and job satisfaction of employees diminish. Regarding this, there can be decreases in organizational citizenship behavior and its performance. In conclusion, behaviors as the intention of resign, increases in absenteeism at work and neglecting the missions can form (Bekaroğlu, 2011; Suazo, 2009). Against the efforts made by employees, when the businesses keep their promises, the psychological contract remains effectively (Demiral, 2008).

Alienation

In some times, when people evaluate their own behaviors and life styles, they may find the actions done meaningless. Since we are social creatures, we try to live along with other people in our communal life styles and accept ourselves in these communal groups. Yet, it cannot be always possible. In these conditions, the term alienations is encountered.

The term alienation is defined as "the formation of coldness, indifference and incuriousness against loved and interested things" (Akeniz, 2012). In psychiatry, it defined as "a situation stated with the emotions of mental diseases as schizophrenia and psychosis,

depersonalization, irrationalism, irregularity, loneliness, weakness, role confusion and hopelessness" (Budak, 2000). Hegel was the one who came up with the term "alienation". According to Hegel, alienation is a term used in "stating the negative emotions which are occurred as a result of the increasement in distance between human's physical and spiritual existence". By alienation, person turns into a situation in which it cannot think and feel itself (Salerno, 2003).

Karl Marx was the one discussed the term economically. According to Marx, the more employees produce richness and increase the production, the poorer it gets evenly. So, according to Marx, the lose in value of human world and the gain of value of object world evenly affect each other (Gürcü, 2012). Fromm approached to the alienation with an overlapping way of Marx's. Fromm asserted that alienation is a personal disease and based on the origins of contemporary human psychology. Besides, he stated that, in the alienation of modern people, the economic structure of community is effective (Kızıltan, 1986). Today, the term alienation, is used for stating the feelings as displeasure, isolation, weakness and escaping from personal relationships among many groups in communal structure (Slattery, 2007).

The term alienation has become perceivable in various fields as "alienation of society, alienation of languages, alienation of ethnic structures, alienation of norms, alienation of politics, self-alienation and alienation of occupation". That's why, in literature, the term alienation is often related with terms as "anomy, stress and conflict". The term anomy comes from the Greek word "anomie". Into Turkish, it is translated as "kualsızlık" (Babür, 2009). Durkheim was the one who related the term anomy with alienation for the first time. The negativeness occurred when there is a need of communal order and in the situations when the order is not provided are described by the term anomy. According to Durkheim, in the times when there is a need of order and discipline of rich people after the Industrial Revolution, as a result of the encounter of more liberal conditions, a disorganized anomic area was formed (Swingewood, 1998). Along with alienation, also the terms stress and conflict are also the ones considered. Stress, is a strength which causes for one disturbance and sadness and formed in the situations when the person cannot meet its needs (Erkılıç, 2012). Conflict is a term used for stating the concerns formed by the thought of one's incapability of reaching the aims (Thomas, 1992).

In literature, there are various dimensions regarding the term alienation. Dean examined the alienation within three different dimensions named "weakness, normlessness and isolation" (Elma, 20036). Blauner supported that the alienation should be examined within four dimensions as "weakness, futility, isolation and self-alienation" (Aslan, 2008). On the other hand, Middleton examined alienation within six dimensions as "weakness, normlessness, futility, communal alienation, work alienation and cultural alienation" (Clark, 1959). Yet, the most generally accepted sizing is made by Melvin Seeman. Seeman examined the term alienation within the five sub-dimensions as (1) weakness, (2) futility, (3) normlessness, (4) isolation and (5) pulling away from self (Seeman, 1983). Since the most generally accepted ones are Seeman's dimensions, only these dimensions are explained below.

- ✓ Weakness: It consists of negative thoughts which occur the opinion of one's as a result of its own developed behaviors, the rewards it will get cannot determine

itself. People, in the communal life they belong, feel themselves weak when they think they cannot direct their own faith. Weakness is the step where these kinds of negative thoughts appear (Seeman, 1959).

- ✓ **Futility:** It is the step that states the situations which are formed when the one decides its own life style or challenges to make important decisions, does not know what to decide and thinks many things around it seem meaningless (Korman, 1977).
- ✓ **Normlessness:** It is the step that reflects the negative mood of a person which is formed in the situations when the one in a place where is against its moral values and cannot protect or even those current values seem meaningless (Silah, 2005).
- ✓ **Isolation:** It is the step that states the negativeness which is formed when the one escapes from the physical area it is in or from making a relationship with other people (Durkheim, 2006).
- ✓ **Self-Distancing:** It is the negative mood which formed when there is a mismatch between the activities that the one does and the expectations of the activities. In this step, the individual cannot feel happy itself when cannot connect a bound between the things it desires to do and achieve and the things it is required to do and thinks that its creative qualification is blocked (Mottaz, 1981).

