The Effect of Managers' Emotional Intelligence Level and Management Styles on their Organizational Alienation

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Abstract
The research has been done in IT sector and 368 managers have attended to the study. The model of the research is investigating whether emotional intelligence and management styles have an effect on organizational alienation. According to the theoretical frame, the best method for the analysis is Hierarchical Regression Analysis. According to the findings, Laissez Faire management style has a significant effect on self-isolation dimension of organizational alienation. On the contrary, none of the independent variables can explain the change on powerlessness dimension of organizational alienation (p>.05). Laissez Faire management style, interpersonal relationship and independence dimensions of emotional intelligence have a statistically significant (p<.05) effect on meaninglessness dimension of organizational alienation.
Keywords: Emotional Intelligence, Management Styles, Organizational Alienation

1. Introduction

In today's businesses, most of the time, the decisions taken by the persons in the management levels are of great significance. In this context, modern businesses would prefer managers who are aware of the feelings of their own or the others, understand those feelings, express their own emotions and beliefs easily, have a strong interpersonal relationships, show empathy, control urges and feeling that may be harmful for the business or the employees who have high emotional intelligence. It is predicted that managers with high emotional intelligence shall adopt the most appropriate management style for the welfare of the business and happiness, productiveness and motivation of the employees. The adoption of the appropriate management style is one of the basic factors of sustainable growth and development. The management philosophy which is carried out properly and efficiently also prevents the loss of energy and money.

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Organizational alienation is defined as the alienation of the individual from organizational culture, organizational climate and organizational aims and the assumption that any concept which is highly important for the organization is considered insignificant and unworthy by the employees.

In today's business atmosphere, alienation of the human from the business and the organization may cause major problems as humans are the most significant wealth of this world. Therefore, it is thought that managers who has high emotional intelligence and adopt the right management style are less likely to be alienated from the organization and business. In this study; the effect of managers' emotional intelligence levels on management styles and organizational alienation has been examined.

2. Theoretical Frame and the Review of the Literature

When the literature is scanned, it is seen that there is no study that analyzing all three concepts together. Although there are some studies conducted on employees that examined the concepts in pairs, the fact that having no studies for the managers is seen as the greatest contribution of the study for the literature.

The main aim and contribution of this research is that administrators should give more importance to the emotional intelligence; besides Human Resource Managers should give more importance to emotional intelligence in the selection and placement of employees. It is believed that the information contained in this study will be helpful both for the managers and the employees in the workplace, in terms of reducing the alienation.

2.1. Emotional Intelligence

Emotional Intelligence is the ability of an individual to identify and understand the feelings of himself/herself or other people and the ability to manage his/her relations by using this awareness (Hendon, Powell and Wimmer, 2017: Rode, Day, Ramaswami and Howes, 2017: Cobo et al., 2017). Conventional perception argues that there is a direct connection between the IQ score of an individual and his/her success in life. However, many researches have shown that IQ makes up 20 percent of the general success. The main determiner of the success is the emotional intelligence (Joneja, 2016).

Emotional intelligence concept that contains competencies such as realizing under which circumstances an individual feels good or bad and knowing how to cope with negative feelings and turning it to positive, making healthy decisions by determining strong and weak aspects has long been the interest and study subject of many disciplines such as individual and organizational psychology, sociology, neuropsychology, communication and business sciences (Tuncer and Demiralp, 2016). John Mayer and Peter Salovey who have been working in the field of psychology defined Emotional Intelligence in their study made in 1990; as understanding the feelings of himself/herself or others and using this information to make plans or decisions

rather than the social skills like being together with people (Costadopoulus, Pham, and Prasad, 2016).

