REFERENCES

2021 Work trend index annual report: The next great disruption is hybrid work—Are we ready? (2021). Microsoft. https://ms-worklab.azureedge.net/files/reports/hybridWork/pdf/2021_Microsoft_WTI_Report_March.pdf

Abelsen, S. N., Vatne, S.-H., Mikalef, P., & Choudrie, J. (2021). *Digital working during the COVID-19 pandemic: How task–technology fit improves work performance and lessens feelings of loneliness*. Information Technology & People. https://doi.org/10.1108/ITP-12-2020-0870

Acock, A. C. (2013). *Discovering structural equation modeling using STATA*. Stata Press.

Adekoya, O. D., Adisa, T. A., & Aiyenitaju, O. (2022). Going forward: Remote working in the post-COVID-19 era. *Employee Relations*, 44(6), 1410–1427. https://doi.org/10.1108/ER-04-2021-0161

Akdoğan, R. (2017). A model proposal on the relationships between loneliness, insecure attachment, and inferiority feelings. *Personality and Individual Differences*, 111, 19–24. https://doi.org/10.1016/j.paid.2017.01.048

Allen, K.-A., & Furlong, M. (2021). Leveraging belonging in response to global loneliness. *Australian Journal of Psychology*, 73(1), 1–3. https://doi.org/10.1080/00049530.2021.1875532

Allen, K.-A., Kern, M. L., Rozek, C. S., McInerney, D. M., & Slavich, G. M. (2021). Belonging: A review of conceptual issues, an integrative framework, and directions for future research. *Australian Journal of Psychology*, 73(1), 87–102. https://doi.org/10.1080/00049530.2021.1883409

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18. https://doi.org/10.1111/j.2044-8325.1990.tb00506.x

Altman, I., & Taylor, D. A. (1973). *Social penetration: The development of interpersonal relationships*. Holt, Rinehart & Winston.

Amarat, M., Akbolat, M., Ünal, Ö., & Güneş Karakaya, B. (2019). The mediating role of work alienation in the effect of workplace loneliness on nurses' performance. *Journal of Nursing Management*, *27*(3), 553–559. https://doi.org/10.1111/jonm.12710

American Time Use Survey (USDL-22-1261). (2021). U.S. Bureau of Labor Statistics. https://www.bls.gov/tus/

Amico, L. (2017, September 29). Loneliness and the digital workplace. Harvard Business Review. https://hbr.org/2017/09/loneliness-and-the-digital-workplace

Ammons, S. K., & Markham, W. T. (2004). Working at home: Experiences of skilled white collar workers. *Sociological Spectrum*, *24*(2), 191–238. https://doi.org/10.1080/02732170490271744

Anand, P., & Mishra, S. K. (2021). Linking core self-evaluation and emotional exhaustion with workplace loneliness: Does high LMX make the consequence worse? *International Journal of Human Resource Management*, *32*(10), 2124–2149. https://doi.org/10.1080/09585192.2019.1570308

Andel, S. A., Shen, W., & Arvan, M. L. (2021). Depending on your own kindness: The moderating role of self-compassion on the within-person consequences of work loneliness during the COVID-19 pandemic. *Journal of Occupational Health Psychology*, *26*(4), 276–290. https://doi.org/10.1037/ocp0000271

Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, *103*(3), 411–423. https://doi.org/10.1037/0033-2909.103.3.411

Anderson, G. O., & Thayer, C. E. (2018, September 24). *Loneliness and social connections: A national survey of adults 45 and older*. AARP Research. https://www.aarp.org/research/topics/life/info-2018/loneliness-social-connections.html

Arslan, A., Yener, S., & Schermer, J. A. (2020). Predicting workplace loneliness in the nursing profession. *Journal of Nursing Management*, *28*(3), 710–717. https://doi.org/10.1111/jonm.12987

Asher, S. R., & Paquette, J. A. (2003). Loneliness and peer relations in childhood. *Current Directions in Psychological Science*, *12*(3), 75–78. https://doi.org/10.1111/1467-8721.01233

Babapour Chafi, M., Hultberg, A., & Bozic Yams, N. (2021). Post-pandemic office work: Perceived challenges and opportunities for a sustainable work environment. *Sustainability*, *14*(1). Article 294. https://doi.org/10.3390/su14010294

Banjo, S., Yap, L., Murphy, C., & Chan, V. (2020, February 3). The coronavirus outbreak has become the world's largest work-from-home experiment. *Time*. https://time.com/5776660/coronavirus-work-from-home/

Bareket-Bojmel, L., Chernyak-Hai, L., & Margalit, M. (2023). Out of sight but not out of mind: The role of loneliness and hope in remote work and in job engagement. *Personality and Individual Differences*, (*202*). Article 111955. https://doi.org/10.1016/j.paid.2022.111955

Barreto, M., Victor, C., Hammond, C., Eccles, A., Richins, M. T., & Qualter, P. (2021). Loneliness around the world: Age, gender, and cultural differences in loneliness. *Personality and Individual Differences*, *169*. Article 110066. https://doi.org/10.1016/j.paid.2020.110066

Barsade, S. G., Coutifaris, C. G. V., & Pillemer, J. (2018). Emotional contagion in organizational life. *Research in Organizational Behavior*, *38*, 137–151. https://doi.org/10.1016/j.riob.2018.11.005

Bass, B. M. (1985). *Leadership and performance beyond expectations*. Free Press.

Baumeister, R. F., & Leary, M. R. (1995). The need to belong: Desire for interpersonal attachments as a fundamental human motivation. *Psychological Bulletin*, *117*(3), 497–529. https://doi.org/10.1037/0033-2909.117.3.497

Becker, W. J., Belkin, L. Y., Tuskey, S. E., & Conroy, S. A. (2022). Surviving remotely: How job control and loneliness during a forced shift to remote work impacted employee work behaviors and well-being. *Human Resource Management*, *61*(4), 449–464. https://doi.org/10.1002/hrm.22102

Bekhet, A. K., Zauszniewski, J. A., & Nakhla, W. E. (2008). Loneliness: A concept analysis. *Nursing Forum*, *43*(4), 207–213. https://doi.org/10.1111/j.1744-6198.2008.00114.x

Bell, K. K. (2012, May 3). *Former Ritz Carlton president Horst Schulze talks about the new frontier in luxury hotels*. Forbes. https://www.forbes.com/sites/katiebell/2012/05/03/horst-schulze-on-the-new-frontier-in-luxury-hotels/

Bell, R. A., Roloff, M. E., Van Camp, K., & Karol, S. H. (1990). Is it lonely at the top?: Career success and personal relationships. *Journal of*

Communication, *40*(1), 9–23. https://doi.org/10.1111/j.1460-2466.1990.tb02247.x

Bendixsen, S. (2013). *The religious identity of young Muslim women in Berlin: An ethnographic study*. Brill.

Berger, C. (2023, March 5). Remote workers are adopting a new practice called "body doubling," in which they watch strangers work online. *Fortune*. https://fortune.com/2023/03/05/body-doubling-parallel-working-tiktok-trend/amp/

Berg, J. H., & Peplau, L. A. (1982). Loneliness: The relationship of self-disclosure and androgyny. *Personality and Social Psychology Bulletin*, *8*(4), 624–630. https://doi.org/10.1177/0146167282084004

Bevilacqua, G., D'Angelo, S., Ntani, G., Syddall, H. E., Harris, E. C., Linaker, C., Stevens, M., Cooper, C., & Walker-Bone, K. (2021). Older working adults in the HEAF study are more likely to report loneliness after two years of follow-up if they have negative perceptions of their work quality. *BMC Public Health*, *21*(574), 1–9. https://doi.org/10.1186/s12889-021-10610-5

Bloom, N., Liang, J., Roberts, J., & Ying, Z. J. (2015). Does working from home work? Evidence from a Chinese experiment. *Quarterly Journal of Economics*, *130*(1), 165–218. https://doi.org/10.1093/qje/qju032

Bodhi, R., Singh, T., & Joshi, Y. (2022). Modelling the role of social media usage in improving users well-being: A social enhancement model perspective. *Benchmarking: An International Journal*, *29*(8), 2450–2470. https://doi.org/10.1108/BIJ-03-2021-0152

Bond, J. (2022, December). The out-of-office debate continues. *Scotsman Guide*. https://www.scotsmanguide.com/commercial/the-outofoffice-debate-continues/

Borawski, D., Wajs, T., Sojka, K., & Misztal, U. (2021). Interrelations between attachment styles, emotional contagion and loneliness. *Journal of Family Issues*, *42*(9), 2064–2082. https://doi.org/10.1177/0192513X20966013

Bowers, A., Wu, J., Lustig, S., & Nemecek, D. (2022). Loneliness influences avoidable absenteeism and turnover intention reported by adult workers in the United States. *Journal of Organizational Effectiveness: People and Performance*, *9*(2), 312–335. https://doi.org/10.1108/JOEPP-03-2021-0076

Boyaci, M., & Tabak, H. (2022). The mediating role of positivity in the relationship between loneliness at work and organizational identity in school

counselors. *International Journal of Educational Reform*. https://doi.org/10.1177/10567879221095847

Brewer, M. B. (1991). The social self: On being the same and different at the same time. *Personality and Social Psychology Bulletin*, *17*(5), 475–482. https://doi.org/10.1177/0146167291175001

Brower, T. (2021, January 10). Missing your people: Why belonging is so important and how to create it. *Forbes*. https://www.forbes.com/sites/tracybrower/2021/01/10/missing-your-people-why-belonging-is-so-important-and-how-to-create-it/?sh=73c2b8357c43

Brown, B. (2010). *The gifts of imperfection: Let go of who you think you're supposed to be and embrace who you are*. Hazelden Publishing.

