

Predicting the impact of social media addiction on organizational alienation

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Abstract: The aim of this research is to determine the impact of social media addiction on organizational alienation. The study utilizes primary data sources within the scope of quantitative research analysis methods. The data collection technique involved using online survey forms sent to participants. A snowball sampling method was preferred for distributing the survey forms. The survey included two scales for measurement purposes. This study is quantitative and empirical in nature. The research findings indicate that social media usage has a significant effect on employees' feelings of alienation in the workplace. Limitations of the study include the inclusion of participants from only one sector, which may restrict the generalizability of the relationship between social media addiction and organizational alienation. Furthermore, the study was conducted in a specific time frame and within a specific city's healthcare institution; different results may be obtained in studies conducted in different time frames or geographical regions. By examining the relationship between social media addiction and organizational alienation, the study aims to contribute to the enhancement of management strategies for businesses. Therefore, the findings of the research will be valuable and pioneering both academically and practically.

Keywords: social media addiction, organizational alienation, healthcare institutions

Introduction

Advancements in computer and internet technologies have provided people with an interactive new media platform. On this platform,

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called social media, people spend more and more time each day to meet their daily needs (Vural & Bat 2010). In recent years, social media has been recognized as one of the primary means of communication. These platforms have become one of the most significant applications of the internet by transferring the impact of face-to-face communication into the virtual environment (Tekin 2019). For some people, social media serves as an escape from social life and a place to be alone, while for others, it is a refuge where they seek to meet more people and gain approval (Tektaş 2014).

As with any emerging technology, social media spreads throughout society with both its positive and negative aspects. Although social media has many positive effects on individuals, various negative issues have also emerged over time. One of these negative issues is social media addiction, which continues to increase daily (Ünlü 2018).

The concept of “alienation,” which became significant in the literature with the Industrial Revolution, refers to individuals distancing themselves from society and experiencing isolation. This situation can lead individuals to harm both themselves and society. In organizations, individuals who feel lonely, powerless, and meaningless, experience organizational alienation. This can result in negative consequences both in their personal and professional lives. Individuals who feel unhappy, isolated, and perceive life as meaningless may struggle to achieve their professional goals, leading to decreased productivity (Tüfekçi 2022). Employees feeling alienated in the workplace can be a significant cost for both themselves and their employers. Therefore, understanding the causes and consequences of organizational alienation and developing various strategies to address this issue is crucial.

The healthcare sector has a unique working environment characterized by high responsibility, intense stress, and long working hours. This situation may make employees more susceptible to feelings of alienation. Additionally, healthcare professionals interact directly with patients and their families, which means that social media use may have a greater impact on workplace performance.

This study aims to determine the effect of social media addiction on organizational alienation among employees in a healthcare institution in Turkey using a survey method.

Literature review

Social media addiction

The term social media, combined with the word “social,” refers to a concept where people interact and form communities. There are various definitions of social media. According to Saymer, social networks, where users share information, experiences, and various types of data, are considered within the scope of social media (Saymer 2008, 123). Social media is a widespread platform where individuals come together to share thoughts, ideas, and information. The concept of social media allows people to reach others, establish connections, build relationships and trust, and maintain a presence when promoting products on this platform (Safko 2012, 41). Ryan (2014, 201) defines social media as a broad term encompassing web-based software and services that enable people to exchange ideas, engage in discussions, communicate, and socially interact on online platforms. This interaction can occur in the form of text, audio, images, video, and other formats.

Social media is described as a virtual network where individuals share their personal opinions, thoughts, photos, and videos on multiple platforms, making their shared data accessible to other users while enabling fast interpersonal communication and interaction (Söner & Yılmaz 2018, 63). Erkeyhan (2013, 17) defines social media as a platform that allows users to follow content created by other users. This structure encourages users to create public or partially public profiles visible to others. Although definitions of social media may vary, it is generally regarded as a user-centered and interactive structure that has brought fundamental changes to communication processes.