The concept of emotional intelligence has gained worldwide popularity with the publication of the book "Emotional Intelligence: Why It Can Matter More Than IQ" by a journalist named Daniel Goleman, who also has phd in psychology (Gardenswartz, Cherbosque, and Rowe, 2010). According to Goleman (2014), Emotional Intelligence is the ability to understand about one's own feelings and feelings of other individuals, to be able to motivate oneself, to manage and direct feelings that they have encountered in their personal and interpersonal relationships. In business life it is seen that many people who are intelligent in terms of cognitive intelligence but who are not emotionally intelligent are less successful than the people who are not that much cognitively intelligent but have a higher emotional intelligence. According to Goleman, the sign of how successful people will be in their lives depends on their dominance over their emotions which also means the competence of balancing and managing their negative feelings. (Goleman, 2014 : Amiri and Fekrazad, 2015)

When the literature related to Emotional Intelligence is examined, it is seen that the models of the names that developed the leading models of the concept have been handled under three titles. These are ability based, competency based and mixed models (Bar – On, 2010);

a. **Ability Based Emotional Intelligence Model**
   • *Peter Salovey and John Mayer Emotional Intelligence Model*

b. **Mixed Emotional Intelligence Models**
   • *Reuven Bar – On Emotional Intelligence Model*
   • *Cooper and Sawaf Emotional Intelligence Model*

c. **Competency Based Emotional Intelligence Model**
   • *Daniel Goleman Emotional Intelligence Model*

2.1.1. Reuven Bar-On Emotional Intelligence Model

Reuven Bar-On describes social and emotional intelligence as abilities, social and emotional competencies and behaviours that enable people to understand and explain themselves, to understand others and contact with them, to struggle with daily problems, needs and demands influentially and within this scope to create a coherent relationship between the individual and the environment (Hacıoğlu, B., Yarbağ, Hacıoğlu, Ü., Dinçer and Tuğsal, 2015; Pellitteri, 2016 : Castillo and Valle, 2017).

Bar-On states that emotionally and socially intelligent individuals are people who are capable of expressing themselves effectively, understanding and contacting with others and coping with the struggles of everyday life. In the first place it is based on the individuals's knowing

himself/herself, discovering the strong and weak aspects of himself/herself and the ability of expressing his/her feelings and thoughts in a non-destructive way (Ju, Lan, Li, Feng and You, 2015). It includes being intelligent emotionally and socially in interpersonal level, realizing the feelings and needs of others, establishing collaborative, constructive and mutually satisfactory relationships and the ability to maintain these relationships (Bar-On, 2016).

According to Reuven Bar-On theory, the emotional intelligence capacities of individuals are composed of 5 main dimensions and 15 sub-dimensions. These 5 main dimensions and 15 sub-dimentions are (Hakkak et al., 2015 p. 131: Zabihi and Dabaghi, 2013):

i. **Self Awareness:** The ability to understand feelings, expressing ourselves and our senses. (Independence, Self-realization, Determination, Self-respect, Emotional Sense of self)

ii. **Interpersonal Competencies:** The ability to understand the feelings of others and to establish relationship with other people (Empathy, Interpersonal Relationships, Social Responsibility)

iii. **Adaptation to Conditions and Environment:** The ability to control and manage our feelings in order to make them work for the sake of us, not against us (Flexibility, Realizm, Solving Problem)

iv. **Stress Management:** The ability to manage the changes and problems arising from personal and interpersonal nature (Stress Endurance, Impulse Control)

v. **General Mood:** The ability to create a positive psychology and to motivate yourself (Happiness, Positivity)

Table 1: Reuven Bar-On Model's Emotional Intelligence Competencies and Skills

The EQ-i SCALES AND WHAT THEY ASSESS	
EQ -i SCALES	**THE EI COMPETENCIES AND SKILLS ASSESSED BY EACH SCALE**
INTRAPERSONAL	Self-Awareness and Self-Expression
Self-Regard	*To accurately perceive, understand and accept oneself*
Emotional Self Awareness	*To be aware of and understand one's emotions*
Assertiveness / Emotional Self-Expression	*To effectively and constructively express one's emotions and oneself*
Independence	*To be self-reliant and free of emotional dependency on others*
Self Actualization	*To strive to achieve personal goals and actualize one's potential*
INTERPERSONAL SKILLS	Social Awareness and Interpersonal Relationships.
Empathy	*To be aware of and understand how others feel*
Social Responsibility	*To identify with one's social group and cooperate with others*
Interpersonal Relationship	*To establish mutually satisfying relationships and relate well with others*
STRESS MANAGEMENT	Managing and Regulating Emotions
Stress Tolerance	*To effectively and constructively manage emotions*
Impulse Control	*To effectively and constructively control emotions*
ADAPTABILITY	Change Management
Reality-Testing	*To objectively validate one's feelings and thinking with external reality*
Flexibility	*To adapt and adjust one's feelings and thinking to new situations*
Problem Solving	*To effectively solve problems of a personal and interpersonal nature*
GENERAL MOOD	Personal Motivation
Optimism	*To be positive and look at the brighter side of lif*
Happiness / Well-Being	*To feel content with oneself, others and life in general*