Brown, B. (2018). *Dare to lead: Brave work. Tough conversations. Whole hearts*. Random House.

Browne, M. W., & Cudeck, R. (1993). Alternative ways of assessing model fit. In K. A. Bollen & J. S. Long (Eds.), *Testing structural equation models* (pp. 136–162). SAGE Publications.

Brynjolfsson, E., Horton, J. J., Ozimek, A., Rock, D., Sharma, G., & TuYe, H.-Y. (2020). *COVID-19 and remote work: An early look at US data*. National Bureau of Economic Research. Working Paper 27344. https://www.nber.org/system/files/working_papers/w27344/w27344.pdf

Buffer. (2023). *The 2023 state of remote work*. https://buffer.com/state-of-remote-work/2023

Burnette, J., & Williams, L. (2005). Structural equation modeling (SEM): An introduction to basic techniques and advanced issues. In R. A. Swanson & E. F. Holton (Eds.), *Research in organizations: Foundations and methods in inquiry* (pp. 143–160). Berrett-Koehler Publishers.

Cacioppo, J. T., & Hawkley, L. C. (2009). Perceived social isolation and cognition. *Trends in Cognitive Sciences*, *13*(10), 447–454. https://doi.org/10.1016/j.tics.2009.06.005

Cacioppo, J. T., Hawkley, L. C., & Thisted, R. A. (2010). Perceived social isolation makes me sad: 5-year cross-lagged analyses of loneliness and depressive symptomatology in the Chicago health, aging, and social relations study. *Psychology and Aging*, *25*(2), 453–463. https://doi.org/10.1037/a0017216

Cameron, J. E. (2004). A three-factor model of social identity. *Self and Identity*, *3*(3), 239–262. https://doi.org/10.1080/13576500444000047

Cameron, K. S., & Freeman, S. J. (1991). Cultural congruence, strength, and type: Relationships to effectiveness. *Research in Organizational Change and Development*, *5*, 23–58.

Carmeli, A., & Gittell, J. H. (2009). High-quality relationships, psychological safety, and learning from failures in work organizations. *Journal of Organizational Behavior*, *30*(6), 709–729.

Carr, E. W., Reece, A., Kellerman, G. R., & Robichaux, A. (2019, December 16). The value of belonging at work. *Harvard Business Review*. https://hbr.org/2019/12/the-value-of-belonging-at-work

Cattan, M., White, M., Bond, J., & Learmouth, A. (2005). Preventing social isolation and loneliness among older people: A systematic review of health promotion interventions. *Ageing and Society*, *25*(1), 41–67. https://doi.org/10.1017/S0144686X04002594

Cené, C. W., Beckie, T. M., Sims, M., Suglia, S. F., Aggarwal, B., Moise, N., Jiménez, M. C., Gaye, B., & McCullough, L. D., & The American Heart Association. (2022). Effects of objective and perceived social isolation on cardiovascular and brain health: A scientific statement from the American Heart Association. *Journal of the American Heart Association*, *11*(16), Article 026493. https://doi.org/10.1161/JAHA.122.026493

Census 2021 Average actual weekly hours of work for full-time workers (seasonally adjusted) (Labour Market Statistics Time Series). (2021). https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/timeseries/ybuy/lms

Chen, J., Bamberger, P. A., Song, Y., & Vashdi, D. R. (2018). The effects of team reflexivity on psychological well-being in manufacturing teams. *Journal of Applied Psychology*, *103*(4), 443–462. https://doi.org/10.1037/apl0000279

Chen, H., Li, J., Li, J., & Bao, J. (2022). Role of employee loneliness, job uncertainty and psychological distress in employee-based brand equity: Mediating role of employee exhaustion. *Frontiers in Public Health*, *10*. Article 941106. https://doi.org/10.3389/fpubh.2022.941106

Chen, X., Peng, J., Lei, X., & Zou, Y. (2021). Leave or stay with a lonely leader? An investigation into whether, why, and when leader workplace loneliness increases team turnover intentions. *Asian Business & Management*, *20*(2), 280–303. https://doi.org/10.1057/s41291-019-00082-2

Chen, Y., Wen, Z., Peng, J., & Liu, X. (2016). Leader-follower congruence in loneliness, LMX and turnover intention. *Journal of Managerial Psychology*, *31*(4), 864–879. https://doi.org/10.1108/JMP-06-2015-0205

Chou, S. Y., & Chang, T. (2016). The costs of being rejected: A theoretical analysis of rejections to newcomers' interpersonal helping behaviours in teams. *Team Performance Management*, *22*(3/4), 181–203. https://doi.org/10.1108/TPM-01-2016-0003

Christian, A. (2022, October 31). *The rise of the "chief remote officer"*. BBC. https://www.bbc.com/worklife/article/20221027-the-rise-of-the-chief-remote-officer

Christian, A. (2023, January 19). *Why middle managers are often cast as villains*. BBC. https://www.bbc.com/worklife/article/20230118-why-middle-managers-are-often-cast-as-villains

Chung, Y. W., Dong, X. T., & Yun, J. K. (2022). A study on the mediating effects of anxiety and happiness for workplace loneliness and behavioral outcomes of Korean police officers. *Policing: International Journal*, *45*(6), 924–938. https://doi.org/10.1108/PIJPSM-03-2022-0041

Cigna. (2020). *Loneliness and the workplace: 2020 U.S. Report*. https://www.cigna.com/static/www-cigna-com/docs/about-us/newsroom/studies-and-reports/combatting-loneliness/loneliness-and-its-impact-on-the-american-workplace.pdf

Creswell, J. W. (2014). *Research design: Qualitative, quantitative and mixed methods approaches* (4th ed.). SAGE Publications, Inc.

Creswell, J. W., & Clark, V. L. P. (2017). *Designing and conducting mixed methods research* (3rd ed.). SAGE Publications, Inc.

Crisp, B. R. (2010). Belonging, connectedness and social exclusion. *Journal of Social Inclusion*, *1*(2), 123–132. https://doi.org/10.36251/josi.14

Cutter, C. (2021, May 25). If you thought working from home was messy, here comes hybrid work. *The Wall Street Journal*. https://www.wsj.com/articles/if-you-thought-working-from-home-was-messy-here-comes-hybrid-work-11621935000

Daniels, K., Lamond, D., & Standen, P. (2001). Teleworking: Frameworks for organizational research. *Journal of Management Studies*, *38*(8), 1151–1185. https://doi.org/10.1111/1467-6486.00276

Dávila, M. C., & García, G. J. (2012). Organizational identification and commitment: Correlates of sense of belonging and affective commitment. *Spanish Journal of Psychology*, *15*(1), 244–255. https://doi.org/10.5209/rev_SJOP.2012.v15.n1.37316

Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, *11*(4), 227–268. https://doi.org/10.1207/S15327965PLI1104_01

Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, *86*(3), 499–512. https://doi.org/10.1037/0021-9010.86.3.499

Desmette, D., & Gaillard, M. (2008). When a "worker" becomes an "older worker": The effects of age-related social identity on attitudes towards retirement and work. *Career Development International*, *13*(2), 168–185. https://doi.org/10.1108/13620430810860567

DiJulio, B., Hamel, L., Muñana, C., & Brodie, M. (2018, August 30). *Loneliness and social isolation in the United States, the United Kingdom, and Japan: An international survey* [Report]. https://www.kff.org/other/report/loneliness-and-social-isolation-in-the-united-states-the-united-kingdom-and-japan-an-international-survey/

DiTommaso, E., Brannen, C., & Best, L. A. (2004). Measurement and validity characteristics of the short version of the social and emotional loneliness scale for adults. *Educational and Psychological Measurement*, *64*(1), 99–119. https://doi.org/10.1177/0013164403258450

D'Oliveira, T. C., & Persico, L. (2023). Workplace isolation, loneliness and wellbeing at work: The mediating role of task interdependence and supportive behaviours. *Applied Ergonomics*, *106*. Article 103894. https://doi.org/10.1016/j.apergo.2022.103894

Dor-Haim, P. (2021a). Expressions of loneliness: Different perspectives of loneliness among school deputy principals. *Educational Management Administration & Leadership*. https://doi.org/10.1177/17411432211021425

Dor-Haim, P. (2021b). The emotional and functional consequences of loneliness in the workplace among vice-principals. *International Journal of Leadership in Education*. https://doi.org/10.1080/13603124.2021.2010284

Dor-Haim, P. (2022a). Educational leaders' coping with loneliness: The unique perspective of school principals and vice-principals. *Journal of*