THE METHODOLOGY OF THE RESEARCH

The Purpose and Importance of Research

The purpose of the research is investigate whether emotional intelligence is effective on the emergence of the psychological contract breaches and alienation. In order to test the hypotheses that developed according to this, survey was administered to employees of an institution that operates municipality work in one of province of Turkey. The resulting datas is analysed with SPSS program.

Main Mass of Research

According to the findings with the results of the analysis, demographic features of the participants are at table 1.

Table 1. Demographic Features

Element	Feature	Person	%	Element	Feature	Person	%
	Under 25	65	16,4		Primary school	28	7,1
	25-34	150	37,9		High school	117	29,5
	35-44	94	23,7		Junior college	84	21,2
	45-54	52	13,1		Graduates	148	37,4
	55 and over	35	8,8		Postgraduate	19	4,8
Seniority	0-5 year	246	62,1	Experience	0-5 year	203	51,3
	6-10 year	115	29,0		6-10 year	94	23,7
	11 and over	35	8,8		11 and over	99	25,0
Gender	Male	186	47,0	Marital Status	Married	246	62,1
	Female	210	53,0		Single	150	37,9

The main mass of research consists of 530 employees of the corporation which provides a city hall service. Therefore, 500 survey forms were handed to employees work in corporation in question. 403 of the handed forms were filled by the employees. 7 survey forms, which were understood as incomplete, were left out of survey form to be analyzed and in total, 396 survey forms were included in the scope of analysis.

Average year of the participants are more densely distributed between the ages 25-34 and 35-44. Group above the age of 55 has the least accumulation of participants. Looking at their educational state, %42.2 has an education at the level of bachelor degree and %92.2 has a high school education at the least. %62.1 of the participants has less than 6 years of seniority and work experience between 0-5 years. Participants are %53 women and %62.1 are made of married employees.

Research Model and Hypotheses

The research model that is formed in line with these hypotheses can be seen in Figure 1

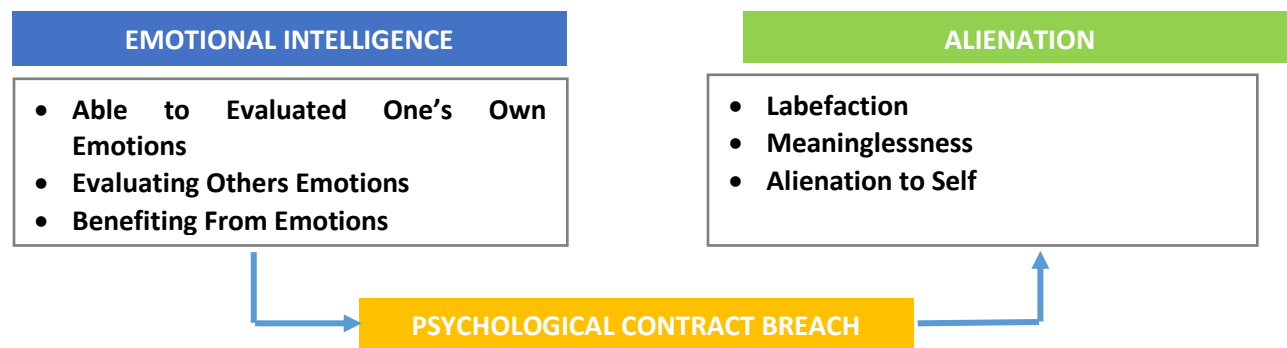


Figure 1. Model of Study

According to research model it is intended to testing the following hypotheses:

Hypothesis 1: "There is a significant positive relation between emotional intelligence and psychological contract breach".

Hypothesis 2: "There is a significant positive relation between psychological contract breach and alienation".

Hypothesis 3: "Emotional intelligence has a significant positive effect on alienation".

Hypothesis 4: "Psychological contract breach has a significant positive effect on alienation".