Resource: Bar-On, R. (2006). Reuven Bar-On Emotional Intelligence Model. *Psicothema*, February. Updated by Reuven Bar-On 14.06.2014. p.21

In terms of management and Emotional intelligence relationship, it is clear that for the accurate and efficient management of human factor which is the most significant resource of today's business world, managers should have high emotional intelligence. An emotionally intelligent manager is the solution-oriented person who is realistic and flexible; aware of his/her feelings, who can hinder the feelings that may be destructive for the business; realize changes in the moods of employees by showing empathy, have high skills of solving problems and conflicts; and approach positively to the negative situations. This type of managers can successfully manage stressfull conditions and motivate organization employees in interpersonal relationships according to the organization aims. Therefore, the commitment for organizational targets and loyalty of the employees will increase as their feelings, ideas and sensations are important for their manager.

2.2. Management Styles

Management style in its simple description is the route that managers follow in order to get successful results (Rees ve Porter, 2008). The success of the organizations depends on how how they manage. While some organizations maintain their success, based on their performance, the others fall behind in the competitive environment,. Successful management styles are accomplished in self-sufficient organizations. Accordingly, in most cases unsuccessful organizations can not reach their aims as a result of being incorrectly managed (Zakaria and Hashim, 2016). The reflection form of manager's management mentality causes them to act differently in accordance with aims, morals and targets of the organization along with their characteristics. Similarly behaviours of the managers in the organization are designated according to the aim and meaning they sustain for the actions and movements of the upper executives. Therefore, morals of the manager about management are formed and have a meaning in accordance with both internal and external environment conditions and turn the management mentality of the manager into action (Kaya and Uysal, 2017).

Determining the right management style is one of the main triggers of sustainable growth and development in the business. The management philosophy, which has been carried out in organizations efficiently, also prevents the loss of energy and money. The researches about the efficient and successful organizations show that knowing and practising new management techniques, having a convenient organization culture and along with that complying with the new technologies are the most significant steps to take for managers. As a result of the dynamic and changing environmental factors that organizations have to adapt, managers must make fundamental changes in their management styles (in case of necessity) to keep the organization in the game and make it advantageous in a competitive environment (Niknezhad, Razavi and Ghezelsefloo, 2016). The behaviour pattern, the managers show towards their employees is one of the most significant factors that affects the behaviours of the employeess in the modern world where human factor is accepted as the most important business resource. In case the management behaviours that managers show towards the employees are negative, productivity, performance, job satisfaction and the feelings of organizational trust and loyalty of individuals may be negatively affected. In this case, these people will have the potential to

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affect other employees negatively (Güney, 2011) and low level of Job Satisfaction in organizations will cause a series of undemanding problems such as job alienation, interpersonal conflicts, organizational stress, cynicsm. (Hacıoğlu, B., Yarbağ, Hacıoğlu, Ü., Dinçer and Tuğsal, 2015).

Management styles are classified and their negative and positive features are emphasized in various forms by many researchers in 1957, Tannenbaum and Schmidt developed a model that reaches to autocratic approach in one point and to democratic one in the other. As the democratic approach has been exaggerated, a third management style that is called "laissez faire" or fully liberal management style has arisen (Kamugisha, 2017). Seven situation from autocratic management to democratic management has been identified in the model (Uysal, 2017);

❖ The manager makes decisions and informs the subordinates in the first situation.
❖ The manager persuades the subordinates in the second situation.
❖ The manager conveys his/her ideas to the subordinates and evaluates their responses in the third situation.
❖ The manager pays attention to the opinions of the subordinates about the decisions to be made in the fourth situation.
❖ The manager opens the problem or the decision for a discussion in the fifth situation.
❖ The manager identifies the problem and the subject and waits for the group decision in the sixth situation.
❖ The manager points out the subject and leaves the decision to the subordinates in the seventh situation.