Professional Capital and Community, 7(3), 290–304. https://doi.org/10.1108/JPCC-11-2021-0068

Dor-Haim, P. (2022b). The experience of loneliness among school principals: Episodic loneliness versus persistent day-to-day loneliness. *Journal of Educational Administration*, 60(5), 527–541. https://doi.org/10.1108/JEA-11-2021-0204

Dor-Haim, P. (2023). Loneliness among schoolteachers in the context of COVID-19. *Journal of Educational Administration & History*, 55(2), 200–214. https://doi.org/10.1080/00220620.2021.2017416

Dor-Haim, P., & Oplatka, I. (2020). School principal's perception of loneliness: A career stage perspective. *Journal of Educational Administration & History*, 52(2), 211–227. https://doi.org/10.1080/00220620.2019.1689106

Dor-Haim, P., & Oplatka, I. (2021a). Feelings of loneliness among school principals: Experiences, causes and copying strategies. *Leadership and Policy in Schools*, 20(2), 261–276. https://doi.org/10.1080/15700763.2019.1668423

Dor-Haim, P., & Oplatka, I. (2021b). The implications of loneliness among school principals. *International Journal of Educational Management*, 35(4), 803–814. https://doi.org/10.1108/IJEM-12-2020-0564

Dua, A., Ellingrud, K., Kirschner, P., Kwok, A., Luby, R., Palter, R., & Pemberton, S. (2022, June 23). *Americans are embracing flexible work—And they want more of it*. McKinsey & Company, McKinsey Global Institute. https://www.mckinsey.com/industries/real-estate/our-insights/americans-are-embracing-flexible-work-and-they-want-more-of-it

Du, S., Ma, Y., & Lee, J. Y. (2022). Workplace loneliness and the need to belong in the era of COVID-19. *Sustainability*, 14(8). Article 4788. https://doi.org/10.3390/su14084788

Dussault, M., Fernet, C., Austin, S., & Leroux, M. (2009). Revisiting the factorial validity of the revised UCLA loneliness scale: A test of competing models in a sample of teachers. *Psychological Reports*, 105(3), 849–856. https://doi.org/10.2466/pr0.105.3.849-856

Edgren, G. R. Jr. (2012). *Investigating relationships between sense of belonging and organizational citizenship behavior among adjunct faculty*. (Publication No. 3545180) [Doctoral Dissertation, Marian University]. ProQuest. https://www.proquest.com/docview/1238003212

Edmondson, A. C. (2004). Psychological safety, trust, and learning in organizations: A group-level lens. In R. M. Kramer & K. S. Cook (Eds.), *Trust*

and distrust in organizations: Dilemmas and approaches (pp. 239–272). Russell Sage Foundation.

Edwards, J. R., & Rothbard, N. P. (2000). Mechanisms linking work and family: Clarifying the relationship between work and family constructs. *Academy of Management Review*, *25*(1), 178–199. https://doi.org/10.2307/259269

Elias, N. (2001). In M. Schröter (Ed.), *The society of individuals*. Continuum

Ellemers, N., De Gilder, D., & Haslam, S. A. (2004). Motivating individuals and groups at work: A social identity perspective on leadership and group performance. *Academy of Management Review*, *29*(3), 459–478.

Elphinstone, B. (2018). Identification of a suitable short-form of the UCLA-Loneliness Scale. *Australian Psychologist*, *53*(2), 107–115. https://doi.org/10.1111/ap.12285

Engelhart, K. (2021, May 24). What robots can—And can't—Do for the old and lonely. *The New Yorker*. https://www.newyorker.com/magazine/2021/05/31/what-robots-can-and-cant-do-for-the-old-and-lonely

Eng, W., Moore, S., Grunberg, L., Greenberg, E., & Sikora, P. (2010). What influences work-family conflict? The function of work support and working from home. *Current Psychology*, *29*(2), 104–120. https://doi.org/10.1007/s12144-010-9075-9

Ertem, M., & Şentürk, F. K. (2021). A research on the variables that effect affective commitment to change. *Business & Management Studies: International Journal*, *9*(1), 327–342. https://doi.org/10.15295/bmij.v9i1.1761

Firoz, M., & Chaudhary, R. (2022). The impact of workplace loneliness on employee outcomes: What role does psychological capital play? *Personnel Review*, *51*(4), 1221–1247. https://doi.org/10.1108/PR-03-2020-0200

Firoz, M., Chaudhary, R., & Khan, A. (2021). Desolated milieu: Exploring the trajectory of workplace loneliness (2006–2019). *Management Research Review*, *44*(5), 757–780. https://doi.org/10.1108/MRR-01-2020-0051

Firoz, M., Chaudhary, R., & Lata, M. (2022). The socio-demographic determinants of workplace loneliness in India. *Evidence-Based HRM: A Global Forum for Empirical Scholarship*, *10*(1), 17–34. https://doi.org/10.1108/EBHRM-08-2020-0116

Folkman, S., Lazarus, R. S., Dunkel-Schetter, C., DeLongis, A., & Gruen, R. J. (1986). Dynamics of a stressful encounter: Cognitive appraisal, coping, and encounter outcomes. *Journal of Personality and Social Psychology*, *50*(5), 992–1003. https://doi.org/10.1037/0022-3514.50.5.992

Forum, F. (2022). Executives feel the strain of leading in the 'new normal. https://futureforum.com/research/pulse-report-fall-2022-executives-feel-strain-leading-in-new-normal/

Fry, J., & Bloyce, D. (2017). 'Life in the travelling circus': A study of loneliness, work stress, and money issues in touring professional golf. *Sociology of Sport Journal*, *34*(2), 148–159. https://doi.org/10.1123/ssj.2017-0002

Gabriel, A. S., Lanaj, K., & Jennings, R. E. (2021). Is one the loneliest number? A within-person examination of the adaptive and maladaptive consequences of leader loneliness at work. *Journal of Applied Psychology*, *106*(10), 1517–1538. https://doi.org/10.1037/apl0000838

Gafoor, S. A. (2020). Workplace loneliness and employee creativity from a positive perspective. *International Journal of Research in Business and Social Science*, *9*(6), 244–262. https://doi.org/10.20525/ijrbs.v9i6.911

Gajendran, R. S., & Harrison, D. A. (2007). The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology*, *92*(6), 1524–1541. https://doi.org/10.1037/0021-9010.92.6.1524

Galang, M., & Jones, S. (2016). Keeping a distance: Social identity, workplace bullying, and job satisfaction. *Social Psychological Review*, *18*(1), 31–38.

Ghadi, M. Y. (2017). The impact of workplace spirituality on voluntary turnover intentions through loneliness in work. *Journal of Economic and Administrative Sciences*, *33*(1), 81–110. https://doi.org/10.1108/JEAS-03-2016-0005

Ghadi, M. Y. (2019). A psychometric evaluation of the Job Crafting Questionnaire (JCRQ) among employees working in Jordanian universities. *International Journal of Organizational Analysis*, *27*(1), 36–50. https://doi.org/10.1108/IJOA-05-2017-1173

Ghosh, J. (2022). "Holy curiosity of inquiry": An investigation into curiosity and work performance of employees. *European Management Journal*. https://doi.org/10.1016/j.emj.2022.05.004

Giattino, C., Ortiz-Ospina, E., & Roser, M. (2020). *Working hours*. Our World in Data. https://ourworldindata.org/working-hours

Gierveld, J. D. J., Van Tilburg, T. G., & Dykstra, P. A. (2018). New ways of theorizing and conducting research in the field of loneliness and social isolation. In A. L. Vangelisti & D. Perlman (Eds.), *The Cambridge handbook of personal relationships* (2nd ed., pp. 391–404). Cambridge University Press. https://doi.org/10.1017/9781316417867.031

Gil, F., Rico, R., Alcover, C. M., & Barrasa, Á. (2005). Change-oriented leadership, satisfaction and performance in work groups: Effects of team climate and group potency. *Journal of Managerial Psychology*, 20(3/4), 312–328. https://doi.org/10.1108/02683940510589073

Gittell, J. H. (2002). Relationships between service providers and their impact on customers. *Journal of Service Research*, 4(4), 299–311. https://doi.org/10.1177/1094670502004004007

Gittell, J. H. (2003). A theory of relational coordination. In K. S. Cameron, J. E. Dutton, & R. E. Quinn (Eds.), *Positive organizational scholarship: Foundations of a new discipline* (pp. 279–295). Berrett-Koehler Publishers.

Glaser, B., & Strauss, A. L. (2017). *Discovery of grounded theory: Strategies for qualitative research*. Routledge.

Goffman, E. (1959). *The presentation of self in everyday life*. Anchor Books.

Golden, T. D., Veiga, J. F., & Dino, R. N. (2008). The impact of professional isolation on teleworker job performance and turnover intentions: Does time spent teleworking, interacting face-to-face, or having access to communication-enhancing technology matter? *Journal of Applied Psychology*, 93(6), 1412–1421. https://doi.org/10.1037/a0012722

Grant, A. M. (2008). Designing jobs to do good: Dimensions and psychological consequences of prosocial job characteristics. *The Journal of Positive Psychology*, 3(1), 19–39. https://doi.org/10.1080/17439760701751012

Greenleaf, R. K. (1977). *Servant leadership: A journey into the nature of legitimate power and greatness*. Paulist Press.

