

PUBLIC AND PRIVATE SECTOR EMPLOYEES ORGANISATIONAL LONELINESS AND ITS EFFECT ON JOB SATISFACTION

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ABSTRACT

Organizational loneliness is an undesirable situation that occurs due to the lack of satisfactory social relationships between individuals at work. Loneliness at work prevents communication between employees and leads to undesirable results for the individual and the organization. Job satisfaction is the positive evaluations made by the individual towards his/her job and he/she enjoys his/her job. The importance of high job satisfaction for organizations is due to the fact that it strengthens the competitiveness of the organization by increasing organizational success. The aim of this research is to determine the effect of employees' organizational loneliness perceptions on their job satisfaction levels. The population of the study consists of employees working in public and private sector organizations throughout Turkey. According to the findings obtained as a result of the research, organizational loneliness has a significant and negative effect on job satisfaction. In other words, as employees' perceptions of loneliness increase, their job satisfaction decreases. In addition, in this study, when the concept organizational loneliness and job satisfaction, which are extremely important for businesses, are examined in terms of demographic variables, differences were found between the averages.

Keywords: Organizational Loneliness, Job Satisfaction, Social Friendship.

1. Introduction

Organisational loneliness is an employee's feeling of lack of social support or loneliness at work. Job satisfaction is the level of satisfaction with the job. The relationship between organisational loneliness and job satisfaction for private sector employees can be affected by many factors (Kılıç, 2021). First of all, a sense of social support and connectedness in the workplace can reduce organisational loneliness and increase job satisfaction. This can help employees feel important at work and build a strong relationship with their colleagues at work. Moreover, social support at the workplace can help employees cope with stress, which can positively affect their job satisfaction and performance.

On the other hand, workload, job demands and workplace conflicts may have negative effects on organisational loneliness and job satisfaction. High workload and job demands can increase employees' stress levels and reduce job satisfaction. Conflicts in the workplace may also cause employees to feel organisational loneliness and negatively affect job satisfaction. The relationship between organisational loneliness and job satisfaction is complex and can be affected by many factors. For private sector employees, social support and a sense of connectedness in the workplace may increase job satisfaction, while high workload and workplace conflicts may increase the feeling of organisational loneliness and decrease job satisfaction. Therefore, it is important to adopt strategies that will reduce employees' sense of organisational loneliness and increase their job satisfaction. For example, organising activities that encourage employees to communicate with each other and increase social interaction can reduce organisational loneliness and increase job satisfaction. Moreover, respecting employees' views and involving and involving them can increase the feeling of commitment at work and reduce the feeling of organisational loneliness. Keeping workload at a reasonable level and practices that help employees maintain work-life balance can also reduce employees' stress levels and increase job satisfaction.

In addition, keeping communication channels open at work and having a support system to help employees solve their problems can also reduce organisational loneliness and increase job satisfaction. These support systems can help employees cope with difficulties and reduce stress factors in the workplace (Kılıç, 2021).

In conclusion, the relationship between organisational loneliness and job satisfaction of private sector employees is complex and can be affected by many factors. However, it is known that factors such as social support, sense of commitment, low workload, good communication and having a support system at workplaces can reduce

employees' sense of organisational loneliness and increase job satisfaction. Prioritising these factors in workplaces can help employees have a good working experience and be happier and more productive at work.

1.1. Problem Status

In general, organisational loneliness, which emerges as a communication problem, damages employees' feelings of commitment, belonging and integration with the organisation and causes a decrease in organisational efficiency by negatively affecting the performance of individuals. In this context, the efforts of senior management are important in determining the factors that cause organisational loneliness and finding solutions for them. Job satisfaction refers to an individual's reaction to the environment in which he/she works or a positive attitude towards his/her job and colleagues (Yınal, Kalkan, & Çakici, 2022).

The importance of job satisfaction in organisational terms stems from its relationship with concepts such as productivity, turnover, alienation from work, absenteeism, intra-organisational conflict, etc. High job satisfaction motivates employees intrinsically and increases work performance and productivity accordingly. In addition, an individual who experiences job dissatisfaction may become alienated from his/her job over time since he/she cannot see himself/herself as a part of the organisation. Another factor that increases the importance of job satisfaction for organisations is absenteeism and turnover (Kocak & Tunc, 2022). The rate of absenteeism of an employee with low job satisfaction increases. Continuous absenteeism results in quitting behaviour. In addition to these, an employee who is dissatisfied with his/her job often experiences restlessness, stress and uneasiness, and health problems arise. Since such employees exhibit aggressive behaviours, conflicts within the organisation arise (Şişman & Turan, 2004).