In 1939, a group of researchers led by psychologist Kurt Lewin (Lewin et al., 1939) described three different leadership-management styles within the framework of decision making. These are autocratic, democratic (participatory) and laissez-faire (fully liberal) management styles (Martin and Edwards, 2016). Manager behaviors regarding management styles described by Kurt Lewin and his friends are demonstrated in the table below;

Table 2. Management Styles in Kurt Lewin's Model

AUTOCRATIC	DEMOCRATIC	LAISSEZ FAIRE
All policies are determined by the managers.	All policies are subjects that are helped and encouraged by the manager and argued and decided by the group.	There is freedom in group or individual decisions. The manager does not interfere much.
Technics and action phases are dictated over and over again by the authority. Therefore, future actions are widely distracted from the certainty.	Types of actions are determined by mutual arguments. The manager presents two or more alternatives about the itineraries to achieve group aims and necessary technical offers; and the ultimate decision are made among these.	The manager provides various materials and states clearly that they will be provided in case of need. Apart from that, he/she does not participate in arguments.
The manager usually notifies the work to be done and the colleague that each member will work with.	Staff are free to choose their colleagues to work with and the distribution of work is left to the group.	The manager does not involve in the subject of work determination and the choice of colleague.
The manager tends to be individual in his/her criticism and compliment with regard to the work of each staff. He/she stays out of the group activities.	The manager is objective in his/her criticism and compliment and tries to act as a member of the group. However, he does not work so much in the meantime.	However, he/she sometimes express opinion (when asked) about the actions of the staff and avoids from criticizing or praising the course of the work.

Resource: Ralph, W. ve Lippet R. (1960). Autocracy And Democracy, Harper And Row", New York: 1960.

2.2.1. Autocratic Management Style

Authoritarian management can be defined as strict managers demanding that decisions should be made only by themselves by using over-monitoring and expecting obedience from the subordinates (Balta and Petecel, 2016). In autocratic management, managers in the top management levels want to decide on their own. They expect that their decisions must be presented, accepted and fulfilled completely. The management in the autocratic style has a descending hierarchical order. In the authoritarian management style where the management is designed hierarchically, decisions are made by the top management and dictated without asking the opinions of the lower management (Taylor, 2017). The communication in the organization is one way from top to bottom while the communication between the individuals

and the groups in the same level is kept under control. The structure of the group is absolutely hierarchical. The control element used for ensuring the tasks and responsibilities to be run completely by the employees is "punishment". Lazarević (2001), argues that this kind of management can completely passivize the employees, decrease the sense of responsibility and it is not convenient for the development and maturation of the employees (Milojevic, Markovic, Milojkovic , Mitic and Jankovski, 2016). Managers generally use authoritarian style because they think that being strict and cruel in market conditions is effective. However, this kind of communication that an authoritarian manager has with his/her subordinates does not increase the authority level. It is very significant in terms of management practices that top managers should observe the rule of etiquette in their communication with the subordinates (Valieva, Orazbaieva and Shaiheslyamova, 2016).

Managers following the Autocratic Management Style make unilateral decisions and this situation causes them to be hesitant to consult with others. They believe that asking subordinates for their opinions may be evaluated as being weak. Although they have doubts about their own decisions, they expect absolute obedience from their subordinates and impose these decisions to them. This kind of management can work in circumstances when the organization should make quick decisions or when there is no time for discussion environment. Furthermore, Authoritarian management style can be useful in circumstances when the employees do not have much information about the business process or business itself. However, Lewin and his friends argued that Autocratic Management / Leadership cause many problems in the organizations. Moreover, in the organizations where creativity, entrepreneurship and innovativeness are necessary, the results of this kind of management cannot be expected to be positive (Friedman, 2016).

The fact that authoritarian rulers act alone in their decision-making process can reduce the motivation and business productivity of the other individuals in the organization. Researches show that autocratic management often causes lack of creative solutions for problems and consequently prevents the other individuals in the organization from showing their real performances. Autocratic managers tend to overlook the knowledge and expertise of the group members when the business faces complicated situations. In such cases not consulting to the other team mates endangers the success of the business. The disadvantages of the authoritarian management come out when evaluated in terms of job satisfaction. When the individuals feel that they are making a contribution to the future of the business they may show a better performance as they feel content. As autocratic leaders do not let the inputs coming from the team members, problems such as dissatisfaction and discontentment among the organization members arise (Cherry, 2016).