Grimm, P. (2010). Social desirability bias. In J. Sheth & N. K. Malhotra (Eds.), *Wiley international encyclopedia of marketing*. John Wiley & Sons, Ltd. https://doi.org/10.1002/9781444316568.wiem02057

Hagerty, B. M. K., Lynch-Sauer, J., Patusky, K. L., Bouwsema, M., & Collier, P. (1992). Sense of belonging: A vital mental health concept. *Archives of Psychiatric Nursing*, *6*(3), 172–177. https://doi.org/10.1016/0883-9417(92)90028-H

Hagerty, B. M., & Williams, A. (1999). The effects of sense of belonging, social support, conflict, and loneliness on depression. *Nursing Research*, *48*(4), 215–219.

Hagerty, B. M., Williams, A. R., Coyne, J. C., & Early, M. R. (1996). Sense of belonging and indicators of social and psychological functioning. *Archives of Psychiatric Nursing*, *10*(4), 235–244. https://doi.org/10.1016/S0883-9417(96)80029-X

Halperin, I., Pyne, D. B., & Martin, D. T. (2015). Threats to internal validity in exercise science: A review of overlooked confounding variables. *International Journal of Sports Physiology and Performance*, *10*(7), 823–829.

Halse, C. (2018). Theories and theorising of belonging. In C. Halse (Ed.), *Interrogating belonging for young people in schools* (pp. 1–28). Springer International Publishing. https://doi.org/10.1007/978-3-319-75217-4_1

Haslam, S. A., Jetten, J., & Waghorn, C. (2009). Social identification, stress and citizenship in teams: A five-phase longitudinal study. *Stress and Health*, *25*(1), 21–30. https://doi.org/10.1002/smi.1221

Hatfield, E., Cacioppo, J. T., & Rapson, R. L. (1994). *Emotional contagion*. Cambridge University Press.

Hatfield, S., Fisher, J., & Silverglate, P. H. (2022, June 22). *The C-suite's role in well-being*. Deloitte Insights. https://www2.deloitte.com/us/en/insights/topics/leadership/employee-wellness-in-the-corporate-workplace.html

Hawkley, L. C., Browne, M. W., & Cacioppo, J. T. (2005). How can I connect with thee? Let me count the ways. *Psychological Science*, *16*(10), 798–804. https://doi.org/10.1111/j.1467-9280.2005.01617.x

Hays, R. D., & DiMatteo, M. R. (1987). A short-form measure of loneliness. *Journal of Personality Assessment*, *51*(1), 69–81.

Heider, F. (1958). *The psychology of interpersonal relations*. Wiley.

Hofstede, G. (1983). The cultural relativity of organizational practices and theories. *Journal of International Business Studies*, *14*(2), 75–89. https://doi.org/10.1057/palgrave.jibs.8490867

Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions and organizations across nations*. SAGE Publications.

Hofstede, G. H., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind: Intercultural cooperation and its importance for survival* (3rd ed.). McGraw-Hill.

Holt-Lunstad, J. (2017). The potential public health relevance of social isolation and loneliness: Prevalence, epidemiology, and risk factors. *Public Policy & Aging Report*, 27(4), 127–130. https://doi.org/10.1093/ppar/prx030

Holt-Lunstad, J., Smith, T. B., & Layton, J. B. (2010). Social relationships and mortality risk: A meta-analytic review. *PLoS Medicine*, 7(7). Article e1000316. https://doi.org/10.1371/journal.pmed.1000316

Holtzheimer, P. E., & Mayberg, H. S. (2011). Stuck in a rut: Rethinking depression and its treatment. *Trends in Neurosciences*, 34(1), 1–9. https://doi.org/10.1016/j.tins.2010.10.004

House, J. S. (1981). *Work stress and social support*. Addison-Wesley Publishing Company.

Howley, D. (2022, October 17). *Microsoft CEO explains the "paradox" of the remote work debate*. Yahoo!Finance. https://finance.yahoo.com/news/microsoft-ceo-on-hybrid-work-171834091.html

Hu, L.-t., & Bentler, P. M. (1998). Fit indices in covariance structure modeling: Sensitivity to underparameterized model misspecification. *Psychological Methods*, 3(4), 424–453. https://doi.org/10.1037/1082-989X.3.4.424

Hu, L.-t., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A Multidisciplinary Journal*, 6(1), 1–55. https://doi.org/10.1080/10705519909540118

Hu, Y., Chen, Y., & Ye, M. (2023). Eager to belong: Social cyberloafing as a coping response to workplace ostracism. *Current Psychology*, 42, 3372–3381. https://doi.org/10.1007/s12144-021-01690-y

Hughes, M. E., Waite, L. J., Hawkley, L. C., & Cacioppo, J. T. (2004). A short scale for measuring loneliness in large surveys: Results from two population-based studies. *Research on Aging*, 26(6), 655–672. https://doi.org/10.1177/0164027504268574

Hüsrevsahi, S. P., & Sahan, B. (2021). Organizational loneliness of school administrators. *International Journal of Education and Literacy Studies*, *9*(2), 41–51.

Huws, U., Korte, W. B., & Robinson, S. (1990). *Telework: Towards the elusive office*. Wiley.

Inceoglu, I., Thomas, G., Chu, C., Plans, D., & Gerbasi, A. (2018). Leadership behavior and employee well-being: An integrated review and a future research agenda. *The Leadership Quarterly*, *29*(1), 179–202. https://doi.org/10.1016/j.leaqua.2017.12.006

Jaiswal, K., & Arun, C. J. (2020). Unlocking the COVID-19 lockdown: Work from home and its impact on employees. Research Square. https://www.researchsquare.com/article/rs-34556/v1

Jenkins, R. (2008). *Social identity* (3rd ed.). Routledge.

Jha, S. (2023). Workplace loneliness and job performance: Moderating role of person-environment fit. *Industrial & Commercial Training*, *55*(2), 213–233. https://doi.org/10.1108/ICT-06-2022-0041

Johnson, B., & Christensen, L. (2008). *Educational research: Quantitative, qualitative, and mixed approaches*. SAGE Publications, Inc.

Johnson, D. P., & Mullins, L. C. (1987). Growing old and lonely in different societies: Toward a comparative perspective. *Journal of Cross-Cultural Gerontology*, *2*(3), 257–275. https://doi.org/10.1007/BF00160684

Jones, W. H., & Hebb, L. (2003). The experience of loneliness: Objective and subjective factors. *Review*, *5*(9), 41–68.

Jung, Y.-S., Jung, H.-S., & Yoon, H.-H. (2022). The effects of workplace loneliness on the psychological detachment and emotional exhaustion of hotel employees. *International Journal of Environmental Research and Public Health*, *19*(9). Article 5228. https://doi.org/10.3390/ijerph19095228

Jung, H. S., Song, M. K., & Yoon, H. H. (2021). The effects of workplace loneliness on work engagement and organizational commitment: Moderating roles of leader-member exchange and coworker exchange. *Sustainability*, *13*(2). Article 2. https://doi.org/10.3390/su13020948

Kagan, I., Fridman, S., Shalom, E., & Melnikov, S. (2018). The effect of working in an infection isolation room on hospital nurses' job satisfaction. *Journal of Nursing Management*, *26*(2), 120–126. https://doi.org/10.1111/jonm.12516

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, *33*(4), 692–724. https://doi.org/10.5465/256287

Kato, T., & Shu, P. (2016). Competition and social identity in the workplace: Evidence from a Chinese textile firm. *Journal of Economic Behavior & Organization*, *131*, 37–50.

Kazak, E. (2021). The predictive level of teachers' communication competencies and perceptions of school climate for loneliness at school. *International Online Journal of Educational Sciences*, *13*(3), 722–739.

Kelley, H. H. (1973). The processes of causal attribution. *American Psychologist*, *28*(2), 107–128. https://doi.org/10.1037/h0034225

Khan, H. G. A., Chughtai, M. S., Bashir, A., & Paracha, U. K. (2019). Rejection sensitivity and job performance: Workplace loneliness as mediator and emotional culture of companionate love as moderator. *Pakistan Journal of Commerce and Social Sciences*, *13*(4), 997–1016.

Kline, R. (2013). Exploratory and confirmatory factor analysis. In Y. Petscher, C. Schatschneider, & D. L. Compton (Eds.), *Applied quantitative analysis in education and the social sciences* (pp. 171–207). Routledge.

