The Impact of Perceived Social Support on Workplace Loneliness. The Mediation Role of Work Alienation

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Abstract: The primary objective of this study is to investigate how perceived social support influences workplace loneliness, with a focus on the mediating role of work alienation. Existing research on the relationship between workplace loneliness, perceived social support, and employee engagement is notably limited. Recognizing the significance of social connections in individuals' lives, it is crucial to acknowledge that a substantial portion of our time is spent in the workplace. Failing to cultivate such relationships may predispose individuals to experience feelings of loneliness. Employing a cross-sectional design, the study gathered data from a convenient sample comprising 178 participants (48 males, 130 females), aged between 21 and 53 years (M=30.88, SD=9.00). Structured questionnaires, namely the Loneliness at Work Scale, The Multidimensional Scale of Perceived Social Support, and the Work Alienation Scale, were utilized for data collection. The findings revealed a negative correlation between perceived social support and workplace loneliness (r=-.729, p<.01). Similarly, perceived social support exhibited a negative association with work alienation (r=-.744, p<.01). Additionally, work alienation emerged as a robust mediator in the relationship between perceived social support and workplace loneliness (z = -4.12, p = .000). To enhance the explanatory capacity of the proposed model, future studies could consider incorporating additional variables. These may include job-related affective well-being, organizational commitment, or organizational citizenship behavior, offering a more comprehensive understanding of the intricate connections between perceived social support and workplace loneliness.

Keywords: perceived social support; workplace loneliness, work alienation; mediation.

Introduction

Over the past decade, particularly in the last five years, there have been notable social transformations impacting various aspects of society, including the workplace and job-related activities (Guo, 2020). Some of these changes have resulted in significant alterations to social relations and interpersonal dynamics, such as the shift to remote work, hybrid models, and on-site arrangements with a reduced number of colleagues, contributing to the prevalence of workplace loneliness and work alienation. Additionally, the advent of virtual teams and technologies like Teams, Webex, Zoom, etc., has placed employees in a position where leaving their physical space is unnecessary, making it challenging to maintain interactions among members of the organization.

In the last 3 to 4 years, the world of work has experienced unprecedented changes due to measures implemented to combat COVID-19. Physical distancing and remote work are diminishing the social interactions that characterized workplace relationships before the pandemic (Agba et al., 2020). Seating arrangements in various institutions, such as public services, hospitals, and manufacturing facilities, have been altered to accommodate social distancing protocols. According to Ben-Itzhak (2020), the coronavirus pandemic has hastened the digital transformation of workplaces, with employees adapting to the new experience of remote work. Therefore, the loss of social connections for individuals compelled to work from home underscores the importance of social interactions,

including informal conversations among colleagues, which research indicates are important for both mental and physical well-being (Mogilner et al., 2018). As a result, both the requirement for remote work and efforts to reduce workplace density to facilitate physical distancing are anticipated to have side effects, potentially resulting in workplace loneliness and alienation with adverse impacts on individuals' mental and physical well-being (Brooks et al., 2020).

Hence, this study explores the impact of multidimensional perceived social support on workplace loneliness, emphasizing the mediating role of work alienation. The paper comprises four sections. The literature review delves into key concepts, their interconnections, predictors, and impacts at individual and organizational levels. The methods section addresses research design, participant sampling, characteristics, and the structured questionnaire employed for data gathering. The results section entails descriptive statistics (mean, standard deviation, skewness, kurtosis) and inferential statistics (correlations, mediation analysis), followed by a discussion of these findings. Conclusions present the main findings of the study along with practical implications and research limitations.

Literature review

In the above-mentioned context, the phenomenon of workplace loneliness has garnered significant attention. As defined by Guo (2020), workplace loneliness is a prevalent negative emotion in the workplace. It often manifests as a poignant feeling arising from a lack of interpersonal communication among employees in their work environment, as discussed by Wright et al. (2006). Expanding on this concept, Wright and colleagues (2006) included in their definition the sense of non-membership and emotional deprivation experienced by individuals within the organization. Emotional deprivation stems from unmet attachment needs due to insufficient quality and quantity of interpersonal relationships. Loss of a sense of membership involves disengagement from organizational connections and a feeling of estrangement from other members within the organization, as detailed by Wright et al. in their 2006 study.