1.2. The Concept of Organisational Loneliness

Organisational loneliness is a situation where employees feel lonely or experience a sense of loneliness at work. This situation can be caused by many factors. For example, workload that may cause employees to feel isolated at work, monotony of tasks, poor friendship relations at work, lack of social interaction, lack of cooperation and support from managers, changes in the workplace or changes in the organisational structure (Erdirencelebi & Ertürk, 2018). Organisational loneliness can negatively affect employees' job performance and job satisfaction. When employees feel lonely, they may have difficulty in being motivated at work and their work performance may decrease. In addition, less social interaction of employees with friends or colleagues at work means a decrease in social support networks at work. Therefore, strengthening employees' social support networks at work can help reduce organisational loneliness (Koçak & Yener, 2019).

Loneliness is synonymous with perceived social isolation, not objective social isolation. People can live relatively lonely lives and not feel lonely, and conversely they can live a seemingly rich social life and still feel lonely. Loneliness is defined as a distressing feeling that accompanies the perception that one's social needs are not being met by the quantity or especially the quality of one's social relationships. To date, the widely accepted typology of loneliness has been proposed by Weiss (1973).

Emotional loneliness is caused by the absence of a close emotional bond, an attachment figure, and is associated with a sense of emptiness and anxiety. Social loneliness results from the absence of a network of relationships. It is associated with a sense of lack of belonging, aimlessness and boredom (Metz, 2021).

To reduce organisational loneliness in the workplace, activities and organisations can be organised where employees can interact with each other. For example, employees can be encouraged to meet and interact with each other through social events or training programmes. In addition, managers' providing more support and cooperation to their employees can reduce employees' feeling of organisational loneliness. Keeping the workload at a reasonable level and providing work-life balance for employees can also reduce organisational loneliness. Organisational loneliness is a situation in which employees feel lonely or experience a sense of loneliness at work. This situation may negatively affect job performance and job satisfaction. Strengthening social support networks in the workplace can help reduce employees' feeling of organisational loneliness.

1.3 Factors Affecting Organisational Loneliness

Factors affecting organisational loneliness may include:

- **Workplace culture:** Workplace culture can determine how employees feel at work. For example, if a workplace has a hierarchical structure and employees only communicate with their boss, other employees may feel isolated.
- **Workload:** Intense workload may make it difficult for employees to interact socially with other colleagues. In addition, working under constant work stress may cause employees to feel lonely at work (Erdil & Ertosun, 2011).

- Relationships with colleagues: Social relationships at the workplace can influence employees' feelings of organisational loneliness. For example, employees interacting less with each other or not having social relations with each other may increase the feeling of organisational loneliness.
- Changes in the workplace: Changes in the workplace, especially changes in the organisational structure, may cause employees to feel lonely. For example, after working with the same team or department for many years, employees may encounter a new management team, which may cause employees to feel lonely (Kılıç, 2021).
- Management support: Management can play an important role in reducing employees' feelings of organisational loneliness at work. Managers can support their employees, encourage cooperation and teamwork, and organise activities that make it easier for employees to communicate with each other.
- Working conditions: Working conditions can affect how employees feel at work. For example, jobs where employees have to work alone or long periods of office work can increase feelings of organisational loneliness.

These factors may cause employees to feel lonely at work and increase organisational loneliness. Therefore, it is important for workplaces to pay attention to these factors and encourage employees' social interactions at work (Özyıldırım & Kayıkçı, 2019).

1.4. Definition and Importance of Job Satisfaction

Job satisfaction is an employee's evaluation and feeling about his/her job, work conditions, co-workers and employers. Job satisfaction affects employees' commitment to their jobs, intentions to stay at work, productivity, performance and overall workplace satisfaction.

The importance of job satisfaction is that it improves employees' performance and productivity at work by increasing their commitment to their jobs. Satisfied employees tend to be happier, healthier and less stressed, which contributes to morale and motivation at work. At the same time, satisfied employees may tend to stay at work longer, which can help increase experience and knowledge in the workplace (Aktaş, 2019).