Additionally, the social media network is defined as a powerful platform that enables people to stay informed about each other more quickly, interact faster, and share content through the internet. Social media networks provide an environment where users can share, comment on, and like photos, videos, texts, and other content. Examples of popular social media networks include Instagram, Facebook, YouTube, Twitter, and LinkedIn. These platforms allow users to establish personal and professional communication, share information and ideas, and interact with other users (Yıldız 2019).

The concept of addiction was first defined by the World Health Organization (WHO) in 1964. In the literature, addiction generally appears in two forms: substance addiction, which involves dependence

on a particular substance, and behavioral addiction, which is based on certain habits or behaviors (Turan 2015). According to the Turkish Language Association (TDK), the term “dependent” refers to someone or something that is subject to the will, power, or assistance of another, lacking freedom or autonomy, and being excessively attached to a person or thing in a material or spiritual sense. “Addiction” is described as “the state of being dependent or subordinate.” Ögel (2001, 78) defines addiction as an individual’s excessive craving for a harmful substance, the inability to separate from it by their own will, and the excessive amount of time spent obtaining it.

Social media addiction is a condition in which an individual continuously uses or checks social media channels or applications excessively. This addiction can negatively impact a person’s daily life or lead to a loss of control over their social media usage. If a social media user spends more time on social media platforms than intended, struggles to fulfill their daily responsibilities, becomes fixated on it, and experiences an increasing loss of time daily, this behavior is referred to as social media addiction (Otu 2015). Social media addiction is a psychological issue that affects an individual's sensory, emotional, cognitive, behavioral, and physical well-being, takes up a significant portion of their daily life, and causes repetitive problems (Tutgun Ünal 2015).

Andreassen and colleagues (2016) define social media addiction based on characteristics such as an excessive desire to remain constantly connected, spending so much time on social networks that it negatively affects social relationships and activities, and causing interpersonal communication and mood disruptions due to excessive usage. Additionally, within the concept of media addiction, it is essential to consider whether individuals are primarily addicted to social media itself or to the content provided on social media platforms (Tutgun Ünal 2015, 77-85).

Organizational alienation

The concept of alienation is derived from the Latin word “alienatio” (Schacht 1970, 2). The term alienation was transferred into Turkish from the Persian word “yaban,” meaning “desolate place, empty” (Kiraz 2011, 148). The Turkish Language Association defines this term as “the perception of human and societal activities as independent and dominant elements over these activities under certain historical conditions.” The concept of alienation refers to a situation in which a

person feels excluded by others socially and culturally or perceives themselves as alienated. This condition causes discomfort and is often associated with a sense of not belonging. The individual is aware that they are not in harmony with those around them, which creates uneasiness (Hajda 1961, 758-759).

Regarding organizational alienation, various definitions can be found in the literature. These definitions may show slight variations over time due to the increase in empirical studies and the influence of contemporary developments. Geyer & Schweitzer (1976) define organizational alienation as a form or element created by members or structures within organizations. Additionally, organizational alienation is explained as the presence of class divisions and bureaucracy within the organization, similar to those in society (Özler & Dirican 2014, 292). According to Blauner (1964), organizational alienation is the feeling experienced by employees when they fail to develop a sense of purpose aligned with the organization's overall objectives and operations, cannot follow existing work processes, do not feel a sense of belonging to their sector, and struggle to adapt to their jobs through personal expression (Blauner 1964, 15). Organizational alienation is described as an individual's detachment from their work, their organizational environment, and their own self (Taştan et al. 2014, 124).

Alienation is a crucial issue for organizations and their efficiency. In work environments, employees may exhibit alienation or aggression responses when they feel unable to achieve their dreams, face strict managerial attitudes, or are perceived merely as machines performing tasks. Issues such as the inability to maintain workplace order and differences in expectations between employers and employees can lead to workplace dissatisfaction. Additionally, unresolved workplace complaints, arbitrary behaviors, and feelings of hostility can further increase unrest within the organization. Such an environment can lead to stress among employees and heighten alienation between workers and the organization (Bingöl 1990, 176).