Furthermore, the feeling of loneliness can arise as a consequence of relational deficits. In this regard, Cacioppo and Cacioppo (2012) suggest the idea that interpersonal relationships provide certain essential elements of security, such as attachment, emotional nourishment, and emotional guidance. The need for attachment is satisfied within the family, marriage relationships, or close friendships. Another nurturing factor of relationships is affiliation, and its absence leads to social loneliness. The failure to meet these needs, for attachment and affiliation in the workplace, results in the emergence of emotional and social loneliness among employees (Cacioppo & Cacioppo, 2012).

As a result, employees tend to isolate themselves from the rest of the group and feel a lack of connection between themselves and the company's values or other employees. They are often distant and reserved about details of their professional and personal lives and are mostly perceived by colleagues as unapproachable. However, individuals who feel lonely in the workplace desire to build quality relationships with their peers yet perceive the surrounding environment as a threat and remain constantly vigilant (Cacioppo et al., 2015). Moreover, they might express exaggerated reactions in seemingly normal circumstances, and their primary defense mechanism when facing insecurity is isolation. Being in a perpetual state of isolation, coworkers are hesitant to approach them, thus the feeling of loneliness intensifies over time (Cacioppo et al., 2015).

Previous research highlights the detrimental impact of workplace loneliness on both the individual and organizational levels, as indicated by Ozcelik and Barsade (2018) and Peng et al. (2017). Ernst and Cacioppo (1998) emphasized that loneliness is associated with various effects such as depression, hostility, withdrawal, and alienation. In organizational studies, individual-level effects include anxiety, anger, depression, and heightened

sensitivity. Organizational-level effects encompass job satisfaction, turnover intentions, attachment, and commitment (Peplau & Perlman, 1982; Wright et al., 2006).

In the psychological literature, there are various approaches regarding the conceptualization and operationalization of workplace alienation. Empirical studies confirm the devastating consequences of work alienation for employees such as changes in attitude towards objectives (reduced work involvement), changes in behavior (absenteeism), health consequences (burnout), changes in work efficiency (reduced productivity), as well as secondary effects (alcohol consumption) (Chiaburu et al., 2014).

From a socio-psychological perspective, work alienation is characterized as a specific state of an individual, consisting of five main characteristics: lack of power, lack of meaning, disorganization of norms, social isolation, and self-alienation (Kozhina & Vinokurov, 2020). Lack of power manifests when individuals feel they have reduced control over their work. Lack of meaning sets in when employees feel they don't have a sufficient contribution to the overall work process, thus, they don't see the significance of their role in it. Isolation means the absence of a sense of identification with the organization, its objectives, and colleagues. Self-alienation becomes apparent when employees feel their work is not aligned with self-fulfillment, that it doesn't seem to be an end in itself, but merely a means to something else, for example, a material reward (Kozhina & Vinokurov, 2020).

Alienation is recognized as a psychological disconnection from oneself and social connections, both within and beyond the workplace (Amarat et al., 2019; Chiaburu et al., 2013). This phenomenon emerges when employees perceive their work environment as detrimental to their needs, values, and well-being (Wegner, 1975), giving rise to feelings of frustration, disappointment, indifference, a negative attitude, and a lack of interest in their work (Farahbod et al., 2012). Additionally, Kanungo (1979) and Schacht (1970) emphasized that the fundamental essence of work alienation is characterized by an employee's dissociative state concerning various elements related to their work environment. This state, wherein employees experience a sense of disconnection, disengagement, and detachment from their work, results in feelings of powerlessness and a lack of personal fulfillment.

Work alienation is a negative, complex mental state associated with the breakdown of interpersonal communication, expressed through employees' perception of helplessness and loss of meaning regarding their work activity, the work environment, and implicitly the social environment, the loss of self-identification in the role of an organization's employee, and the violation of interaction and communication norms (Vinokurov & Kozhina, 2019, p. 371). Specialized literature further elaborates on alienation, describing it as a deficiency in emotional attachment to the organization, leading to sensations of helplessness, meaninglessness, and other emotions or behaviors that adversely affect both employees and organizations (Hirschfeld & Field, 2000; Özer et al., 2017; Zhao et al., 2022). Manifestations of alienation can include limited participation in decision-making, low levels of work engagement, and a lack of inclination to identify with the organization (Armstrong-Stassen, 2006).

Seeman (1959) links work-related alienation to social isolation, meaninglessness, helplessness, and a lack of norms. Isolation characterizes the employee's disconnection from organizational goals (Sulu et al., 2010), resulting in dissatisfaction due to an inadequate relationship with the social group and a misalignment with its values. Isolated employees experience a sense of social non-acceptance (Banai & Reisel, 2007) and a lack of integration in relationships with colleagues and supervisors (Yang et al., 2001), contributing to a distance from the organizational environment.

