

Loneliness at Work: A Systematic Review

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Workplace loneliness is becoming more widely acknowledged as a significant factor that can adversely affect employee well-being and organizational performance. However, comprehending its causes, mediating factors, moderating elements, and outcomes are still incomplete and scattered. This systematic literature review aims to consolidate existing research on workplace loneliness. A comprehensive search of peer-reviewed journal articles was conducted using databases such as Emerald Insight, Science Direct, and JSTOR. Keywords included “workplace loneliness” and “loneliness at work” were used. Inclusion criteria comprised of peer-reviewed journal articles published in English from 2005 to 2024. A total of 29 research studies met the inclusion criteria. The review identified several antecedents of workplace loneliness, including personality (introversion, neuroticism, core self-evaluation), workplace ostracism, job satisfaction, and trust. The consequences of workplace loneliness were extensive, impacting organizational commitment, organizational citizenship behavior, etc. This review highlights the complex and multifaceted nature of workplace loneliness by emphasizing its significant impact on both employees and organizational outcomes. Future research should focus on longitudinal studies to elucidate causal relationships and the development of comprehensive, evidence-based intervention strategies to address workplace loneliness effectively.

Keywords: Loneliness, workplace loneliness, interpersonal relationships

Loneliness is a universal human experience that can profoundly affect individuals in various realms of their lives, including their well-being, mental health, and social interactions. Loneliness can be defined as a negative affective state occurring due to “a discrepancy between the desired and achieved patterns of social interaction (Peplau et al., 1982, p. 136).” Previous research have concluded that loneliness among individuals can be assigned as one of the causes of various mental disorders like stress and depression (Firoz et al., 2020); eventually resulting in mental illness among individuals (Mushtaq et al., 2014). Loneliness has been less researched at workplace. Therefore, extensive research is required to capture the nature of loneliness at work and

mitigate it as much as possible. Various scholars have attempted to define workplace loneliness. Among those, Ay (2015) referred workplace loneliness as a result of unsound relations with the other employees. Several researchers have argued that loneliness not only harms employees but also negatively affects organizations on a larger scale. It is a big issue which, if not resolved, can profoundly hamper the workplace environment and disturb the well-being of the employees. Murthy (2017) highlighted the adverse effects of loneliness at work. He highlighted that loneliness at work can lead to an increase in absenteeism, reduced work performance, and reduced creativity of employees. Furthermore, he added that a lack of social relationships at work can lead

to chronic stress, inflammation, and various health problems among individuals (Murthy, 2017).

In line with this thought, the current work attempts to provide a systematic review of workplace loneliness in cooperating with the nature of loneliness and the development of this field. Very few researchers have provided a summary of research on workplace loneliness (Firoz et al., 2020). Therefore, the present review provides a summary of the studies on workplace loneliness which were published till 2024. Thus, in the current review following objective was addressed: to provide a comprehensive categorisation of the current literature of workplace loneliness, in terms of the methodological approaches, the applied theories and the investigation levels used to explain the factors predicting workplace loneliness. The review was guided by the following research questions:

1. What theories have been used to understand workplace loneliness?
2. What scales have been used to measure workplace loneliness?
3. What are the antecedents, mediators, moderators, and outcomes of workplace loneliness?

Method

Following the PRISMA guideline (Page et al., 2020), the present review offers a holistic perspective of the past researches in the field of loneliness at work.

Selection process

To fulfill the research objective, four databases such as PubMed, Emerald Insight, Science Direct, and JSTOR were used. Keywords such as “workplace loneliness”, and “loneliness at work” were used.

Inclusion/ exclusion criteria

In the present review, researches published between 2005-2024 were included. Researches which were eligible for the inclusion were based on five criteria (see table 1). In the first step, all the duplicate articles were removed from the record. Then, in the next step, the titles and abstracts of the research articles were critically analyzed. Abstracts in which workplace loneliness was measured as a construct were not included in the current review. After this step, the full texts of each research article were further reviewed. Finally, research articles that were not retrieved were removed from the final record.

Table 1. Parameters for inclusion and exclusion criteria

Domain	Inclusion criteria
Sample	Examines a sample of workers. Eligible samples included those who are employed formally. Samples of young adults, unhealthy employees, or forced or child labour were excluded.
Phenomenon of interest	Eligible research included quantitative studies measuring work-related loneliness.
Correlates of construct	Analyses the association between loneliness at work and workplace characteristics (such as job characteristics, work climate), personal attributes (such as personality) etc.
Research design	Cross-sectional design.
Publication status and language	Research articles published in English in peer-reviewed journals from 2005 to 2024.