Kloutsiniotis, P. V., Mihail, D. M., Mylonas, N., & Pateli, A. (2022). Transformational leadership, HRM practices and burnout during the COVID-19 pandemic: The role of personal stress, anxiety, and workplace loneliness. *International Journal of Hospitality Management*, *102*. Article 103177. https://doi.org/10.1016/j.ijhm.2022.103177

Korumaz, M. (2016). Invisible barriers: The loneliness of school principals at Turkish elementary schools. *South African Journal of Education*, *36*(4), 1–12. https://doi.org/10.15700/saje.v36n4a1302

Kristof, N. (2019, November 9). Let's wage a war on loneliness. *The New York Times*. https://www.nytimes.com/2019/11/09/opinion/sunday/britain-loneliness-epidemic.html

Krug, H., Haslam, S. A., Otto, K., & Steffens, N. K. (2021). Identity leadership, social identity continuity, and well-being at work during COVID-19. *Frontiers in Psychology*, *12*. Article 684475. https://doi.org/10.3389/fpsyg.2021.684475

Kuna, S. (2019). All by myself? Executives' impostor phenomenon and loneliness as catalysts for executive coaching with management consultants.

The Journal of Applied Behavioral Science, *55*(3), 306–326. https://doi.org/10.1177/0021886319832009

Kuriakose, V., Wilson, P. R., & Anusree, M. R. (2019). The differential association of workplace conflicts on employee well-being: The moderating role of perceived social support at work. *International Journal of Conflict Management*, *30*(5), 680–705. https://doi.org/10.1108/IJCMA-05-2018-0063

Kuyper, L., & Fokkema, T. (2010). Loneliness among older lesbian, gay, and bisexual adults: The role of minority stress. *Archives of Sexual Behavior*, *39*(5), 1171–1180. https://doi.org/10.1007/s10508-009-9513-7

Lam, L. W., & Lau, D. C. (2012). Feeling lonely at work: Investigating the consequences of unsatisfactory workplace relationships. *International Journal of Human Resource Management*, *23*(20), 4265–4282. https://doi.org/10.1080/09585192.2012.665070

Lam, H., & Shemla, M. (2019). Why do powerful leaders feel less lonely? The mediating role of upward self-disclosure. *Academy of Management Annual Meeting Proceedings*, *1*. https://journals.aom.org/doi/10.5465/AMBPP.2019.10232abstract

Lawler, E. J. (2001). An affect theory of social exchange. *American Journal of Sociology*, *107*(2), 321–352. https://doi.org/10.1086/324071

Lazarus, R. S., & DeLongis, A. (1983). Psychological stress and coping in aging. *The American Psychologist*, *38*(3), 245–254. https://doi.org/10.1037//0003-066x.38.3.245

Lazarus, R. S., & Folkman, S. (1984). *Stress, appraisal, and coping*. Springer Publishing Company.

Leary, M. R., & Gabriel, S. (2022). The relentless pursuit of acceptance and belonging. In A. J. Elliot (Ed.), *Advances in motivation science* (Vol. 9, pp. 135–178). Elsevier. https://doi.org/10.1016/bs.adms.2021.12.001

Lee, Y., & Ko, Y. (2018). Feeling lonely when not socially isolated: Social isolation moderates the association between loneliness and daily social interaction. *Journal of Social and Personal Relationships*, *35*(10), 1340–1355. https://doi.org/10.1177/0265407517712902

Lee, R., & Robbins, S. (1995). Measuring belongingness: The social connectedness and the social assurance scales. *Journal of Counseling Psychology*, *42*(2), 232–241. https://doi.org/10.1037/0022-0167.42.2.232

Liang, H. (2015). Are you tired? Spillover and crossover effects of emotional exhaustion on the family domain. *Asian Journal of Social Psychology*, *18*(1), 22–32. https://doi.org/10.1111/ajsp.12075

Lim, M. H., Allen, K.-A., Furlong, M. J., Craig, H., & Smith, D. C. (2021). Introducing a dual continuum model of belonging and loneliness. *Australian Journal of Psychology*, *73*(1), 81–86. https://doi.org/10.1080/00049530.2021.1883411

Lim, M. H., Eres, R., & Vasan, S. (2020). Understanding loneliness in the twenty-first century: An update on correlates, risk factors, and potential solutions. *Social Psychiatry and Psychiatric Epidemiology*, *55*(7), 793–810. https://doi.org/10.1007/s00127-020-01889-7

Li, L., Peng, S., Hua, I., Chen, X., & Gamble, J. H. (2022). The impact of workplace bullying on employees' workplace loneliness: The serial mediating role of social anxiety and fear of negative evaluation. *Journal of Positive School Psychology*, *6*(5), 3669–3681.

Liu, D., Yu, X., Wang, Y., Zhang, H., & Ren, G. (2014). The impact of perception of discrimination and sense of belonging on the loneliness of the children of Chinese migrant workers: A structural equation modeling analysis. *International Journal of Mental Health Systems*, *8*(1). Article 52. https://doi.org/10.1186/1752-4458-8-52

Love, M. S. (2001). *The case for the work group: The work group context as an antecedent of organizational citizenship behavior*. (Publication No. 3012998) [Doctoral Dissertation, University of Missouri-Columbia]. ProQuest. https://www.proquest.com/docview/250129191

Luanaigh, C. O., & Lawlor, B. A. (2008). Loneliness and the health of older people. *International Journal of Geriatric Psychiatry*, *23*(12), 1213–1221. https://doi.org/10.1002/gps.2054

Lykes, V. A., & Kemmelmeier, M. (2014). What predicts loneliness? Cultural difference between individualistic and collectivistic societies in Europe. *Journal of Cross-Cultural Psychology*, *45*(3), 468–490. https://doi.org/10.1177/0022022113509881

Mackenzie, L. N., Andrade, L. V., & Soule, S. A. (2020, October 19). *The cost of fitting in*. https://www.fastcompany.com/90564479/the-cost-of-fitting-in

Maimunah, I., Baki, N. U., & Zoharah, O. (2018). The influence of organizational culture and organizational justice on group cohesion as

perceived by merger and acquisition employees. *Organizations and Markets in Emerging Economies*, *9*(18), 233–250.

Malone, G. (2016). *A general sense of belonging at work as a job resource relates to workplace safety: A test and extension of the job demands-resources model related to workplace safety* [Doctoral dissertation, University of Houston]. University of Houston Repository. http://hdl.handle.net/10657/1727

Mao, C. L. (2013). *Development of questionnaire about workplace loneliness and research on its influencing factors* [Master's thesis. South China Normal University School of Psychology].

Maslow, A. H. (1943). Preface to motivation theory. *Psychosomatic Medicine*, *5*(1), 85–92. https://doi.org/10.1097/00006842-194301000-00012

Maurer, R. (2021, March 3). *SHRM: Half of workers wish to remain remote permanently*. Society of Human Resource Management. https://www.shrm.org/hr-today/news/hr-news/pages/shrm-half-workers-wish-remain-remote-permanently.aspx

May, V. (2011). Self, belonging and social change. *Sociology*, *45*(3), 363–378. https://doi.org/10.1177/0038038511399624

McCain, A. (2023, February 20). *30 essential hybrid work statistics [2023]: The future of work*. Zippia: The Career Expert. https://www.zippia.com/advice/hybrid-work-statistics/

McGregor, J. (2019, December 30). First there was 'diversity.' Then 'inclusion.' Now HR wants everyone to feel like they 'belong'. *The Washington Post*. https://www.washingtonpost.com/business/2019/12/30/first-there-was-diversity-then-inclusion-now-hr-wants-everyone-feel-like-they-belong/

Mellor, D., Stokes, M., Firth, L., Hayashi, Y., & Cummins, R. (2008). Need for belonging, relationship satisfaction, loneliness, and life satisfaction. *Personality and Individual Differences*, *45*(3), 213–218. https://doi.org/10.1016/j.paid.2008.03.020

Merriam, S. B., & Tisdell, E. J. (2016). *Qualitative research: A guide to design and implementation* (4th ed.). Jossey-Bass.

Merriman, C. L. (2010). *Adjunct faculty organizational sense of belonging and affective organizational commitment*. Publication No. 3411382) [Doctoral Dissertation, Old Dominion University]. ProQuest. https://www.proquest.com/docview/520163537

Michaelson, C., Pratt, M. G., Grant, A. M., & Dunn, C. P. (2014). Meaningful work: Connecting business ethics and organization studies. *Journal of Business Ethics*, *121*(1), 77–90. https://doi.org/10.1007/s10551-013-1675-5

Michinov, E., Ruiller, C., Chedotel, F., Dodeler, V., & Michinov, N. (2022). Work-from-home during COVID-19 lockdown: When employees' well-being and creativity depend on their psychological profiles. *Frontiers in Psychology*, *13*. Article 862987. https://doi.org/10.3389/fpsyg.2022.862987

Moen, P., Fan, W., & Kelly, E. L. (2013). Team-level flexibility, work–home spillover, and health behavior. *Social Science & Medicine*, *84*, 69–79. https://doi.org/10.1016/j.socscimed.2013.02.011

Moens, E., Baert, S., Verhofstadt, E., & Van Ootegem, L. (2021). Does loneliness lurk in temp work? Exploring the associations between temporary employment, loneliness at work and job satisfaction. *PLoS One*, *16*(5), Article e0250664. https://doi.org/10.1371/journal.pone.0250664

Mohapatra, M., Madan, P., & Srivastava, S. (2020). Loneliness at work: Its consequences and role of moderators. *Global Business Review*. https://doi.org/10.1177/0972150919892714

Mueller, R. O., & Hancock, G. R. (2018). Structural equation modeling. In G. R. Hancock, L. M. Stapleton, & R. O. Mueller (Eds.), *The reviewer's guide to quantitative methods in the social sciences* (2nd ed., pp. 445–456). Routledge.