Work alienation arises when an employee perceives the professional tasks they engage in as devoid of meaning due to organizational and environmental factors. This sense of meaninglessness leads to feelings of powerlessness, ineffectiveness, and social

withdrawal from colleagues, ultimately fostering negative attitudes toward work (Erdem, 2014). Alienated employees find it challenging to fulfill their needs and expectations in the workplace (Banai et al., 2004), resulting in a diminished sense of responsibility and commitment to organizational objectives. Job dissatisfaction, conflicts in the organizational setting, feelings of neglect (Farahbod et al., 2012), or unmet social needs (Nasurdin et al., 2005) can all contribute to this experience.

According to the newest systematic review on work alienation done by Shahzad, Batool, and Sajid (2024), the impact of work alienation extends beyond individuals, affecting societal dynamics, the psychological well-being of employees, and organizational performance. In a recent study, Musto (2021) discovered a robust correlation between work alienation and absenteeism, elevated turnover rates, and diminished job satisfaction. Additionally, work alienation exacerbates social isolation, loneliness, depression, and feelings of social alienation. The repercussions of alienation manifest as reduced employee motivation, a lack of engagement, avoidance of responsibility and autonomy (Sulu et al., 2010), fostering negligence, conflicts, demotivation, frustration, workplace dissatisfaction, and even voluntary departure (Farahbod et al., 2012). These consequences significantly impact employee productivity and performance.

Perceived social support comprises the subjective belief or perception that individuals hold about the availability of assistance, care, and understanding from their social network. This support can be categorized into various dimensions, with family, friends, and significant others being the three primary dimensions (Lysaght & Larmour-Trode, 2008). In organizational settings, various forms of support were identified – from supervisors, colleagues, or from the whole organization. Each dimension represents a specific source of social support and contributes uniquely to an individual's overall perception of support. Employees view social support as assistance of any nature, whether anticipated or received, from individuals they encounter, spanning both their professional and personal spheres (Papakonstantinou & Papadopoulus, 2009). This support is recognizable within the organizational context, including peer, supervisor, or organizational support. Additionally, it extends beyond the workplace, encompassing support from family and friends (Lysaght & Larmour-Trode, 2008).

Research has indicated that perceived social support fosters work engagement (Bakker & Demerouti, 2008; Schaufeli et al., 2009) and instigates an enhancement in self-esteem among employees, aiding them in accessing the resources needed for task accomplishment (Barbieri et al., 2014). Colleague support mitigates the adverse effects of occupational stressors (Lysaght et al., 2012), addresses the need for belonging (Schaufeli et al., 2009), and elevates the overall quality of life for employees. Collegial support extends beyond assistance with task-related matters and includes emotional support, such as empathy, fostering a sense of camaraderie that facilitates greater involvement in workplace activities (Nasurdin et al., 2018).

The social support perceived by employees is considered a motivational resource that enhances work commitment, thus positively influencing the achievement of professional objectives (Schaufeli & Bakker, 2004; Bakker & Demerouti, 2008). Some studies suggest that organizational support elicits feelings of gratitude among employees (Paillé et al., 2013), contributing to increased self-efficacy (Villotti et al., 2013) and aiding in the fulfillment of work tasks. Other research indicates that support from supervisors or colleagues establishes a sense of security and general motivation (Ryan & Deci, 2001), ultimately exerting a positive impact on work engagement (Schaufeli & Bakker, 2004).

Following the literature review findings, we propose the following research questions (Figure 1):
RQ1: What relations can be observed between perceived social support and workplace loneliness?
RQ2: What relations can be observed between perceived social support and work alienation?

RQ3: What relations can be observed between work alienation and workplace loneliness?
RQ4: Does work alienation mediate the relation between perceived social support and workplace loneliness?
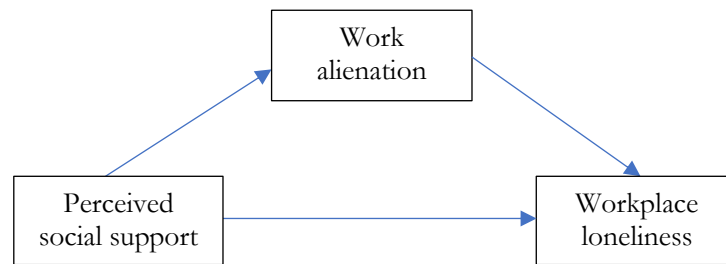