Final selection

The search generated 337 items. Out of these, 54 duplicate items were removed during the identification process. Then, the items were further shortlisted based on their titles and abstracts. In the next step, items were selected on the basis of the inclusion criteria. According to the inclusion criteria, 205 items were removed based on their title and abstract. The inclusion criteria are

illustrated in Table 1; only research articles were included in the study. Therefore, 9 review items were removed from being review articles. Furthermore, 30 book sections, 6 conference papers and 4 papers that were not retrieved were removed in the screening process. Finally, 29 research articles were eligible to be included in the study. The review of the 29 research articles is presented in the results section.

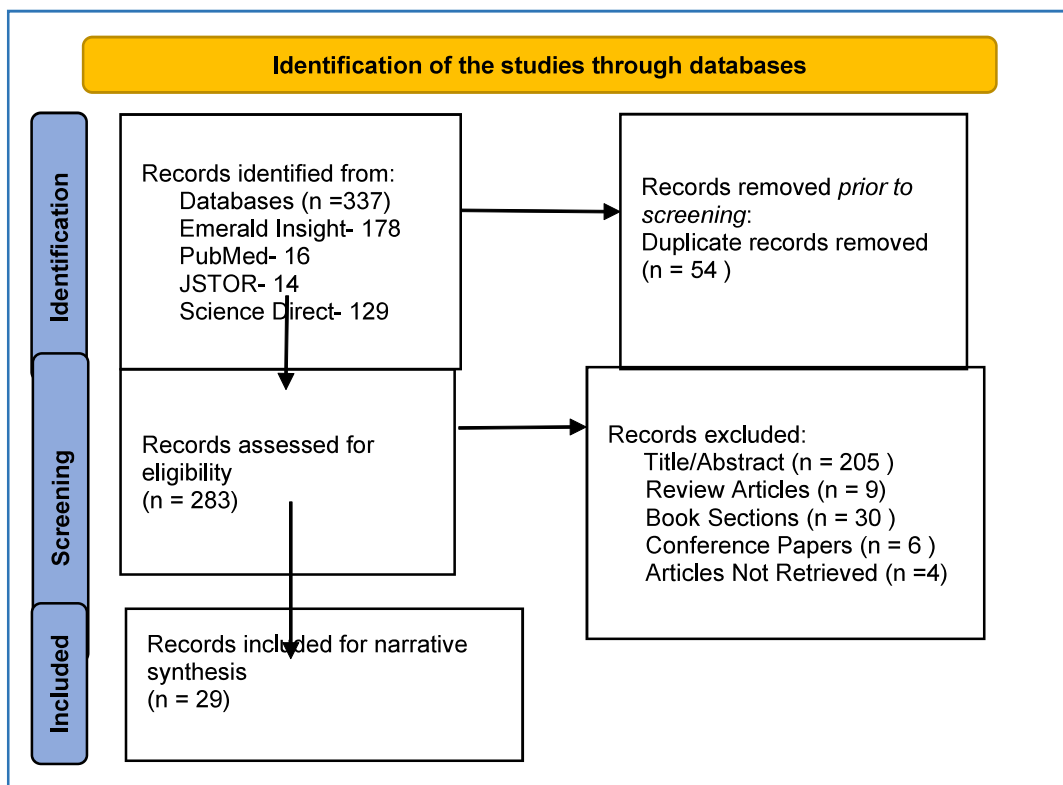


Figure 1. PRISMA flowchart of screening and study selection (Page et al., 2020)