An individual continues their work within an organization based on the rules set by the workplace rather than their own desires. When they begin to perceive themselves merely as a production machine, face negative attitudes from colleagues and managers, and fail to achieve their career aspirations, they may experience organizational alienation (Şimşek et al. 2006, 575). An employee who becomes alienated from their job tends to devalue their work, exert minimal effort, and adopt

an attitude focused solely on earning financial compensation (Agarwal 1993, 723).

Research methodology

Aims and importance

This research aims to determine the impact of social media addiction on organizational alienation. By examining the relationship between social media addiction and organizational alienation, the study seeks to contribute to the development of management strategies for businesses. Understanding the relationship between social media addiction and organizational alienation will provide managers with the opportunity to develop new strategies to enhance employee productivity and increase job satisfaction.

Additionally, this study will help identify the negative effects that social media addiction may cause in the organizational environment and assist in taking necessary measures to mitigate or prevent these effects. Therefore, the findings of this research will be valuable and pioneering both academically and practically.

From an academic perspective, this study will contribute to the literature on social media addiction and organizational alienation, serving as a guide for future research. From a practical perspective, it will provide essential insights for improving management policies and employee relations within businesses. These insights will serve as a guide for regulating social media use in workplaces, reducing employees' social media addiction, and preventing organizational alienation.

Method

In the research, primary data sources are used within the scope of the quantitative research analysis method. The data collection technique involved utilizing an online survey form sent to participants. A snowball sampling method was preferred for the distribution of the survey forms.

For the social media addiction scale, the Social Media Addiction Scale - Adult Form, developed and validated by Şahin & Yağcı (2017), was used. For the organizational alienation scale, the Organizational Alienation Scale, developed and validated by Kurtulmuş et al. (2015), was utilized.

Population and sample of the study

The population of the study consists of employees working in healthcare institutions in Turkey. The sample of the study includes a total of 150 employees who work at a healthcare institution operating in Ankara and voluntarily provided data for the research.

Assumptions and limitations of the study

In the study, it is assumed that the levels of social media addiction and organizational alienation among participants may vary based on their age, gender, position, and educational background. It is also assumed that participants correctly and consistently understand the concepts of social media addiction and organizational alienation and provide sincere and genuine responses to the scale items applied in the study.

A limitation of the study is that the relationship between social media addiction and organizational alienation is examined within a single sector, including only employees from one industry. Additionally, the research was conducted within a specific time frame and in a healthcare institution located in a particular city. Therefore, studies conducted in different time periods or geographical regions may yield different results.

Data collection

In the study, primary data sources are used within the scope of the quantitative research analysis method. As a primary data collection method, a survey was adopted to reach the minimum sample size among personnel units working in a healthcare institution in a specific city. In this context, employees were identified using the snowball sampling method, and survey forms were completed.

The survey consists of two sections with a total of 37 questions. The first part of the survey includes six questions aimed at identifying the demographic and status-related information of employees in the relevant units. The second part of the survey is divided into two sections, comprising a total of 31 questions related to social media addiction and organizational alienation.

The survey is structured using a 5-point Likert scale, with the response options as follows: Strongly Disagree, Disagree, Neither Agree Nor Disagree, Agree, Strongly Agree. These statements were presented to participants in accordance with the 5-point Likert scale.

Scales used in the survey

In the study, the Social Media Addiction Scale - Adult Form, developed and validated for reliability by Şahin & Yağcı (2017), was used to measure social media addiction. During the scale development process, a literature review was conducted, and expert opinions were gathered to create an item pool. The draft form was reviewed and revised by field and language experts. As a result, a 20-item, 5-point Likert-type scale was developed. The scale includes two reverse-coded items and does not have sub-dimensions. The scale items are rated on a 5-point Likert scale as follows: Strongly Disagree, Disagree, Neither Agree Nor Disagree, Agree, Strongly Agree.