According to Ozgur (2011), discipline and respectful behaviors can be created through the Authoritarian management but the honest respect of the people, their devotion to the work and producing creative opinions cannot be provided thus an environment where reluctant obedience, insecurity, nonchalance, complaint and gossip is formed. Managers who adopt the

authoritarian style cannot conceive the real reasons behind why the productivity is low in this table where they see no disapproval and voice problems, but obedience and respectful behaviors. They come to a conclusion that the decline of employees' productivity is because "the knowledge of subordinates about the business is not sufficient and the business process is not efficiently determined ". Therefore in order to increase the productivity they focus on the education of the subordinates about the technic, method, process and steps of the business and put more detailed and strict rules. Stiffened authority of the manager continues with internal rebellion and anger in the employees, avoiding showing real performance, knowledge and skills because of sinister obedience, low trust and lower quality and performance in the organization.

2.2.2. Democratic – Participant Management Style

Modern theories accept autocratic management style as being conservative and out of date to apply to today's businesses. In today's modern business world, innovator and transformational managers have to adapt a democratic, creative and inspiring management. Advanced technology companies such as Microsoft, Google, Facebook where R&D works are in a high level display the extreme examples of modern management. Employees in these businesses are not monitored closely by their managers but they have the complete authorization to decide when and how they fulfil their responsibilities (Vasilev and Todorova, 2016).

Democratic management style, unlike authoritarian approach is a form of management where a duplex communication is established with the employees . Attitudes of the superiors are based upon consultation and evaluation made with the members (Ramos, Mota and Corrêa, 2016). Instead of giving directions to the subordinates, top managers count the employees as equal in the process of decision making. Of course this condition relies on the truth that the employees are accepted to have the sufficient information about the aims and targets of the business, and the sufficient expertise that will add to the sustainable growth of the business and they may add equally to the management of the institution. Therefore, the valuable information, requests and ideas that may come from the employees are demanded on a democratic base. In rationalist institutions where democratic management prevails, the need to check, monitor and control subordinates lose its significance as productivity and job satisfaction come into prominence (Vasilev and Todorova, 2016).

The manager of the democratic type consequently consults with the team members and evaluates their recommendations even though the final decision belongs to him/her. The advantages and disadvantages of using this participatory leadership style may include high business quality, despite the reduced amount of work, employees' feeling of being a part of the team and commitment to the aims arising with sense of belonging to the institution (Martin and Edwards, 2016).

Hajzler describes the four main factor of democratic management in the businesses as (Rolkováa and Farkašováa, 2015, p. 1384);

- *Loyalty:* employees feel loyal to their tasks willingly**.** They are willing to argue about the aims and processes as a result of democratic environment.

- *Expertness, self-determination and expressiveness:* These three needs create the system. Creating these concepts makes the internal motivations of the employees stronger.

- *Self-management:* Self-management within the frame of the responsibilities of the persons.

- *Commitment:* Employees are extremely willing to fulfil their tasks. System is not only functional but it provides passion, freedom and independence for the persons.

2.2.3. Laissez Faire Management Style

Diebig, Bormannand and Rowold (2016) describe Laissez Faire Management Style as managers' avoiding from deciding, taking initiative and exercising power. This management style is the best behavior that identifies "How to not Manage!" concept. Fully Liberal managers are persons who are inactive, non-existent, unable to distribute the duties in the organization and useless to solve the conflicts among the employees. It causes role conflicts, power struggles and stress environment among the employees as the managers do not have a certain expectation from the them and do not provide feedback.

Laissez Faire Management Style which is also called Passive and Fully Liberal Management may cause serious problems due to the fact that the manager is uninterested in group members, avoids facing with problems, minimizes interorganizational communication and evades responsibility. The worst scenerio in this management style is that actually there is no concept of management (Giessner and Wong, 2016). In Laissez – Faire management style there is no represented change between the manager and the employees. This type of management has been proven to be negatively associated with worker satisfaction. Laissez Faire Administrators do not fulfill their responsibilities, they are not in the business when needed, overlook the help requests they receive from employees and refrain from giving opinions about significant issues for the organization (Sandhalad, Oltedal, Hystad and Eid, 2017).