Munn, Z., Peters, M. D. J., Stern, C., Tufanaru, C., McArthur, A., & Aromataris, E. (2018). Systematic review or scoping review? Guidance for authors when choosing between a systematic or scoping review approach. *BMC Medical Research Methodology*, *18*(1). Article 143. https://doi.org/10.1186/s12874-018-0611-x

Murthy, V. (2017, September 26). Work and the loneliness epidemic. *Harvard Business Review*. https://hbr.org/2017/09/work-and-the-loneliness-epidemic

Mushtaq, R., Shoib, S., Shah, T., & Mushtaq, S. (2014). Relationship between loneliness, psychiatric disorders and physical health? A review on the psychological aspects of loneliness. *Journal of Clinical and Diagnostic Research*, *8*(9), WE01–WE04. https://doi.org/10.7860/JCDR/2014/10077.4828

National Academies of Sciences, Engineering, and Medicine. (2020). *Social isolation and loneliness in older adults: Opportunities for the health care system*. National Academies Press. https://doi.org/10.17226/25663

Neto, F. (2014). Psychometric analysis of the short-form UCLA Loneliness Scale (ULS-6) in older adults. *European Journal of Ageing*, *11*(4), 313–319. https://doi.org/10.1007/s10433-014-0312-1

Newall, N. E., Chipperfield, J. G., Clifton, R. A., Perry, R. P., Swift, A. U., & Ruthig, J. C. (2009). Causal beliefs, social participation, and loneliness among older adults: A longitudinal study. *Journal of Social and Personal Relationships*, *26*(2–3), 273–290. https://doi.org/10.1177/0265407509106718

Oakes, P. J., & Turner, J. C. (1980). Social categorization and intergroup behaviour: Does minimal intergroup discrimination make social identity more positive? *European Journal of Social Psychology*, *10*(3), 295–301. https://doi.org/10.1002/ejsp.2420100307

Öge, E., Çetin, M., & Top, S. (2018). The effects of paternalistic leadership on workplace loneliness, work family conflict and work engagement among air traffic controllers in Turkey. *Journal of Air Transport Management*, *66*, 25–35. https://doi.org/10.1016/j.jairtraman.2017.10.003

Onwuegbuzie, A. J., & Johnson, R. B. (2006). The validity issue in mixed research. *Research in the Schools*, *13*(1), 48–63.

O'Sullivan, R., Burns, A., Leavey, G., Leroi, I., Burholt, V., Lubben, J., Holt-Lunstad, J., Victor, C., Lawlor, B., Vilar-Compte, M., Perissinotto, C. M., Tully, M. A., Sullivan, M. P., Rosato, M., Power, J. M., Tiilikainen, E., & Prohaska, T. R. (2021). Impact of the COVID-19 pandemic on loneliness and social isolation: A multi-country study. *International Journal of Environmental Research and Public Health*, *18*(19). Article 19. https://doi.org/10.3390/ijerph18199982

Ozcelik, H., & Barsade, S. G. (2018). No employee an island: Workplace loneliness and job performance. *Academy of Management Journal*, *61*(6), 2343–2366. https://doi.org/10.5465/amj.2015.1066

Öztop, S. (2014). Influence of organizational sense of belonging on employees' perception of organizational change. *Suleyman Demirel University, The Journal of Faculty of Economics and Administrative Sciences*, *19*(1), 299–316.

Öztürk Çiftci, D. (2021). Emotional exhaustion as a mediator among workplace loneliness, work alienation and turnover intention. *International Journal of Organization Theory and Behavior*, *24*(2), 93–106. https://doi.org/10.1108/IJOTB-04-2020-0051

Padilla, A., Hogan, R., & Kaiser, R. B. (2007). The toxic triangle: Destructive leaders, susceptible followers, and conducive environments. *The Leadership Quarterly*, *18*(3), 176–194. https://doi.org/10.1016/j.leaqua.2007.03.001

Palikara, O., Castro-Kemp, S., Gaona, C., & Eirinaki, V. (2021). The mediating role of school belonging in the relationship between socioemotional well-being and loneliness in primary school age children. *Australian Journal of Psychology*, *73*(1), 24–34. https://doi.org/10.1080/00049530.2021.1882270

Parker, K. (2023). *About a third of U.S. workers who can work from home now do so all the time*. Pew Research Center. https://www.pewresearch.org/short-reads/2023/03/30/about-a-third-of-us-workers-who-can-work-from-home-do-so-all-the-time/

Parker, S. K., & Collins, C. G. (2010). Taking stock: Integrating and differentiating multiple proactive behaviors. *Journal of Management*, *36*(3), 633–662. https://doi.org/10.1177/0149206308321554

Parker, K., Horowitz, J. M., & Minkin, R. (2022, February 16). *Covid-19 Pandemic continues to reshape work in America*. Pew Research Center. https://www.pewresearch.org/social-trends/2022/02/16/covid-19-pandemic-continues-to-reshape-work-in-america/

Park, C., Majeed, A., Gill, H., Tamura, J., Ho, R. C., Mansur, R. B., Nasri, F., Lee, Y., Rosenblat, J. D., Wong, E., & McIntyre, R. S. (2020). The effect of loneliness on distinct health outcomes: A comprehensive review and meta-analysis. *Psychiatry Research*, *294*. Article 113514. https://doi.org/10.1016/j.psychres.2020.113514

Pearce, C. L., & Sims, H. P., Jr. (2002). Vertical versus shared leadership as predictors of the effectiveness of change management teams: An examination of aversive, directive, transactional, transformational, and empowering leader behaviors. *Group Dynamics: Theory, Research, and Practice*, *6*(2), 172–197. https://doi.org/10.1037/1089-2699.6.2.172

Pearlin, L. I. (1962). Alienation from work: A study of nursing personnel. *American Sociological Review*, *27*(3), 314–326. https://doi.org/10.2307/2089793

Pelletier, K. L. (2010). Leader toxicity: An empirical investigation of toxic behavior and rhetoric. *Leadership*, *6*(4), 373–389. https://doi.org/10.1177/1742715010379308

Peng, J., Chen, Y., Xia, Y., & Ran, Y. (2017). Workplace loneliness, leader-member exchange and creativity: The cross-level moderating role of

leader compassion. *Personality and Individual Differences*, *104*, 510–515. https://doi.org/10.1016/j.paid.2016.09.020

Peplau, L. A. (1985). Loneliness research: Basic concepts and findings. In I. G. Sarason, & B. R. Sarason (Eds.), *Social support: Theory, research and applications* (Vol. 24, pp. 269–286). Springer. https://doi.org/10.1007/978-94-009-5115-0_15

Perlman, D., & Peplau, L. A. (1981). Toward a social psychology of loneliness. In S. Duck, & R. Gilmour (Eds.), *Personal Relationships* (Vol. 3, pp. 31–56). Academic Press.

Peterson, C. N. (2018). *How social identity influences social and emotional loneliness*. (Publication No. 5772) [Doctoral Dissertation, Walden University]. Scholarworks. https://scholarworks.waldenu.edu/dissertations/5772/

Powell, L., Reinhard, C. L., Serpell, J., & Watson, B. (2021). Workplace relations and opportunities for career development impact the retention of veterinarians in shelter medicine. *Frontiers in Veterinary Science*, *8*. Article 732105. https://doi.org/10.3389/fvets.2021.732105

Pulse of the American Worker Survey: Is this Working? (2021). Prudential Financial. https://news.prudential.com/presskits/pulse-american-worker-survey-is-this-working.htm

PwC. (2021). *It's time to reimagine where and how work will get done*. https://www.pwc.com/us/en/library/covid-19/us-remote-work-survey.html

Quan, L., Zhen, R., Yao, B., & Zhou, X. (2014). The effects of loneliness and coping style on academic adjustment among college freshmen. *Social Behavior and Personality: International Journal*, *42*(6), 969–977. https://doi.org/10.2224/sbp.2014.42.6.969

Rao, A. (2023, May 2). *US surgeon general warns of next public health priority: Loneliness*. The Guardian. https://www.theguardian.com/society/2023/may/02/us-surgeon-general-warning-loneliness

Rath, T., & Harter, J. (2010, August 19). Your friends and your social well-being. Gallup.Com. https://news.gallup.com/businessjournal/127043/Friends-Social-Wellbeing.aspx

Read, B. L. (2018). Serial interviews: When and why to talk to someone more than once. *International Journal of Qualitative Methods*, *17*(1), 1–10. https://doi.org/10.1177/1609406918783452

Reinking, K., & Bell, R. A. (1991). Relationships among loneliness, communication competence, and career success in a state bureaucracy: A field study of the 'lonely at the top' maxim. *Communication Quarterly*, *39*(4), 358–373. https://doi.org/10.1080/01463379109369812

Richards, K. A., Hemphill, M. A., & Wright, P. M. (2023). *Qualitative research and evaluation in physical education and sport pedagogy*. Jones & Bartlett Learning.