For organizational alienation, the Organizational Alienation Scale, developed and validated for reliability by Kurtulmuş et al. (2015), was used. During the scale development process, research on student alienation and organizational alienation was examined, and expert opinions were collected to create an item pool. The items were revised based on expert feedback, and the scale was applied using a 5-point Likert-type rating system. The scale consists of a total of 11 items and does not include reverse-coded items or sub-dimensions. The scale items are rated on a 5-point Likert scale, similar to the social media addiction scale: Strongly Disagree, Disagree, Neither Agree Nor Disagree, Agree, Strongly Agree.

Research hypotheses

Turan (2002) emphasized in his study that excessive use of technology leads to negative consequences such as alienation, loneliness, and individualization (Turan 2002:271–281). In the study conducted by Balcı & Gölcü (2013), it was stated that spending long hours on social media could result in individuals going out less, spending less time with their friends, and experiencing social escape and alienation from society. Additionally, it was emphasized that individuals might become indifferent to events and developments occurring around them while using social media (Balcı & Gölcü 2013, 274-275).

In the research conducted by Demirel & Ünal (2011), when examining the factors that cause employees to feel alienated from their organizations, technological developments and mass media were found to play a significant role as external factors influencing organizational alienation (Ibid.). The primary objective of the study conducted by Çakırlar (2020) was to examine the impact of the frequency of cyberloafing behaviors in the healthcare sector on organizational

alienation. The findings of the study revealed that the “serious cyberloafing” sub-dimension positively influenced the levels of organizational alienation among participants (Ibid.).

In the study conducted by Karagülle & Çaycı (2014), it was stated that performing all transactions on the internet individually could negatively affect the socialization processes of individuals. Furthermore, it was emphasized that social networking sites virtually enslave individuals, turning them into asocial and alienated persons in their social circles (Ibid.). Based on these explanations;

H1: There is a significant relationship between social media addiction and organizational alienation.

To test whether there is a significant difference in employees’ social media addiction levels based on their demographic characteristics, hypotheses H2a, H2b, H2c, H2d, H2e, and H2f have been established. Similarly, to examine whether there is a significant difference in employees’ organizational alienation levels based on their demographic characteristics, hypotheses H3a, H3b, H3c, H3d, H3e, and H3f have been formulated.

H2: Social media addiction differs statistically significantly according to demographic variables.

H2a: Social media addiction differs statistically significantly according to gender.

H2b: Social media addiction differs statistically significantly according to marital status.

H2c: Social media addiction differs statistically significantly according to age.

H2d: Social media addiction differs statistically significantly according to educational background.

H2e: Social media addiction differs statistically significantly according to total years of service in the profession.

H2f: Social media addiction differs statistically significantly according to employees’ positions.

H3: Organizational alienation differs statistically significantly according to demographic variables.

H3a: Organizational alienation differs statistically significantly according to gender.

H3b: Organizational alienation differs statistically significantly according to marital status.

H3c: Organizational alienation differs statistically significantly according to age.

H3d: Organizational alienation differs statistically significantly according to educational background.

H3e: Organizational alienation differs statistically significantly according to total years of service in the profession.

H3f: Organizational alienation differs statistically significantly according to employees' positions.

Measurement tool

The Cronbach's Alpha coefficient was used to assess the internal consistency and reliability levels of the Social Media Addiction Scale and the Organizational Alienation Scale. The Cronbach's Alpha value ranges between 0 and 1. According to Salvucci et al. (1997, 115), if the alpha value is below 0.50, the scale is considered unreliable; if it is between 0.50 and 0.80, the scale has moderate reliability; and if it is above 0.80, the scale is considered highly reliable.