In Laissez-Faire Management style managers avoid from taking responsibility or making decisions, they interfere with the activities of the employees only when there are problems and where it is difficult to prevent them (Che, Zhou, Kessler and Spector, 2017). Managers who adopt Laissez-Faire Management style are contented by providing their own needs rather than those of employees. In units where this type of management is present, group members create their own aims and take care of themselves with their own problems. Moreover, the group members educate and motivates themselves on their own. For this reason, liberal leaders play a minor role in influencing group members. These types of leaders focus on enabling their employees to express their ideas freely. Therefore, they create an ideal atmosphere for

employees to come up with their original ideas. Fully Liberal Management Style is advantageous in organizations where creativity, mental description, personal freedom and featured artistic activities should be at a high level. However, in other circumstances it is confronted as a type of leadership in which there is no leadership and problems can arise (Örücü and Çoban, 2017).

3. Organizational Alienation

Organizational alienation is defined as the assumption that any concept which is highly important for the organization is considered insignificant and unworthy by the employees and as the alienation of the individual from organizational culture, climate and aims (Erkasap, 2016). Organizational alienation may occur because the employees in the organziaton may have different expectations and aims from those of the organization, they may focus on earning more money by paying no attention to the fixed standarts. It may also occur due to wrong jobshare, conflicts of organizational commitment, personal disorders, technological development, leadership styles, injustice in performance evaluation and environmental factors (Shehada and Khafaje, 2015).

The researchers have been trying to carry the concept of alienation to a evaluable dimension by performing experimental studies in socio-psychologic field since 1960. In these investigations, the name Melvin Seeman has featured in the literature (Eryılmaz and Burgaz, 2011). As a result of socio-psychological studies performed by Melvin Seeman, a five dimensional model showing the alienation of the individual has occurred (Yıldız et al., 2013 : Wang et al., 2014).

The alienation dimensions categorized by Seeman are listed below (Seeman, 1959);

a) Powerlessness
b) Meaninglessness
c) Normlessness
d) Social-isolation
e) Self-isolation

3.1. Powerlessness
Powerlessness refers to the lack of perceived freedom and control in the face of circumstances and events (Seeman, 1959: Goldsby, 1998). The experience of powerlessness as a version of alienation affects the quality of the working life negatively. Therefore, this experience causes trouble for both the individual and the organization (Kanungo, 1992). The individual feels helpless in the face of events encountered during the powerlessness experience and feels that he/she is dragged into the circumstances that occur out of his/her own will or feels that he/she cannot reflect his/her real emotions and motions to the experiences (Şimşek et al., 2006).

Mottaz associates powerlessness with the features that the working environment has. According to Mottaz, the powerlessness dimension of the alienation is the lack of control of the

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employee over the missions in the working life and the lack of self-management at every stage of business decisions.

3.2. Meaninglessness

According to Blauner (1964), meaninglessness signifies the employees' not having an idea about what he/she contributes to the business or the production. Nelson ve O'Donohue (2012) state that meaninglessness points out what a business operation or production mean for the employee. According to Sarros et.al. (2002), contrary to the situation of weakness which refers to the definitions of working conditions and processes, meaninglessness expresses integration situation of the employees to the working process. Meaninglessness occurs in a business when the employees think they do not contribute much to the working process therefore they do not see the importance of their roles (Mottaz, 1981).

Meaninglessness that appears in organizational dimension comes out when the organizational purposes and the role of individual is conflicted. Especially in businesses where organizational level is high and specialization is required for each work, employees' following only the work that they are responsible for but not knowing the works of the other employees or the departments of the organization causes meaninglessness. It also causes employees to question their roles and contribution for the business (Shepard,1972).

3.3. Self-Isolation

Self-isolation or in other words isolation means that the individual isolates himself/herself from the environment, circumstances and motions that he/she experiences. As a result of isolation, the individual gets alienated from the environment (Durmaz, 2014).