SI No.	Title	Author (s), Year	Journal	Research Design, Sample, Method	Scales Used	Theory used	Findings
1.	"Workplace Loneliness: The Benefits and Detriments of Working From Home"	Wax et al, 2022	Frontiers in public health	Correlational design survey-based cross-sectional methodology 391 working	16-item scale by Wright et al. (2006)	Self-determination theory	The study discovered that the interaction effects of relatedness and autonomy influenced affective, relational, and behavioral outcomes in the workplace, defining relatedness

			adults			as workplace loneliness and autonomy as the capability to work from home.
2. "Linking core self-evaluation and emotional exhaustion with workplace loneliness: does high LMX make the consequence worse?"	Anand & Mishra, 2019	The International Journal of Human Resource Management	Survey of 1247 professionals from two different occupational groups	UCLA Loneliness Scale (Version 3), developed by Russell (1996)	The approach/avoidance theory. The literature by Russell (1996)	Results showed the relationship between loneliness and emotional exhaustion is severe for employees having higher levels of leader member exchange (LMX) compared to their counterparts having lower levels of LMX.
3. "No Employee on island: workplace job performance; the loneliness and job performance"	Ozcelik & Barsade, 2015	Academy of Management Journal	a time-lagged field study of Managers and their 114 supervisors in two organizations	20-item ULCA Loneliness Scale (Russell et al., 1980)	The regulatory loop employees loneliness. The affect theory of social exchange	It was found that greater workplace loneliness is related to lower model of mediators of this relationship are lonelier employees' lower approachability and lesser affective commitment to their organizations. The features of this affective adaptation context mitigate certain relationships with loneliness and mediation variables; we are also in favour of a complete moderated mediation model.
4. "The Relationship between Teachers' Job Satisfaction and Loneliness at the Workplace"	Tabanali, 2016	Eurasian Journal of Educational Research	Cross-sectional design Survey of 369 teachers Elementary school (Turkey)	16-item scale by Wright et al. (2006)	Herzberg's double factor theory	The results showed a strong relationship between emotional deprivation and social isolation, together with intrinsic satisfaction. In addition, social companionship was a major predictor of an individual's happiness. In addition, it has been found that there is a significant relationship between external satisfaction and emotional deprivation and social companionship, and only social companionship is a significant predictor of external satisfaction.
5. "The effects of paternalistic leadership on	Oge et al., 2019	Journal of Air Transport	Cross-sectional design Survey of 130 employees	16-item scale by Wright	Maslow Hierarchy of needs	Parental leadership has been shown to reduce workplace loneliness and conflict between

workplace loneliness, work family conflict and work engagement among air traffic controllers in Turkey”		Management	Air Traffic Controller (Turkey)	et al. (2006)		air traffic controllers and their families through increased engagement in work.
6. “The mediating role of work alienation in the effect of workplace loneliness on nurses’ performance”	Amarat et al., 2018	Journal of Nursing Management	Cross-sectional design Survey 138 nurses Public hospital (Turkey)	16-item scale by Wright et al. (2006)	Need to Belong theory	The effect of loneliness at work on job performance was found to be negative. The use of work alienation as a mediated variable increases this negative effect.
7. “Is It Lonely at the Top? An Empirical Study of Managers’ and Non-managers’ Loneliness in Organizations”	Wright, 2012	The Journal of Psychology	360 private companies 225 gov, regulatory org. 188 gov. Service org.	16-item scale by Wright et al. (2006)		This study does not suggest that managers are not lonely, but merely that there are no significant differences between managers and nonmanagers in their loneliness scores.
8. “Workplace loneliness and job performance: moderating role of person-environment fit”	Jha, 2023	Industrial and Training	A multi-rated research design Commercial collect data. Data were collected from 382 employees and their 97 supervisors.	16-item scale was used to Wright et al. (2006)	P-E Theory	Results supported the role of person environment fit in by minimizing the negative effect of workplace loneliness–well-being relationship and workplace loneliness and psychological safety relationship. In addition, the relationship between workplace loneliness and job performance is moderated by PE, and mediated by well being and psychological safety.
9. “Effects of job autonomy on workplace loneliness among knowledge workers”	Wang & Hong, 2020	Chinese Management Studies	A two-wave survey served to collect data from 430 knowledge workers in 17 enterprises	16-item scale by Wright et al. (2006)	Role identity theory situational strength theory	Through the mediation of perceived insider status, job autonomy relates to loneliness at work. Furthermore, perceived clan culture moderates the mediating effect of perceived insider status.