Rigdon, E. E. (1996). CFI versus RMSEA: A comparison of two fit indexes for structural equation modeling. *Structural Equation Modeling: A Multidisciplinary Journal*, *3*(4), 369–379. https://doi.org/10.1080/10705519609540052

Robertson, L. (2022, December 29). *Loneliness is a public health emergency we can't afford to ignore*. Fortune. https://fortune.com/2022/12/29/loneliness-public-health-emergency-risk-cost-effect-lance-robertson/

Rockmann, K. W., & Pratt, M. G. (2015). Contagious offsite work and the lonely office: The unintended consequences of distributed work. *Academy of Management Discoveries*, *1*(2), 150–164. https://doi.org/10.5465/amd.2014.0016

Rodríguez-Muñoz, A., Sanz-Vergel, A. I., Demerouti, E., & Bakker, A. B. (2014). Engaged at work and happy at home: A spillover–crossover model. *Journal of Happiness Studies: An Interdisciplinary Forum on Subjective Well-Being*, *15*, 271–283. https://doi.org/10.1007/s10902-013-9421-3

Rokach, A. (1988). The experience of loneliness: A tri-level model. *The Journal of Psychology: Interdisciplinary and Applied*, *122*(6), 531–544. https://doi.org/10.1080/00223980.1988.9915528

Russell, D. (1996). UCLA loneliness scale (version 3): Reliability, validity, and factor structure. *Journal of Personality Assessment*, *66*(1), 20–40. https://doi.org/10.1207/s15327752jpa6601_2

Russell, D., Peplau, L. A., & Cutrona, C. E. (1980). The revised UCLA Loneliness Scale: Concurrent and discriminant validity evidence. *Journal of Personality and Social Psychology*, *39*(3), 472–480. https://doi.org/10.1037/0022-3514.39.3.472

Russell, D., Peplau, L. A., & Ferguson, M. L. (1978). Developing a measure of loneliness. *Journal of Personality Assessment*, *42*(3), 290–294. https://doi.org/10.1207/s15327752jpa4203_11

Sajjad, M., Riaz, A., OrangzabChani, M., & Hussain, R. (2020). Innovations in human resources management: Mediating role of intrinsic motivation. *Marketing and Management of Innovations*, *1*, 110–120. https://doi.org/10.21272/mmi.2020.1-08

Satilmis, A., Oznacar, B., Uzunboylu, H., & Yılmaz, E. (2018). The life satisfaction of teachers at work place, research of structural equation modelling regarding general and organized cynicism. *Quality and Quantity: International Journal of Methodology*, *52*(1), S1–S10. https://doi.org/10.1007/s11135-017-0578-4

Schinoff, B., Ashforth, B. E., & Corley, K. (2019, November 22). How remote workers make work friends. *Harvard Business Review*. https://hbr.org/2019/11/how-remote-workers-make-work-friends

Schippers, M. C., Edmondson, A. C., & West, M. A. (2014). Team reflexivity as an antidote to team information-processing failures. *Small Group Research*, *45*(6), 731–769. https://doi.org/10.1177/1046496414553473

Schwartz, J., Mallon, D., Denny, B., Durme, Y. V., Hauptmann, M., Yan, R., & Poynton, S. (2020a, May 15). *Belonging from comfort to connection to contribution*. Deloitte Insights. https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2020/creating-a-culture-of-belonging.html

Schwartz, J., Mallon, D., Denny, B., Durme, Y. V., Hauptmann, M., Yan, R., & Poynton, S. (2020b, May 15). *Returning to work in the future of work*. Deloitte Insights. https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2020/covid-19-and-the-future-of-work.html

Sekhon, S. K., & Srivastava, M. (2021). Quest for life satisfaction in the sea of loneliness. *International Maritime Health*, *72*(2), 121–128. https://doi.org/10.5603/IMH.2021.0021

Sethi, B. (2021, May 13). *How can you avoid remote work inequity? Three mindset shifts can bring you closer to an inclusive hybrid workplace*. PwC. https://www.pwc.com/us/en/services/consulting/business-transformation/library/how-to-avoid-remote-work-inequity.html

Shore, L. M., Randel, A. E., Chung, B. G., Dean, M. A., Holcombe Ehrhart, K., & Singh, G. (2011). Inclusion and diversity in work groups: A review and model for future research. *Journal of Management*, *37*(4), 1262–1289. https://doi.org/10.1177/0149206310385943

Siddiqui, S., & Sangwan, A. (2022). The catalytic role of perceived psychological safety on the relationship between 'support from supervisor' and

'workplace loneliness. *Journal of Positive School Psychology*, *6*(6), 8401–8412.

Silard, A., & Wright, S. (2020). The price of wearing (or not wearing) the crown: The effects of loneliness on leaders and followers. *Leadership*, *16*(4), 389–410. https://doi.org/10.1177/1742715019893828

Silard, A., & Wright, S. (2022). Distinctly lonely: How loneliness at work varies by status in organizations. *Management Research Review*, *45*(7), 913–928. https://doi.org/10.1108/MRR-05-2021-0379

Silman, F., & Dogan, T. (2013). Social intelligence as a predictor of loneliness in the workplace. *Spanish Journal of Psychology*, *16*. Article E36. https://doi.org/10.1017/sjp.2013.21

Simmel, G. (1950). The field of sociology. In K. H. Wolff (Ed.), *The sociology of Georg Simmel* (pp. 3–25). The Free Press.

Siqueira, M. V. S., Dias, C. A., & Medeiros, B. N. (2019). Loneliness and contemporary work: Multiple perspectives of analysis. *RAM. Revista de Administração Mackenzie*, *20*(2). Article eRAMG190058. https://doi.org/10.1590/1678-6971/eramg190058

Sîrbu, A.-A., & Dumbravă, A. C. (2019). Loneliness at work and job performance: The role of burnout and extraversion. *Psihologia Resurselor Umane*, *17*(1), 7–17.

Smith, B. J., & Lim, M. H. (2020). How the COVID-19 pandemic is focusing attention on loneliness and social isolation. *Public Health Research & Practice*, *30*(2), Article e3022008. https://doi.org/10.17061/phrp3022008

Snyder, C. R., & Fromkin, H. L. (1980). *Uniqueness: The human pursuit of difference*. Plenum Press.

Solitude. (n.d.). *Cambridge Dictionary*. Cambridge University Press. https://dictionary.cambridge.org/dictionary/english/solitude. Accessed on May 26, 2023.

Song, Y., & Gao, J. (2020). Does telework stress employees out? A study on working at home and subjective well-being for wage/salary workers. *Journal of Happiness Studies*, *21*(7), 2649–2668. https://doi.org/10.1007/s10902-019-00196-6

Steinbeck, J. (1994). *Of mice and men*. Penguin Books.

Stoica, M., Brate, A. T., Bucuţă, M., Dura, H., & Morar, S. (2014). The association of loneliness at the workplace with organisational variables. *European Journal of Science and Theology*, *10*(5), 101–112.

Streiner, D. L. (2006). Building a better model: An introduction to structural equation modelling. *Canadian Journal of Psychiatry*, *51*(5), 317–324. https://doi.org/10.1177/070674370605100507

Sullivan, D. M., & Bendell, B. L. (2023). Help: Lonely at work! Managerial interventions to combat employee loneliness. *Business Horizons*. https://doi.org/10.1016/j.bushor.2023.01.001

Tabancali, E. (2016). The relationship between teachers' job satisfaction and loneliness at the workplace. *Eurasian Journal of Educational Research*, *66*, 263–280.

Tajfel, H. (Ed.). (1978). *Differentiation between social groups: Studies in the social psychology of intergroup relations*. Academic Press.

Tajfel, H. (1982). Social psychology of intergroup relations. *Annual Review of Psychology*, *33*(1), 1–39.

Tajfel, H., & Turner, J. C. (1979). An integrative theory of intergroup conflict. In W. G. Austin & S. Worchel (Eds.), *The social psychology of intergroup relations* (pp. 33–47). Brooks-Cole.

Tajfel, H., & Turner, J. C. (1986). The social identity theory of intergroup behavior. In S. Worchel & W. G. Austin (Eds.), *Psychology of intergroup relation* (pp. 7–24). Hall Publishers.