As a result of the analyses conducted on the Social Media Addiction Scale and the Organizational Alienation Scale, the Cronbach's Alpha coefficient calculated for the Social Media Addiction Scale was 0.84, and for the Organizational Alienation Scale, it was 0.91. These values indicate that both scales have a high level of reliability based on internal consistency.

Analysis of data

After the successful completion of the scale implementation on the sample, the collected data were reviewed to ensure that the scale forms were correctly completed before being analyzed electronically. To scientifically interpret the data collected through the Social Media Addiction Scale and the Organizational Alienation Scale, the quantitative data were entered into the SPSS (Statistical Package for Social Sciences) statistical program. The data collected in the study were analyzed using SPSS for Windows 22.0.

The normal distribution of the data was assessed using skewness, kurtosis, and standard error values. To determine whether the scores obtained from the Social Media Addiction Scale and the Organizational Alienation Scale followed a normal distribution, their skewness and kurtosis values were calculated. According to George & Mallery (2010), values within the range of ± 2 are considered acceptable for normal distribution. The calculated values for both scales fell within this range, indicating that the data followed a normal distribution.

Accordingly, a correlation analysis was conducted to examine the relationships relevant to the study's objectives. To determine differences between groups in categorical variables such as gender, marital status, and position, t-tests were applied as a parametric test. Meanwhile, ANOVA tests were used to compare differences between groups for continuous variables such as age, education level, and total years of professional experience. After conducting the ANOVA test, Tukey's Post-Hoc test was performed to identify which specific groups differed significantly from each other.

Demographic characteristics of the sample

When examining the demographic characteristics of the participants in the study, it was found that 33.3% were female, while 66.7% were male. Regarding marital status, 64.7% of the participants were married, and 35.3% were single. In terms of age distribution, 16.0% of the participants were aged 18-25, 25.3% were 26-33, 29.3% were 34-41, and 29.3% were 42 years or older. Regarding educational background, 22.0% had completed primary or secondary education, 16.0% held an associate degree, 54.7% had a bachelor's degree, and 7.3% had a master's degree. Considering work experience, 32.0% had 1-5 years, 18.0% had 6-10 years, 15.3% had 11-15 years, 17.3% had 16-20 years, and 17.3% had 21 years or more of professional experience. Finally, regarding occupational position, 33.3% of the participants were managers, while 66.7% were employees.

Results

When examining the minimum, maximum, mean, and standard deviation values of the responses given to the Social Media Addiction Scale and the Organizational Alienation Scale, it is observed that the scores given to the Social Media Addiction Scale have a minimum of 1.40, a maximum of 3.75, a mean of 2.49, and a standard deviation of 0.56. Considering the obtained averages, it is understood that the participants' levels of social media addiction are low. The scores given to the Organizational Alienation Scale have a minimum of 1.00, a maximum of 4.64, a mean of 2.69, and a standard deviation of 0.80. Considering the obtained averages, it is understood that the participants' levels of organizational alienation are at a moderate level. When examining the correlation analysis results of the participants' Social Media Addiction Scale and Organizational Alienation Scale, a positive correlation ($r=0.329$) at the significance level of $p<0.01$ is

observed between social media addiction and organizational alienation. Correlation is a statistical technique used to determine the relationship between two variables, and the correlation coefficient takes values between +1 and -1. If the correlation value is positive, the variables change together in the same direction; if it is negative, they change together in opposite directions. As the correlation value approaches 1, the strength of the relationship increases (Kan 2008, 203).

When examining the significance difference results between social media addiction and organizational alienation based on the gender variable of the participants, it is observed that there is no significant difference in the mean scores of the Social Media Addiction Scale according to the gender variable of the participants ($p>0.05$). The mean scores of female employees for social media addiction (2.53 ± 0.52) and the mean scores of male employees for social media addiction (2.47 ± 0.58) are close to each other, indicating that the social media addiction levels of female and male employees are similar. It is also observed that there is no significant difference in the mean scores of the Organizational Alienation Scale according to the gender variable of the participants ($p>0.05$). The mean scores of female employees for organizational alienation (2.73 ± 0.79) and the mean scores of male employees for organizational alienation (2.67 ± 0.80) are close to each other, indicating that the organizational alienation levels of female and male employees are similar.