10. "The relationship between authentic leadership and workplace loneliness during the COVID-19 pandemic: the mediating role of interactional justice"	Cenkci & Tuba, 2023	Management Research Review	from several major cities in Eastern China. 464 employees	16-item scale by Wright et al. (2006)	The social penetration theory, Affect theory of social exchange	The results show that authentic leadership has a positive influence on interactional justice, while it is negative in terms of loneliness at work. In addition, the interactional justice system is a full mediator of AL and workplace loneliness. Overall, the findings indicate that interactional justice is an important factor affecting employee loneliness at work.
11. "Knowledge hiding, conscientiousness, loneliness and affective commitment: a moderated mediation model"	Garg & Anand, 2020	International Journal of Educational Management	survey method cross-sectional design 300 students	UCLA Loneliness Scale (Version 3), developed by Russell (1996)	Social Exchange Theory	The study reveals that, through loneliness, the perception of knowledge hiding impacts students' emotional commitment to learning institutions. In addition, conscientiousness reduces the role of loneliness in a way that the relationship becomes strong with low levels of conscientiousness.
12. "Workplace incivility and its socio-demographic determinants in India"	Chaudhary et al., 2022	International Journal of Conflict Management	1,133 employees working in service organizations	16-item scale by Wright et al. (2006)	Theory of Social Power	In both studies, it was found that the onset of workplace incivility is significantly influenced by age, gender, educational qualifications, position, organisation type, duration of working time. However, the occurrence of unprofessional conduct in an organisation has not been predicted by marital status or duration.
13. "Predicting workplace loneliness in the nursing profession"	Arslan et al., 2020	Journal of nursing management	cross-sectional study, Turkish nurses (N = 864)	16-item scale by Wright et al. (2006)	Leader-Member Social Exchange Theory	The results suggest that when managers exchange more information and communicate more frequently with their nurses, workplace loneliness can be reduced. When nurses believe in their leaders and feel the work is important, thus decreasing loneliness at work.

14. "The socio-demographic determinants of workplace loneliness in India"	Firoz et al., 2021	Evidence-based HRM: a Global Forum for empirical scholarship	Correlational design, survey-based, 934 employees working in manufacturing and service sectors across India	16-item scale by Wright et al. (2006)	Continuity theory The need to belong theory Social identity Need hierarchy theory	The findings of the study indicate a low incidence of loneliness among workers in India. In terms of age, marital status and the number of friends at work, significant differences have been found in workplace loneliness. In contrast, the feeling of workplace loneliness was not influenced by gender, organisational structure, occupation and duration.
15. "Distinctly lonely: how loneliness at work varies by status in organizations"	Silard & Wright, 2021	Management Research Review	Survey, A total of 28 managers and 235 employees from a horticultural company based in Mexico were surveyed,	16-item scale by Wright et al. (2006)	Need to Belong Theory members but	The results show that there are differences in the predictors of loneliness between managers and employees, with emotion connection and mutuality more likely to predict loneliness for staff members but less so for management.
16. "The impact of workplace loneliness on employee outcomes: what role does psychological capital play?"	Firoz & Chaudhary, 2021	Personnel Review	Manufacturing Review n-379 service organizations Sample2:n-559 Confirmatory factor analysis and multiple hierarchical regressions were used	16-item Sample 1: Wright et al. (2006)	Need to scale by theory	While loneliness in the workplace belong has been considered detrimental to creative performance and organizational citizenship, its impact on conflict between families at work was positive. The results showed that psychological capital has a considerable moderating effect on these relationships. The effect of loneliness on performance behavior has been mitigated by psychology capital in a way that it mitigates the negative effects of loneliness for individuals with psychological capital.
17. "How work place loneliness harms employee well-being: A moderated mediational model"	Basit & Nuaman, 2023	Frontiers Psychology	Survey in N- 274	20-item UCLA Loneliness Scale developed by Russell et al. (1980)	Need to belong Theory	The results indicated that loneliness at work reduced the job engagement of lone workers and in turn increased their dissatisfaction with employment. Nevertheless, individuals with a greater need for belonging were less adversely affected by workplace loneliness as regards their engagement in work.