Figure 1. Conceptual framework
Source: own processing

Research methods

The study adopted a cross-sectional explorative research design, gathering data at a single point in time to examine the relationships between variables. Quantitative methods were employed to collect numerical data, allowing for statistical analysis and the identification of correlations among the selected variables. The sample comprised 178 participants, consisting of 48 males and 130 females, with ages ranging from 21 to 53 years (M=30.88, SD=9.00). Data collection employed a purposive convenience sampling technique, utilizing a self-reported method. Participants were briefly briefed on the study's purpose, and their informed consent was obtained. Assurances regarding data confidentiality and its exclusive use for research purposes were provided. Participants were then invited to complete a set of questionnaires, including the Loneliness at Work Scale (Wright et al., 2006), The Multidimensional Scale of Perceived Social Support (Zimet et al., 1988), and The Work Alienation Scale (Nair & Vohra, 2009).

The Multidimensional Scale of Perceived Social Support (Zimet et al., 1988) comprises 12 items that assess three dimensions: significant others, family, and friends. Respondents rate their answers on a 7-point Likert scale where 1 signifies very strongly disagree and 7 very strongly agree. The internal consistency coefficient obtained for the present sample was α=.919.

The Work Alienation Scale (Nair & Vohra, 2009) is composed of 8 items, with responses recorded on a 7-point Likert scale from 1 (total disagreement) to 7 (total agreement). The Cronbach's Alpha internal consistency coefficient for the current sample was α=.936.

The Loneliness at Work Scale (Wright et al., 2006) is a survey consisting of 16 items, organized into two dimensions: emotional deprivation and social companionship. Respondents express their agreement or disagreement with various statements using a 5-point Likert Scale, where 1 signifies strongly disagree and 5 denotes strongly agree. The internal consistency coefficient for the overall composite score was determined to be α=.933.

Results and discussion

Data analyses were conducted using SPSS 26.0 (IBM Corporation, 2019). Given the reliance on self-report questionnaires in this study, Harman's single-factor test was executed to examine the potential presence of common method bias, as recommended by Tehseen, Ramayah, and Sajilan (2017). Following Podsakoff and colleagues' (2003) guidelines, an exploratory factor analysis encompassing all items related to the chosen variables was performed. The results indicated that the initial factor accounted for only

27.24% of the variance, suggesting that common method bias is not a pervasive concern in this study.

Table 1 displays the means, standard deviations, and bivariate correlations for all study variables. Notably, a range of significant positive and negative correlations has been identified. In addressing our initial research question (RQ1: What relations can be observed between perceived social support and workplace loneliness?), a series of negative significant correlations were observed both for the composite scores (rho=-.712, p<.01) and for corresponding subscales. Thus, emotional deprivation scale showed significant negative correlations with perceived social support coming from family (rho=-.416, p<.01), from friends (rho=-.584, p<.01), and from significant others (rho=-.460, p<.01). Emotional deprivation refers to the qualitative aspects of co-worker relationships, a condition or state in which an individual experiences a lack or deficiency of emotional support, care, understanding, or nurturance. It suggests a deficit in receiving the emotional connection and responsiveness that humans typically seek in relationships, whether it be within family, friendships, or broader social interactions like the work environment (Wright et al., 2006).

Similarly, the social companionship scale also exhibits significant negative correlations with perceived social support coming from family (rho=-.463, p<.01), from friends (rho=-.703, p<.01), and from significant others (rho=-.510, p<.01). Social companionship involves the presence of social interaction and shared experiences with individuals who provide companionship, support, and a sense of connection. It is usually associated with the quantitative aspects of co-worker relationships, representing the quantity of social opportunities, and the perception of the quantifiable social aspects of one's relationships at work (Wright et al., 2006). Consequently, increased levels of perceived social support from family, friends, or relevant individuals are associated with reduced workplace loneliness, both in terms of emotional deprivation and social companionship.