When examining the significance difference results between social media addiction and organizational alienation based on the marital status variable of the participants, it is observed that there is no significant difference in the mean scores of the Social Media Addiction Scale according to the marital status variable of the participants ($p>0.05$). The mean scores of married employees for social media addiction (2.45 ± 0.58) and the mean scores of single employees for social media addiction (2.57 ± 0.51) are close to each other, indicating that the social media addiction levels of married and single employees are similar. It is also observed that there is no significant difference in the mean scores of the Organizational Alienation Scale according to the marital status variable of the participants ($p>0.05$). The mean scores of married employees for organizational alienation (2.67 ± 0.84) and the mean scores of single employees for organizational alienation (2.72 ± 0.71) are close to each other, indicating that the organizational alienation levels of married and single employees are similar.

When examining the significance difference results between social media addiction and organizational alienation based on the age variable of the participants, it is observed that there is no significant difference in the mean scores of the Social Media Addiction Scale according to the age variable of the participants ($p>0.05$). The mean scores for social media addiction of employees aged 18-25 (2.52 ± 0.53), employees aged 26-33 (2.60 ± 0.60), employees aged 34-41 (2.41 ± 0.53), and employees aged 42 and older (2.46 ± 0.55) are close to each other, indicating that the social media addiction levels of employees in different age groups are similar. It is also observed that there is no significant difference in the mean scores of the Organizational Alienation Scale according to the age variable of the participants ($p>0.05$). The mean scores for organizational alienation of employees aged 18-25 (2.55 ± 0.79), employees aged 26-33 (2.89 ± 0.82), employees aged 34-41 (2.60 ± 0.79), and employees aged 42 and older (2.67 ± 0.78) are close to each other, indicating that the organizational alienation levels of employees in different age groups are similar.

When examining the significance difference results between social media addiction and organizational alienation based on the education level variable of the participants, it is observed that there is no significant difference in the mean scores of the Social Media Addiction Scale according to the education level variable of the participants ($p>0.05$). The mean scores for social media addiction of primary-high school graduates (2.37 ± 0.57), associate degree graduates (2.52 ± 0.51), bachelor's degree graduates (2.50 ± 0.55), and postgraduate degree graduates (2.70 ± 0.51) are close to each other, indicating that the social media addiction levels of employees with different education levels are similar. It is also observed that there is no significant difference in the mean scores of the Organizational Alienation Scale according to the education level variable of the participants ($p>0.05$). The mean scores for organizational alienation of primary-high school graduates (2.77 ± 0.94), associate degree graduates (2.66 ± 0.67), bachelor's degree graduates (2.70 ± 0.77), and postgraduate degree graduates (2.41 ± 0.83) are close to each other, indicating that the organizational alienation levels of employees with different education levels are similar.

When examining the significance difference results between social media addiction and organizational alienation based on the years of service variable of the participants, it is observed that there is no significant difference in the mean scores of the Social Media Addiction

Scale according to the years of service variable of the participants ($p>0.05$). The mean scores for social media addiction of employees with 1-5 years of service (2.58 ± 0.59), 6-10 years (2.55 ± 0.56), 11-15 years (2.22 ± 0.44), 16-20 years (2.41 ± 0.40), and 21 years and above (2.58 ± 0.65) are close to each other, indicating that the social media addiction levels of employees with different years of service are similar. It is also observed that there is no significant difference in the mean scores of the Organizational Alienation Scale according to the years of service variable of the participants ($p>0.05$). The mean scores for organizational alienation of employees with 1-5 years of service (2.69 ± 0.86), 6-10 years (2.78 ± 0.85), 11-15 years (2.47 ± 0.74), 16-20 years (2.81 ± 0.71), and 21 years and above (2.66 ± 0.75) are close to each other, indicating that the organizational alienation levels of employees with different years of service are similar.