Data Collect Tools Used in the Research

In the research, in order to collect data about emotional intelligence, "WLEIS Emotional Intelligence Scale" with 16 articles developed by Wong and Law (2002) has been used. On the scale, question propositions between 1-4 make the "able to evaluated one's own emotions" aspect, 5-8 make the "Evaluating others emotions" aspect, 9-12 question propositions make the "Benefiting from emotions" aspect and lastly 13-16 question propositions make the "Control of Emotions" aspect. In order to measure perceptions related to psychological contract breach, a scale with 9 articles which was developed by Robinson and Rousseau (1994) used by Aykanat

(2014) on his own studies was used. In order to measure perceptions towards alienation, "Alienation Scale" developed by Mottaz (1981) has been used. Subject scale questions, between 1-7 is about "labefaction" aspect, between 8-15 is "meaninglessness", between 16-23 is about "alienation to self" aspect. In the questions propositions on the scales, likert scale with 5 was used. Furthermore, in the survey form that we created, there are 6 questions to determined the demographic features of the participants such as "education, age, seniority, gender, marital status and work experience".

FINDINGS OF THE STUDY

Descriptive Factor Analysis and Reliability Findings

According to resulting data it was determined that reliability coefficient belongs to sub-dimensions of questions used to measure emotional intelligence is .780, .791, .813, .750 respectively; Psychological contract breaches questions has .862 reliability coefficient and sub-dimensions of alienation has respectively .788, .799, .837. According to this data it can be said that reliability values of used scales is high and surveys has been filled properly according to analysis. Reliability findings of the variables are presented in table 2.

Table 2. Reliability Analysis Results

Scales	Dimensions	Alpha Coefficients
Emotional Intelligence Scale	Able to Evaluated One's Own Emotions	,780
	Evaluating Others Emotions	,791
	Benefiting from Emotions	,813
	Control of Emotions	,750
Psychological Contract Breach Scale	Psychological Contract Breach	,862
Alienation Scale	Labefaction	,788
	Meaninglessness	,799
	Alienation to Self	,837

Findings of the Correlation Analysis on the Variables

Correlation findings of the variables are presented in table 3.

Table 3. Variables Belong to The Correlation Analysis Results

Variables / Sub-Dimensions			1	2	3	4	5	6	7	8
EMOTIONAL INTELLIGENCE	Able to Evaluated One's Own Emotions (1)	Pearson C.	1							
		Sig.(2-tailed)	,000							
	Evaluating Others Emotions (2)	Pearson C.	,551**	1						
		Sig.(2-tailed)	,000	,000						
	Benefiting from Emotions (3)	Pearson C.	,580**	,480**	1					
		Sig.(2-tailed)	,000	,000	,000					
	Control of Emotions (4)	Pearson C.	,581**	,509**	,556**	1				
		Sig.(2-tailed)	,000	,000	,000	,000				
Psychological Contract Breach (5)		Pearson C.	,599**	,579**	,560**	,522**	1			
		Sig.(2-tailed)	,000	,000	,000	,000	,000			
ALIENATION	Labefaction (6)	Pearson C.	,486**	,528**	,433**	,467**	,637**	1		
		Sig.(2-tailed)	,000	,000	,000	,000	,000	,000		
	Meaninglessness (7)	Pearson C.	,556**	,499**	,535**	,585**	,631**	,640**	1	
		Sig.(2-tailed)	,000	,000	,000	,000	,000	,000	,000	
	Alienation to Self (8)	Pearson C.	,573**	,491**	,596**	,646**	,599**	,603**	,684**	1
		Sig.(2-tailed)	,000	,000	,000	,000	,000	,000	,000	,000

**Correlation is significant at the 0.01 level (2-tailed).

For the reason that the data set shows parametric properties, Pearson correlation was chosen. According to the findings; "psychological contract breach" with "evaluating emotions" aspect of emotional intelligence there exists a positive moderate (599 and $p < 0.01$ level), with "being able to evaluate one's own emotions" aspect there exists a positive moderate (560 and $p < 0.01$ level) and lastly with "Control of emotions" aspect there exists a positive moderate (522 and $p < 0.01$ level) meaningful correlation. According to correlation datas "There is a significant positive relation between emotional intelligence and psychological contract violation." which is Hypothesis 1 was accepted.

With "psychological contract breach", "labefaction" aspect of alienation has a positive moderate (637 and $p < 0.01$ level), "meaninglessness" aspect has a positive moderate (631 and $p < 0.01$ level) and lastly "alienation to self-aspect has a positive moderate (599 and $p < 0.01$ level)

meaningful correlation. According to correlation datas "There is a significant positive relation between psychological contract breach and alienation." which is Hypothesis 2 was accepted.

Regression Findings

As independent variables, in order to spot if "emotional intelligence" and "psychological contract breach" variables have any meaningful effect with to the sub aspects of the dependent variable "alienation", regression analysis results are given at table 4.