Table 1. Descriptive statistics and inter-correlations of the study variable

Variables	Mean	SD	1	1.1	1.2	1.3	2	2.1	2.2	3
1 Social support	70.37	13.99	-							
1.1 Family	23.24	6.19	.801	-						
1.2 Friends	22.57	6.48	.842	.553	-					
1.3 Significant others	24.55	4.58	.713	.492	.388	-				
2 Workplace loneliness	34.05	13.28	-.712	-.513	-.704	-.729	-			
2.1 Emotional deprivation	14.92	6.85	-.613	-.416	-.584	-.460	.911	-		
2.2 Social companionship	19.12	7.50	-.717	-.463	-.703	-.510	.922	.697	-	
3 Work alienation	21.03	12.27	-.708	-.568	-.566	-.508	.756	.813	.597	-

Source: own processing

Concerning the second research question (RQ2: What relationships exist between perceived social support and work alienation?), the data presented in Table 1 indicates a robust negative correlation. This negative correlation is evident between the composite score of perceived social support and work alienation (r=-.708, p<.01) and extends to all dimensions of perceived social support, including family (r=-.568, p<.01), friends (r=-.566, p<.01), and significant others (r=-.508, p<.01), and their association with work alienation. Therefore, perceived social support can act as a buffer against work alienation. When individuals feel supported in their personal lives, they may be better equipped to cope with stressors at work, reducing the likelihood of experiencing feelings of alienation. While perceived social support primarily comes from outside the workplace (family, friends, and significant others - individuals who hold particular significance in a person's life), organizations can also contribute to a supportive environment. A positive organizational culture, supportive leadership, and co-worker relationships can complement perceived social support and mitigate work alienation (Lagios et al., 2023).

To address the third research question (RQ3: What relationships exist between work alienation and workplace loneliness?), we calculated the Pearson correlation between the

chosen variables. Table 1 illustrates that work alienation exhibits a positive correlation with workplace loneliness, evident in both the composite score (r=.756, p<.01) and its subscales – emotional deprivation (r=.813, p<.01) and social companionship (r=.597, p<.01). Hence, as employees perceive an increased sense of alienation in the workplace, their levels of workplace loneliness are likely to rise. Work alienation and workplace loneliness can reinforce each other (Xia et al., 2022). Feeling alienated from work may contribute to a sense of isolation, and experiencing loneliness at work may intensify feelings of alienation. Moreover, organizational factors, such as a lack of a supportive work environment or poor communication channels, can contribute to both work alienation and workplace loneliness (Wax et al., 2022).

To answer our last research question (RQ4: Does work alienation mediate the relation between perceived social support and workplace loneliness?) and to test the mediation model (Preacher & Hayes, 2004), the PROCESS macro for SPSS version 3.5 was used. The model contains perceived social support as a predictor, work alienation as a mediator, and workplace loneliness as an outcome variable (see Figure 1). The statistical results related to this mediation process highlight the mediation effect on workplace loneliness: perceived social support -> work alienation -> workplace loneliness (Table 2).

Table 2. Regression results for the first process of mediation

Model	Coeff.	SE	t	p	CI(lower)	CI(upper)
Without mediator						
PSS -> WL (c)	-.6928	.0745	-9.2971	.0000	-.8412	-.5444
With mediator						
PSS -> WA (a)	-.6521	.0673	-9.6964	.0000	-.7860	-.5182
WA -> WL (b)	.5180	.1131	4.5794	.0000	.2926	.7433
PSS -> WL (c')	-.3550	.0992	-3.5796	.0006	-.5526	-.1574

Source: own processing

In Step 1 of the mediation model, the regression of the perceived social support of workplace loneliness, ignoring the mediator, is significant, $F(1,176) = 86.43$, $p < .001$, $R2 = .53$, $b = -.69$, $t(176) = -9.29$, $p < .001$. Step 2 shows that the regression of the perceived social support on the mediator, work alienation, is also significant, $F(1,176) = 94.02$, $p <.001$, $R2 = .55$, $b = -.65$, $t(176) = -9.69$, $p < .001$. Step 3 of the mediation process shows that the mediator, work alienation, controlling for perceived social support is significant, $F(2,175) = 65.06$, $R2 = .63$, $p < .001$, $b = .51$, $t(175) = 4.57$, $p < .001$. Step 4 of the analysis reveals that controlling for the mediator, work alienation, and perceived social support score is a less significant predictor of workplace loneliness, $b = -.35$, $t(175) =-3.57$, $p < .001$ than in the previous case. Following the recommendations of Baron and Kenny (1986), the Sobel test, in its Aroian version, was executed. The findings indicate that work alienation serves as a mediator in the connection between perceived social support and workplace loneliness ($z = -4.12$, $p = .000$). Moreover, the Goodman version of the Sobel test produced identical results ($z = -4.15$, $p = .000$).