18. "Loneliness at Work: Its Consequences and Role of Moderators"	Mohapatra et al., 2023	Global Business Review	264 middle-level managers	16-item scale by Wright et al. (2006)	Need to belong theory	The results reveal that workplace loneliness has a positive and significant association with work loneliness and a negative relationship with psychological well-being; a negative relationship is established between workplace loneliness and perceived organizational support; and a significant and negative relationship is established between workplace loneliness and self-esteem. Further, the results show that perceived organizational support and self-esteem moderate the relationship between workplace loneliness, work alienation and psychological well-being.
19. "Leave or stay with a lonely leader? An investigation into whether, why, and when leader workplace loneliness increases team turnover intentions"	Chen et al., 2019	Asian Business & Management information	Survey, 6 private firms in China in the technology, manufacturing, and service industries	16-item scale by Wright et al. (2006)	Social capital theory	This study showed that loneliness at work for leaders is positively associated with team turnover because of the effects of cognitive trust rather than emotional trust in a leader.
20. "Workplace loneliness, leader-member exchange and creativity: The cross-level moderating role of leader compassion"	Peng et al., 2017	Personality and Individual Differences	Cross-sectional Survey 261 subordinates and 67 leaders 5 private companies (China)	16-item scale by Wright et al. (2006)	Feeling as information theory	The loneliness of the workplace, by means of a leader member exchange, has an adverse and positive impact on creativity if compassion for leaders is lacking.
21. "The Effect of Loneliness in the Workplace on Organizational"	Ayazlar et al., 2014	Procedia - Social and Behavioral Sciences	156 questionnaires were collected from five-star hotels	16-item scale by Wright et al. (2006)		Organizational commitment is detrimental to loneliness in the workplace. Social companionship is negatively affected affective and continuance commitment.

Commitment"						Emotional depreciation relationship with Affective and continuance commitment is insignificant.
22."Relationship between Loneliness in the Workplace and Deviant Work Behaviors: Evidence from a Thai Government Bank"	Promsri, 2018	Social Science and Humanities Journal	Survey; 143 Bank Employees (Thailand)	16-item scale by Wright et al. (2006)		The results found an intermediate positive correlation between loneliness at work and deviant work behavior ($r = .495, p < .01$). The results of linear regression analysis indicated that loneliness at work could explain 25% of variance to deviant work behavior ($R^2 = .245, F(1, 143) = 45.839, p < .01$). In sum, the more government bank's employees felt loneliness at work, the more likely they engaged in deviant work behaviors.
23."Feeling lonely at work: Investigating the consequences of unsatisfactory workplace relationships"	Lam & Lau, 2012	Procedia - Social and Behavioral Sciences,	Survey, 156 5-star hotel (Turkey)	16-item scale by Wright et al. (2006)	Social Exchange Theory Need to Belong Theory	The loneliness in the workplace has been shown to have a negative impact on organizational commitment. It was established that only social companionship negatively affected affective and continuance commitment. In contrast, the effects of employees who have a lack of emotion at work on organisational commitment and enthusiasm and continuity were not significant.
24."The impact of workplace spirituality on voluntary turnover intentions through loneliness in work"	Ghadi, 2017	Journal of Economic and Administrative Sciences	Cross-sectional; Survey; 381 Academicians from private and public universities (Jordan)	16-item scale by Wright et al. (2006)	Social Exchange theory	The results showed that loneliness in the workplace partially mediated the influence of workplace spirituality on the intention to leave voluntarily. The results support a limited mediation relationship as the overall effect of work spirituality on volunteering intentions has been slightly reduced, but remains significant when loneliness is introduced at work.
25."Workplace loneliness mediates the	Tian, 2023	Frontiers in psychology	Correlational Design; Survey;	16-item scale by Wright	Conservation of resources	Results indicated that workplace loneliness partially mediates the linkage between perceived

relationship between perceived organizational support and job performance Differing by extraversion"			332 full time employees	et al. (2006)	(COR)	organizational support and job performance; extraversion serves as a moderator in the relationship between workplace loneliness and job performance, as well as the mediating role of workplace loneliness linking perceived organizational support to job performance, such that the relationship is stronger when extraversion is high.
26."The Effects of Workplace Loneliness on the Psychological Detachment and Emotional Exhaustion of Hotel Employees"	Jung et al., 2022	International journal of environment and public health	Survey; 300 hotel employees	16-item scale by Wright et al. (2006)		The results showed that the employees of the hotel had a feeling of loneliness at work and a desire to be psychologically detached from their work in order to recover. The loneliness of the work place also caused emotional exhaustion.
27."All by Myself? Executives' Impostor Phenomenon and Loneliness as Catalysts for Executive Coaching with Management Consultants"	Kuna, 2019	The Journal of Applied Behavioral Science	Interview, 45 executives (Israel)	16-item scale by Wright et al. (2006)	Practice Theory of Management	The study shows that executive coaching is an important tool to emotionally support executives impostors and loneliness.
28."Organizational commitment and loneliness and life satisfaction level of school principal"	Yilmaz, 2008	Social Behavior and Personality: An International Journal	Survey 548 School Principals (Turkey)	20-item UCLA Loneliness Scale by Russell et al. (1980)		The results showed that there was a positive correlation between the loneliness levels of school principals and the compliance levels of organizational commitment, and a negative correlation between loneliness and the internalization and identification levels of organizational commitment. There was also a negative correlation between life satisfaction levels of school principals and the compliance level of organizational commitment. A positive