When examining the significance difference results between social media addiction and organizational alienation based on the position variable of the participants, it is observed that there is no significant difference in the mean scores of the Social Media Addiction Scale according to the position variable of the participants ($p>0.05$). The mean scores for social media addiction of employees in managerial positions (2.44 ± 0.55) and employees in non-managerial positions (2.52 ± 0.54) are close to each other, indicating that their social media addiction levels are similar. It is also observed that there is no significant difference in the mean scores of the Organizational Alienation Scale according to the position variable of the participants ($p>0.05$). The mean scores for organizational alienation of employees in managerial positions (2.63 ± 0.84) and employees in non-managerial positions (2.72 ± 0.78) are close to each other, indicating that their organizational alienation levels are similar.

Conclusions and recommendations

Social media is an important communication tool for individuals and businesses today. Businesses can use social media to strengthen customer relationships, increase brand awareness, and closely follow market trends. However, excessive use of social media can have various negative effects on employees. Organizational alienation is one of these negative consequences.

This study aims to examine the effects of social media addiction on organizational alienation among employees working in a healthcare institution in Turkey. The research findings reveal that social media

use significantly impacts employees' feelings of alienation in the workplace. Therefore, Hypothesis 1 has been accepted. It is particularly observed that social media addiction leads employees to feel alienated at work and uninterested in their jobs. Spending long hours on social media reduces face-to-face interactions among employees and weakens their commitment to the workplace. This situation negatively affects overall job satisfaction and performance. Indeed, the results align with the findings of many previous studies (Turan 2002; Balcı & Gölcü 2013; Demirel & Ünal 2011; Çakırlar 2020; Karagülle & Çaycı 2014).

Another important finding of the study is that social media addiction and organizational alienation levels do not significantly differ according to demographic factors. Variables such as gender, marital status, age, education level, total years of service in the profession, and job position do not play a determining role in employees' levels of social media addiction and organizational alienation. Therefore, H2 (H2a, H2b, H2c, H2d, H2e, H2f) and H3 (H3a, H3b, H3c, H3d, H3e, H3f) have been rejected. This finding suggests that social media addiction and organizational alienation are not limited to specific demographic groups.

The research findings indicate that businesses and employees need to manage social media use in a healthier and more responsible manner. Businesses should develop strategies regarding how social media use affects workplace performance and employee engagement. In this regard, it is important for businesses to establish comprehensive social media policies to regulate employees' social media use. These policies should limit social media use during working hours and ensure that employees remain focused on their tasks. Training and awareness programs can help employees understand the negative impacts of social media addiction on job performance and organizational alienation. These programs can encourage employees to manage their social media use more consciously and responsibly. Creating a positive work environment can also encourage employees to engage in more face-to-face interactions with their colleagues and help prevent organizational alienation.

From the employees' perspective, those experiencing issues related to social media addiction should consider seeking professional help. Social media addiction can negatively impact individuals' work lives, and receiving support can help them establish a balance in both their personal and professional lives.

In conclusion, this study provides significant findings in understanding the effects of social media addiction on organizational alienation. Social media addiction increases employees' feelings of alienation in the workplace, negatively affecting job performance. Therefore, businesses and employees must carefully manage social media use. By developing necessary strategies to reduce social media addiction and prevent organizational alienation, businesses can enhance employees' workplace engagement and satisfaction. In this context, businesses need to take an active role in understanding and minimizing the effects of social media addiction on organizational alienation.

For future research, evaluating the hypotheses examined in this study within the private sector could enhance the generalizability of the findings and contribute to understanding the effects of social media addiction on organizational alienation in different industries. Additionally, investigating other variables that may influence the relationship between social media addiction and organizational alienation could further expand and deepen the relevant literature.

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