In the self-isolation period, the person is not aware of the features that make him/her strong. As the technological developments becomes more and more complicated and accordingly the employees have to develop their technical competences in this direction, the individual cannot create a connection between himself/herself and the product and moves away from the feeling that he/she is a value for the business. Not having a tangible relationship between the current behaviors of the individual and his/her expectations for the future, the negativities, the feeling of absence and the sense of loss that **is** experienced in the inner world of the individual are among the factors that trigger self-isolation (Yalçın and Koyuncu, 2014).

Mottaz (1981) describes the self-isolation dimension of the isolation as the actions of the individuals not coinciding with future expectations and the individuals' behaving in different manners. As a result of this situation because the individual does not see a harmony between the current situation of the working environment and his/her own expectations, he/she thinks that his/her creativity is blocked and cannot experience the pleasure of the self-realization.

4. Research Model and the Methodology

The model of the research is investigating whether emotional intelligence and management styles have an effect on alienation. The data have been collected via online surveys and random sampling method has been used. So as to measure the emotional intelligence; Turkish version of Reuven Bar-On's EI scale (2006) has been used (Yüksel, 2006). Turkish version of Mottaz's alienation scale (1981) has been used to measure alienation (Uysaler, 2010) and "Managers Attitude Survey", which has been created by Terzi and Kurt (2005) has been used to measure management styles (Batmaz, 2012).

4.1. Descriptive Statistics

The research has been done in IT sector and 368 managers have attended to the study. There has been 285 men and 83 women; there have been totally 368 managers. 80 of them are single, 263 of them are married and 25 of them are divorced. 145 of the managers have been working for 1-5 years, 95 of them have been working for 6-10 years, 128 of them have been working more than 11 years as a manager. 85 of them are first level managers, 136 of them are middle level managers and 147 of them are top managers.

4.2. Hierarchical Regression Analysis

According to the theoretical frame the best method for the analysis is Hierarchical Regression Analysis. Enter method has been selected to regress the data.

4.3. Findings and Results

According to the hierarchical regression analysis it is first regressed to estimate the effect on self-isolation dimension of organizational alienation. All the predictors have been included in this model and the model explains the change 9.9% (p<.01).

Table 3. Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | Durbin-Watson |
					R Square Change	F Change	Sig. F Change	
1	,314	0,099	0,063	0,96822619	0,099	2,72	0,001	1,839

Table 4. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1	35,701	14	2,55	2,72	,001

According to the ANOVA and coefficient results, the only predictor which explains the change on self-isolation dimension of organizational alienation is Laissez-Faire management style. Other independent variables can not explain the model statistically significant (p>.05).

If the Laissez Faire management style increases 1 unit; managers' self-isolation dimension of organizational alienation level increase.233 unit. It is statistically significant (p<.001). To make it more clear, it can be said that there's a positive relation between Laissez Faire management style and managers' self-isolation dimension of organizational alienation level.

Table 5. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-9,06E-17	0,051		0	1
	Laissez Faire	0,233	0,057	0,233	4,094	.000

Secondly, it is regressed to explain the effect on powerlessness dimension of organizational alienation. All the predictors again have been included to the analysis. Contrary to self-isolation dimension of organizational alienation the model hasn't explained the change on powerlessness dimension of organizational alienation (p>.05). According to the ANOVA and coefficient results, none of the independent variables can explain the change on powerlessness dimension of organizational alienation (p>.05).

Finally, it is regressed to calculate the effect on meaninglessness dimension of organizational alienation. All the independent variables have been included to the model and the model explains the change 7.9% (p<.05).

Table 6. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			Durbin-Watson
					R Square Change	F Change	Sig. F Change	
1	,281	0,079	0,042	0,978976	0,079	2,119	0,011	1,96

Table 7. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1	28,437	14	2,031	2,119	,011

Table 8. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,98E-17	0,051		0	1
	Laissez Faire	0,164	0,057	0,164	2,858	.005
	Interpersonal Relationship	0,166	0,052	0,166	3,201	.001
	Independence	0,106	0,052	0,106	2,062	.04

If the Laissez Faire management style level increases 1 unit; managers' meaninglessness dimension of organizational alienation level increase.164 unit. It is statistically significant (p<.01). More precisely, there's a positive relation between Laissez Faire management style and managers' meaninglessness dimension of organizational alienation level. Besides, if the interpersonal relationship dimension of emotional intelligence level increases 1 unit; managers' meaninglessness dimension of organizational alienation level increase.166 unit. It is statistically significant (p<.01). Therefore, it can be stated that there's a positive linkage between interpersonal relationship dimension of emotional intelligence and managers' meaninglessness dimension of organizational alienation level.