Conclusions

The present research delved into the complex dynamics of perceived social support, work alienation, and workplace loneliness, seeking to explore the mediating role of work alienation on the association between perceived social support and feelings of isolation within the workplace. The findings of current research uncover crucial aspects of the intricate interplay between social support dynamics and the psychological experiences of individuals in the workplace. Findings reveal that work alienation significantly mediates the relation between perceived social support and workplace loneliness. Consequently, scholars and practitioners must recognize the organizational repercussions of work alienation and implement strategies to alleviate it. As noted by Peplau and Perlman (1982) and Wright et al. (2006), both work alienation and workplace loneliness detrimentally affect a variety of organizational outcomes such as job satisfaction, work engagement, and commitment. Moreover, high levels of work alienation can lead employees to experience

feelings of detachment, disengagement, and demotivation in their tasks (Lagios et al., 2022). Furthermore, an analysis encompassing various studies on loneliness revealed that the level of one's inclination towards social connections in the workplace serves as a predictor for experiencing loneliness at work (Wright & Silard, 2021).

In a study conducted among public sector employees, it was found that alienation reduces employees' effort at work and increases the intention to leave the organization (Tummers et al., 2014). Similarly, the results of research conducted on a group of employees in the information technology field (Nair & Vohra, 2010) showed that low levels of autonomy, poor quality of social relationships, lack of creativity, and repetitive tasks that can become very boring led to the emergence of alienation.

Consistent with the findings of Wax et al. (2022), indicating that workplace loneliness is inversely related to perceptions of both coworker and supervisor social support, our study also revealed strong negative correlations between perceived social support and workplace loneliness. This pattern was consistent across all three dimensions of social support – family, friends, relevant others, and workplace loneliness in our study. As highlighted in a study conducted on individuals with disabilities returning to work, the importance of interpersonal relationships is evident, and support from family and friends is very important for people, helping them manage stress even in the professional environment (Lysaght & Larmour-Trode, 2008). Therefore, support provided outside the organizational environment is a resource that reduces stress, creates a sense of inner peace among people, and results in job satisfaction. Moreover, empirical evidence indicates that perceived (organizational) support fosters clarity (Stamper & Johlke, 2003). This clarity aids employees in concentrating on their work performance, positively impacting their commitment to the organization (Ahmed & Nawaz, 2015), and job satisfaction, ultimately benefiting the organization.

Recognizing the mediating role of work alienation suggests targeted interventions for reducing it along with the workplace loneliness phenomenon. Strategies aimed at fostering a supportive work culture, enhancing interpersonal relationships, and addressing factors contributing to both work alienation and workplace loneliness can be instrumental in promoting a more connected and satisfying work experience. Hence, employers ought to address this phenomenon strategically by fostering supportive relationships among coworkers and facilitating opportunities for their cultivation, such as organizing team-building activities, networking events, off-site meetings, and similar initiatives (Wax et al., 2022).

While the current research contributes valuable insights, it is essential to acknowledge its limitations. A key weakness lies in the adoption of a cross-sectional design, preventing the establishment of a cause-and-effect relationship. Additionally, the reliance on self-reported questionnaires, a common limitation in many studies, may lead to an emphasis on attitudes over behaviors. The small sample size further complicates the generalizability of the results.

By unraveling the mediation role of work alienation, the study enriches not only theoretical perspectives but also provides practical implications for organizations aiming to cultivate environments that foster employee well-being and satisfaction. As we navigate the ever-evolving landscape of work dynamics, the insights gained from this research contribute to the ongoing discourse on creating supportive and fulfilling workplaces for the benefit of individuals and organizations alike. According to researchers, for some employees, professional alienation largely depends on the work environment, specifically on the autonomy provided by the company (Fedi et al., 2016). Jobs that are crafted to enrich and enhance satisfaction and fulfillment tend to alleviate work alienation and psychological stress (Aydın et al., 2022). Hence, companies must provide employees with freedom, independence, and considerable discretion in scheduling work and determining the procedures for its execution (Vanderstukken & Caniëls, 2021). Moreover, recent research has highlighted that the transformational leadership style, which emphasizes

employee empowerment, communication, and participation in decision-making processes, consistently correlates with decreased levels of work alienation (Ali et al., 2022). Additional factors influencing workplace loneliness and work alienation, which practitioners should consider, were associated with organizational culture. Daniels (2021) highlighted aspects such as trust, respect, and recognition. Furthermore, companies cultivating inclusive, positive cultures that prioritize justice, trust, respect, and acknowledgment were found to decrease employee work alienation.

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