Table 4. Variables Belong to The Regression Analysis Findings

Variable	Beta	T	P
Emotional Intelligence $R^2= ,417$ $F=281,744$ $p= ,000$,646	16,785	,000
Psychological Contract Breach $R^2= ,473$ $F=354,037$ $p= ,000$,688	18,816	,000
Dependent: Alienation			
ANOVA^a : Sig.: ,000^b		Coefficients^a : Sig.: ,000	

When findings related to regression are analyzed, dimensions of emotional intelligence and psychological contract breach and its effect with alienation in between $p=000b$, $p<0.01$ is meaningful at this level. Alienation perception also appeared to be affected positively from the factors of "emotional intelligence" [$(R^2= ,417)$ ($\beta= ,646$), ($p<0,05$)] and "psychological contract breach" [$(R^2= ,473)$, ($\beta= ,688$), ($p<0,05$)]. According to these data, perceptions oriented at emotional intelligence has %42 explanatory effect on perceptions oriented at alienation. Perceptions related to "psychological contract breach" has %47 explanatory effect on perceptions oriented to alienation, is also included amongst the results. When we look at the Beta coefficient value, it is possible to say perceptions oriented at emotional intelligence effects perceptions oriented at alienation positively and perceptions related to psychological contract also effects perceptions towards alienation positively. According to regression datas; Hypothesis 3 and Hypothesis 4 were accepted.

CONCLUSIONS AND RECOMMENDATIONS

Business activities and results obtained at the end of it are all focused on the human factor. The fact that businesses that can develop successful applications oriented at their employees are more successful than their opponents in competition has become an inarguable truth. Yet, it is quite difficult to make every employee happy. Because employees can face many social pressure and worries in their business life. These worries generally arise from internal and environmental factors. For this reasons, all these worries must be eliminated by the business directors especially. With all these, qualified properties that the employees have should be protected and workers should be trained to be better equipped. Every business that wishes to have an active workforce should not rule out emotional intelligence.

In order for humans to be able to show empathy towards with the other individuals, be able to control its emotions and have the social skills, one must use it emotional intelligence.

Emotional intelligence concept that is learned after birth, not at birth, should be invested on. Existence of emotional intelligence can have a significative role with the quality of all sectors in work life. The times we live which is the age of informatics, on top of human intelligence, being able to use emotional intelligence at the same time will make processes more successful.

Other subject of the research, concept of psychological contract breach, including all work fields, is a factor that depends on the personal perceptions of the individuals included within the contract. As emotional intelligence requires, perceptions related to psychological contracts is also one of the factors that regulates the quality of the work life.

Perceptions towards agreement of parties with psychological agreement in between, can shape any factors in organizational activities. In the basis of the act that the employees are putting towards the organization, there are positive and negative thoughts belonging to the organization. Same way, engaging employers and managers can also share their behavior to their employees in accordance with the psychological contract. Negligence related to the psychological contract has the effect to prevent maintaining successful organizational activities.

Lack of emotional intelligence, negligence of psychological contracts can also cause alienation at the same time. In this context, arising alienation concept can gain qualities that might impact the success of the business massively. Concept of alienation, aside from all the philosophies it includes, will make an individual feel alien to his work environment in his work life. For this reason, within the scope of alienation, is a concept that can have negative feelings such as alteration of the work field for the individual, individual questioning himself and alienation to his own humane structure. This mental collapse that reduces organizational efficiency can spread to all employees in the long term.

Environments that the humans reside will always carry an open and dynamic quality to all social events. It shouldn't be forgotten that, findings that arise dependent on human qualities may be affected by time and locational differences in terms of explaining it fully. In this study conducted on municipal officials and employees, "emotional intelligence", "psychological contract breach" and "alienation" aspects have positive moderate correlations in between. As a result of the regression analysis, "emotional intelligence" perceptions by %42, "psychological contract breach" by %47 effects the perception of "alienation". It is hoped that research results can shed light to other studies that the concepts of "emotional intelligence", "psychological contract breach" and "alienation" are taken into consideration. It is possible to say that, these three concepts won't have much of a meaning separately, even style of leadership, motivational tools, organizational dependency and organizational citizenship applications should also be taken into consideration depending on each other. It should also be stated that, applying this study only on provincial employees is insufficient to explain the relationships between these three concepts as a whole. For this reasons, doing these applications on other sectors and samplings is vital in terms of supporting the results of this research.

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