On the other hand, if the independence dimension of emotional intelligence level increases 1 unit; managers' meaninglessness dimension of Organizational Alienation level increase.106 unit. It is statistically significant (p<.05). To put it more clear, it can be claimed that there's a positive relationship between independence dimension of emotional intelligence and managers' meaninglessness dimension of Organizational Alienation level.

Conversely, other independent variables cannot explain the model statistically significant (p>.05).

5. Conclusion

Nowadays making decisions in the management level becomes very important. Therefore, managers who are aware of the feelings of their own or the others, in other words who have high level emotional intelligence become more desired. So, managers with high level emotional intelligence might have the most appropriate management style for the business.

On the other hand, in today's business atmosphere, alienation of the human from the business and the organization may cause major problems. Thus, it is thought that managers who have high level emotional intelligence might be less likely to be alienated. In this research; effects of managers' emotional intelligence levels and management styles on their organizational alienation has been examined.

According to the findings Laissez Faire management style has a significant effect on managers' self-isolation. On the contrary, none of the independent variables can explain the change on powerlessness. Laissez Faire management style, interpersonal relationship and independence have statistically significant effect on meaninglessness.

When the results of our findings and the theories in the literature are compared, it is confirmed that there is a positive parallelism between the definitions in the literature and the research results. Diebig, Bormann and Rewold (2016) define Laissez Faire management style as managers who avoid from making decisions, taking initiatives and exercising authority in the organizations. Fully liberal managers are persons who are often far away from being efficient, incapable of distributing duties in the business and who have no solutions for the conflicts arising between the employees. According to Durkheim (2006), the self-isolation dimension of the organizational alienation states the individual's avoiding from establishing social relationships with the physical environment that he/she experiences or with the other individuals in that environment. Accordingly, managers who adopt Laissez Faire management style shall probably get self-isolated as a result of lack of communication, avoiding from establishing social relationship and taking no initiatives etc.

According to the findings of the research it is determined that there is a positive relation between independence dimension of emotional intelligence and meaninglessness dimension of organizational alienation.

The independence dimension of emotional intelligence which is normally important for being a successful manager, is positively related to meaninglessness dimension of the organizational alienation in the research. The reason of this situation is that probably the person exaggerates the feeling of autonomy and independence and avoids from establishing emotional relationships. It is possible that an individual who displays excessive attitudes about emotional independence becomes isolated and as a result meaninglessness may occur.

In modern economies where social and financial oppression has been increasing, it is obvious that future concerns, sustainable presence of the business and the situation of the competitors are mentioned among the employees. The communication, which sometimes causes effects such as the individual's thinking that the organization is lack of integrity, negative tendencies and organizational cynicism characterized with critical contemptuous behaviors, can also be existent in the management level. As reported in the research, the fact that the vast majority of managers in the information technology sector have higher educational levels causes them to have a more critical perspective. The finding of a research carried out by Hale Alan and Cemalettin Acan Fidanboy (2013) can be given as an example for this situation. In the research which aims to analyse Cyncism, Exhaustion and Interpersonal Relationships within the scope of Information sector employees, it is determined that cynicism increases with the educational level and the persons with doctoral degrees have the highest level of cynicism. Accordingly, if the interpersonal relationships affect the person negatively in this manner, the person – even in

the management level – questions himself/herself and his/her duty in the business; believes that the organization is lack of integrity and experiences meaninglessness as a result of the judgements regarding the negative situations in the organization. In today's business world, where competence is not prioritized, however the other factors such as backing, nepotism, political or interpersonal affinities are effective in the organizational sorting, it is possible that in their inner world, the managers question the competences of the other persons in the management level and as such experience meaninglessness.

It is recommended for the researchers that further studies are required to approve our findings. Besides, the findings might differ in other sectors, especially in service sector. In future research it can be analyzed whether the relations among these concepts differ between the managers work in private and public sectors. Also it would be interesting to use qualitative methods in new studies.

*Derived from doctoral dissertation

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