Taris, T. W., Kessler, S. R., & Kelloway, E. K. (2021). Strategies addressing the limitations of cross-sectional designs in occupational health psychology: What they are good for (and what not) [Editorial]. *Work & Stress*, *35*(1), 1–5. https://doi.org/10.1080/02678373.2021.1888561

Tarka, P. (2018). An overview of structural equation modeling: Its beginnings, historical development, usefulness and controversies in the social sciences. *Quality and Quantity*, *52*(1), 313–354. https://doi.org/10.1007/s11135-017-0469-8

Taylor, J. (2014). Public service motivation, relational job design, and job satisfaction in local government. *Public Administration*, *92*(4), 902–918. https://doi.org/10.1111/j.1467-9299.2012.02108.x

Tepper, B. J., Moss, S. E., Lockhart, D. E., & Carr, J. C. (2007). Abusive supervision, upward maintenance communication, and subordinates'

psychological distress. *Academy of Management Journal*, *50*(5), 1169–1180. https://doi.org/10.2307/20159918

The Story of FLOWN. (2022). *Flown*. https://flown.com/about/story-and-mission

Theeke, L. A., & Mallow, J. A. (2015). The development of LISTEN: A novel intervention for loneliness. *Open Journal of Nursing*, *5*(2), 136–143. https://doi.org/10.4236/ojn.2015.52016

Thille, P., Chartrand, L., & Brown, C. (2022). Diary-interview studies: Longitudinal, flexible qualitative research design. *Family Practice*, *39*(5), 996–999. https://doi.org/10.1093/fampra/cmac039

Thompson, C. (2020, June 9). What if working from home goes on … Forever? *The New York Times*. https://www.nytimes.com/interactive/2020/06/09/magazine/remote-work-covid.html

Tian, G., Pu, L., & Ren, H. (2021). Gender differences in the effect of workplace loneliness on organizational citizenship behaviors mediated by work engagement. *Psychology Research and Behavior Management*, *14*, 1389–1398. https://doi.org/10.2147/PRBM.S329959

Tomaka, J., Thompson, S., & Palacios, R. (2006). The relation of social isolation, loneliness, and social support to disease outcomes among the elderly. *Journal of Aging and Health*, *18*(3), 359–384. https://doi.org/10.1177/0898264305280993

Tracy, S. J. (2018). A phronetic iterative approach to data analysis in qualitative research. *Journal of Qualitative Research*, *19*(2), 61–76. https://doi.org/10.22284/qr.2018.19.2.61

Tracy, S. J., & Hinrichs, M. M. (2017). Phronetic iterative data analysis. In J. Matthes, C. S. Davis, & R. F. Potter (Eds.), *The international encyclopedia of communication research methods* (pp. 1–8). John Wiley & Sons, Ltd. https://doi.org/10.1002/9781118901731.iecrm0187

Turner, J. C. (1975). Social comparison and social identity: Some prospects for intergroup behaviour. *European Journal of Social Psychology*, *5*(1), 1–34. https://doi.org/10.1002/ejsp.2420050102

Twaronite, K. (2019, May 11). *Five findings on the importance of belonging*. EY Building a Better Working World. https://www.ey.com/en_us/diversity-inclusiveness/ey-belonging-barometer-workplace-study

Twaronite, K. (2022, February 25). *Op-ed: Connected, yet lacking connections: How we can combat loneliness at work*. CNBC. https://www.cnbc.com/2022/02/25/op-ed-connected-yet-few-connections-how-we-combat-work-loneliness.html

Ullman, J. B., & Bentler, P. M. (2012). Structural equation modeling. In I. B. Weiner (Ed.), *Handbook of psychology* (2nd ed., pp. 661–690). John Wiley & Sons, Ltd.

United States Census Bureau. (2013). *How do we know? Working at home is on the rise*. [Infographic]. https://www.census.gov/library/visualizations/2013/comm/home_based_workers.html

Uslu, O. (2021). "Being alone is more painful than getting hurt": The moderating role of workplace loneliness in the association between workplace ostracism and job performance. *Central European Business Review*, *10*(1), 19–38. https://doi.org/10.18267/j.cebr.257

Vasel, K. (2020, April 6). *WFH? Yeah, we're lonely too*. CNN. https://www.cnn.com/2020/04/30/success/remote-loneliness-wellness-work-transformed/index.html

Victor, C., Grenade, L., & Boldy, D. (2005). Measuring loneliness in later life: A comparison of differing measures. *Reviews in Clinical Gerontology*, *15*(1), 63–70. https://doi.org/10.1017/S0959259805001723

Vyas, L., & Butakhieo, N. (2020). The impact of working from home during COVID-19 on work and life domains: An exploratory study on Hong Kong. *Policy Design and Practice*, 1–18. https://doi.org/10.1080/25741292.2020.1863560

Wang, D., & Liu, H. (2021). Effects of job autonomy on workplace loneliness among knowledge workers. *Chinese Management Studies*, *15*(1), 182–195. https://doi.org/10.1108/CMS-04-2020-0175

Wax, A., Deutsch, C., Lindner, C., Lindner, S. J., & Hopmeyer, A. (2022). Workplace loneliness: The benefits and detriments of working from home. *Frontiers in Public Health*, *10*. Article 903975. https://doi.org/10.3389/fpubh.2022.903975

Weiner, B. (1985). An attributional theory of achievement motivation and emotion. *Psychological Review*, *92*(4), 548–573. https://doi.org/10.1037/0033-295X.92.4.548

Weir, K. (2012). The pain of social rejection. *Monitor on Psychology*, *43*(4), 50.

Weiss, R. S. (1973). *Loneliness: The experience of emotional and social isolation*. The MIT Press.

Wigert, B., & Pendell, R. (2023, January 31). *6 trends leaders need to navigate this year*. Gallup.Com. https://www.gallup.com/workplace/468173/workplace-findings-leaders-need-navigate-year.aspx

Williamson, J. (2022). *Workplace loneliness: The role of political identity dissimilarity, identity strength, and organizational identification*, Doctoral dissertation. Pennsylvania State University.

Witters, D. (2023). *Loneliness in U.S. subsides from pandemic high*. Gallup. https://news.gallup.com/poll/473057/loneliness-subsides-pandemic-high.aspx

Worchel, S., Rothgerber, H., Day, E. A., Hart, D., & Butemeyer, J. (1998). Social identity and individual productivity within groups. *British Journal of Social Psychology*, 37(4), 389–413. https://doi.org/10.1111/j.2044-8309.1998.tb01181.x

Wright, S. L. (2005). *Loneliness in the workplace* [Doctoral dissertation, University of Canterbury]. UC Research Repository. https://ir.canterbury.ac.nz/handle/10092/1368

Wright, S. L. (2009). In a lonely place: The experience of loneliness in the workplace. In R. L. Morrison & S. L. Wright (Eds.), *Friends and Enemies in organizations: A work psychology Perspective* (pp. 10–31). Palgrave Macmillan UK. https://doi.org/10.1057/9780230248359_2

Wright, S. (2012). Is it lonely at the top? An empirical study of managers' and nonmanagers' loneliness in organizations. *Journal of Psychology*, 146(1–2), 47–60. https://doi.org/10.1080/00223980.2011.585187

Wright, S. L. (2015). Coping with loneliness at work. In A. Sha'ked & A. Rokach (Eds.), *Addressing loneliness* (pp. 123–134). Routledge.

Wright, S. L., Burt, C. D. B., & Strongman, K. T. (2006). Loneliness in the workplace: Construct definition and scale development. *New Zealand Journal of Psychology*, 35(2), 59–68.

Wright, S., & Silard, A. (2021). Unravelling the antecedents of loneliness in the workplace. *Human Relations*, 74(7), 1060–1081. https://doi.org/10.1177/0018726720906013

Wright, S. L., & Silard, A. G. (2022). Loneliness in young adult workers. *International Journal of Environmental Research and Public Health*, 19(21). Article 14462. https://doi.org/10.3390/ijerph192114462

Yang, L., Holtz, D., Jaffe, S., Suri, S., Sinha, S., Weston, J., Joyce, C., Shah, N., Sherman, K., Hecht, B., & Teevan, J. (2022). The effects of remote work on collaboration among information workers. *Nature Human Behaviour*, 6(1). Article 1. https://doi.org/10.1038/s41562-021-01196-4

Yang, H., Lin, Z., Chen, X., & Peng, J. (2022). Workplace loneliness, ego depletion and cyberloafing: Can leader problem-focused interpersonal emotion management help? *Internet Research*. https://doi.org/10.1108/INTR-01-2021-0007

Yang, F., & Wen, D. (2021). Combating workplace loneliness climate and enhancing team performance: The roles of leader humor and team bureaucratic practices. *Journal of Business Research*, *136*, 305–315. https://doi.org/10.1016/j.jbusres.2021.07.053

Ybema, J. F., & van den Bos, K. (2010). Effects of organizational justice on depressive symptoms and sickness absence: A longitudinal perspective. *Social Science & Medicine*, *70*(10), 1609–1617. https://doi.org/10.1016/j.socscimed.2010.01.027

Yengin Sarpkaya, P. (2014). The effects of principals' loneliness in the workplace on their self-performance. *Educational Research and Reviews*, *9*(20), 967–974. https://doi.org/10.5897/ERR2014.1847

Younger, J. B. (1995). The alienation of the sufferer. *Advances in Nursing Science*, *17*(4), 53–72.

Zhang, G., Chen, S., Fan, Y., & Dong, Y. (2019). Influence of leaders' loneliness on voice-taking: The role of social self-efficacy and performance pressure. *International Journal of Mental Health Promotion*, *21*(1), 13–29. https://doi.org/10.32604/IJMHP.2019.010730

Zumaeta, J. (2019). Lonely at the top: How do senior leaders navigate the need to belong? *Journal of Leadership & Organizational Studies*, *26*(1), 111–135. https://doi.org/10.1177/1548051818774548