29."A study on the mediating effects of anxiety and happiness for workplace loneliness and behavioral outcomes of Korean police officers"	Chung et al., 2022	Policing: An International Journal	227 police officers in South Korea from one regional police headquarters and four substations in the Yongin region.	16-item scale by Wright et al. (2006)	correlation was found between life satisfaction and the internalization and identification levels of organizational commitment. The results showed that the mechanisms of interaction between loneliness at work and job performance and organizational citizenship behavior were mediated by police officer anxiety and happiness.
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Results and Discussion

The following section will summarize the findings from the previous literature.

Theories used to explain workplace loneliness Various theories have been used to explain workplace loneliness in different contexts. Theories such as self-determination theory (Deci & Ryan, 1985), the approach and avoidance framework (Elliot, 1999), social identity theory (Tajfel, 1982), the regulatory loop model of loneliness (Cacioppo & Hawkley, 2001), the affect theory of social exchange (Lawler, 2009), the coping literature (Lazarus & Folkman, 1984), social information processing theory (Salancik & Pfeffer, 1978), role identity theory (Stets & Burke, 2000), situational strength theory (Mischel & Shoda, 1995), the social penetration theory (Altman & Taylor, 1973), continuity theory (Atchley, 1989), need hierarchy theory (Maslow, 1943), social exchange theory (Blau, 1964), and conservation of resource theory (Hobfoll, 1989).

Measurement of workplace loneliness

As loneliness is a subjective and complicated experience that is difficult to capture, several scales have been developed by academic researchers to measure

loneliness. University of California, Los Angeles (UCLA) loneliness scale is the most widely used scale of loneliness. The scale consists of 20 items and was originally developed by Russell et al. (1978). The scale was revised twice since its first publication, first by Russell et al. (1978) and later by Russell (1996), to simplify the wordings and balance the scale items. UCLA Loneliness Scale (Version3) (Russell, 1996) is a simplified version of the original scale and has both negatively and positively worded items. However, the scale was criticized by several researchers as it treated loneliness as a unidimensional construct (Qualter & Penny, 2002) and factor analysis of the scale on many occasions produced more than one factor (Knight et al., 1988). Realizing the limitations of existing measures of general loneliness, Wright et al. (2006) developed a specific scale to measure loneliness in the work settings. This 16-item workplace loneliness measure has been commonly used in the workplace loneliness studies. Though the items of the scale were adapted from UCLA, the scale captured both the qualitative as well as quantitative aspects of one's relationships at work. The scale preserved the multidimensionality of the construct by measuring it on two dimensions,

which are emotional deprivation and social companionship (Weiss, 1973).

Understanding the factors influencing workplace loneliness

Recent studies have attempted to understand the factors which influencing analyzing its origins, outcomes, mediators and moderators, along with efforts towards conceptualization and measurement. The following section deals with those studies.

Antecedents

The empirical evidences from the previous on workplace loneliness have mainly analyzed individual level variables as its antecedents. For example, personality variables such as introversion, neuroticism and core self-evaluation have been reported to predict loneliness among employees at the workplace (Ozcelik & Barsade, 2018; Anand & Mishra, 2019). These studies show that the way in which differences affect how people perceive and experience loneliness at work can have a significant impact. In addition to personality, variables such as workplace ostracism, job satisfaction and trust have also been reported to determine loneliness at work (Tabançali, 2016). Ostracism, dissatisfaction with the job, and lack of trust in colleagues and leaders make individuals feel lonely. In addition to the individual level predictors, a few studies have examined the role of predictors of workplace loneliness at the group and organizational level of analysis such as paternalistic leadership (Oge et al., 2019), social climate (Erdil & Ertosun, 2011), and workplace spirituality (Ghadi, 2017). Paternalistic leadership, good social climate and workplace spirituality were found to reduce the feeling of loneliness at work for employees.

Outcomes

Loneliness is a negative emotion, previous studies have largely examined and highlighted its negative outcomes for the

individuals in work and non-work domains. For instance, workplace loneliness has been identified to lead to reduced organizational identification (Aksoy, 2019), commitment (Ayazlar & Guzel, 2014), job performance (Ozcelik & Barsade, 2018), organizational citizenship behavior (Lam & Lau, 2012), creativity (Peng et al., 2017) and life satisfaction (Tabançali, 2016). It has also been shown that workplace loneliness increases emotional exhaustion. (Anand & Mishra, 2019), turnover intention (Chen et al., 2019), deviant workplace behavior (Promsri, 2018) and work–family conflict (Oge et al., 2019).

Mediators

The underlying psychological mechanisms explaining the association between workplace loneliness and its predictors and outcomes have been examined in a limited number of studies. For instance, workplace loneliness has been reported to influence employees' turnover intention through reduced trust and affective commitment (Chen et al., 2019; Ertosuna & Erdil, 2012). The influence of workplace loneliness on employees' job performance has been found to be mediated by employee approachability and affective commitment, workplace alienation, and leader-member exchange (Ozcelik & Barsade, 2018; Amarat et al., 2018; Lam & Lau, 2012). Contrary to this, the effect of paternalistic leadership on loneliness was found to be mediated by work engagement (Oge et al., 2019). Further, social climate was reported to influence workplace loneliness through its intervening effect on employee well-being (Erdil & Ertosun, 2011).

Moderators

Several researchers have also attempted to identify the conditions that could strengthen or weaken the link between the antecedent and the outcome variables and workplace loneliness. For example, Chen et al. (2019) reported that the effect of leader

Loneliness on team turnover intentions through team cognitive trust in leaders was stronger when team workplace loneliness was high. Further, Anand and Mishra (2019) found that a higher level of leader-member exchange strengthened the effect of loneliness on emotional exhaustion. Ozcelik and Barsade (2018) concluded that the indirect effect of workplace loneliness on job performance through employee approachability was more negative for the work groups characterized by low affiliation (measured in terms of emotional culture of love, anger, and coworker loneliness) than high affiliation. Wax et al. (2022) studied the interaction effects of work from home on affective (affective organizational commitment), relational (coworker and supervisor support) and behavioral (organizational citizenship behavior and perceived performance) outcomes at work. Results of the study showed that working from home had a positive impact on the relationship between workplace loneliness and affective commitment/ perceptions of coworker support, but a negative impact on relationship between workplace loneliness and organizational citizenship behaviors.

Conclusion

Workplace loneliness is a multifaceted phenomenon that significantly impacts employees and organizations alike. This systematic literature review has provided valuable insights into the antecedents, consequences, and interventions related to workplace loneliness. From the identified antecedents, it is clear that workplace loneliness is influenced by a combination of individual factors, job-related factors, and organizational factors. Understanding these factors is crucial for developing targeted interventions to address loneliness in the workplace. The consequences of workplace loneliness are far-reaching, affecting various aspects of employee well-being and organizational performance. Decreased job

satisfaction, reduced organizational commitment, and lower productivity are some of the immediate outcomes, while increased stress, emotional exhaustion, and turnover intentions have long-term implications. Organizations must recognize the detrimental effects of loneliness and take proactive steps to create an environment that prioritizes social connections and emotional well-being. In conclusion, this systematic literature review underscores the importance of recognizing and addressing workplace loneliness as a critical issue in contemporary work environments. By implementing targeted interventions and fostering a culture of social support and belonging, organizations can enhance employee well-being, engagement, and overall organizational performance.

The generalizability of the review papers may be limited. Thus, data from other sources such as Web of Science, PsycInfo, Google scholar and EBSCO etc., may provide additional insights. Furthermore, use of keywords such as “workplace loneliness” and “loneliness at work” may have reduced the number of retrieved from the databases. Future researches may use other keywords such as “employee loneliness”, “employee well-being” etc., to expand the scope of review. Moreover, while this systematic review offers a picture of workplace loneliness, future studies should adopt a broader scope. Utilizing bibliometrics, meta-reviews, and scientometric methods can further classify and analyze the existing literature on workplace loneliness.

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Conflict of Interest

There is no conflict of interest among the authors.

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