Job satisfaction is also a more important factor than material incentives such as wages and benefits that employers offer to their employees. Satisfied employees feel more satisfied with their salaries and have more positive views about their jobs. Therefore, it is important for employers to continuously monitor job satisfaction levels in order to increase employees' commitment to their jobs and improve productivity in the workplace.

As a result, job satisfaction is an important factor to increase performance, productivity and satisfaction in the workplace. Employers' monitoring employees' job satisfaction levels and trying to strengthen social relations in the workplace is an effective method to increase employees' commitment to their jobs and productivity (Deniz & Ünsal, 2010).

It is one of the most studied work attitudes especially by organisational behaviour researchers. More than 12,000 studies on job satisfaction were conducted in the 1990s and continue to be conducted today. The importance of job satisfaction for managers and researchers stems from the fact that job satisfaction affects a wide range of behaviours in organisations and contributes to the welfare of employees (Kılıç, 2021).

1.5. Purpose and Importance of the Research

Organisational loneliness is an undesirable situation caused by the lack of satisfactory social relations between people at work. Loneliness at work prevents communication between employees, which leads to undesirable results for both the individual and the organisation. People who feel lonely at work have low organisational commitment and job satisfaction. People who are not satisfied with their jobs may leave the organisation.

Job satisfaction is a person's positive evaluation of his/her job and he/she enjoys his/her job. The importance of high job satisfaction for organisations stems from increasing organisational success and strengthening organisational competitiveness. The aim of this research is to determine the effect of employees' perceptions of organisational loneliness on their job satisfaction levels.

1.6. Hypotheses

The hypotheses of the research are as follows:

H₁: Organisational loneliness has a significant and negative effect on job satisfaction.

H₂: Do organisational loneliness, sub-dimensions of organisational loneliness and job satisfaction levels differ according to demographic characteristics of employees?

1.7. Assumptions / Assumptions

It was assumed that the research participants answered the scales sincerely.

1.8. Limitations

Since the human element is at the centre of the research, the general limitations of social science research are accepted as valid for this study, and the reliability of the numerical data collected is limited by the characteristics of the scale used to collect data. In addition, this study is limited to the data obtained from individuals working in the TRNC public and private sectors in 2022.

2. Research Methods and Findings

2.1. Research Methodology

In this study, survey technique, one of the quantitative research methods, was used. Data were obtained from the participants through a scale. Relational and Screening Research Model was used in the data collection part of the study with quantitative research method. Determining the research method is the determination of the general research design and the steps of the research process. Method is the techniques and tools used in the research. The techniques, measurements or tools used constitute the research method. Researchers explain the techniques and tools (scale, interview, test, observation, etc.) they use in their research. The research explains the techniques included in the research, all the tools used in data collection and analysis, and the reasons for using these tools (Aslan, 2018). The method of this research is to determine the purpose of the research, to collect the data and to analyse the data obtained. Therefore, this purpose will be carried out with the screening method and has a descriptive nature. Scale technique was used to obtain the research data.

2.2. Population and Sample of the Study

The population of the research consists of 400 public and private sector employees actively working within the borders of TRNC. The sample of the research consists of public and private sector employees in Nicosia, Kyrenia, Famagusta, Iskele and Güzelyurt districts in the Turkish Republic of Northern Cyprus.

2.3. Data Collection Tools

The scale used in this study consists of two parts. The first part includes questions about the personal characteristics of the respondents and the second part includes questions about loneliness in the organisation and job satisfaction.

2.3.1. Personal Information Form

In the personal information form created by the researcher; gender, marital status, educational status, sector of employment, position and age information were asked.

2.3.2. Organisational Loneliness Scale

This scale was developed by Wright et al. (2006) and adapted into Turkish by Doğan et al. (2009). The scale consists of two dimensions as "Emotional Deprivation" and "Social Friendship". The first 9 questions in the scale are Emotional Deprivation and the other 7 questions are Social Friendship. Items 5, 6, 10, 11, 12, 14, 15 and 16 of the scale are negative questions. These eight items were reverse coded after being transferred to the computer environment. The questions try to determine how often employees experience loneliness in organisational life. The answers to the questions were formed in 5-point Likert type (1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5- Strongly agree). The scale with an acceptable Cronbach Alpha value of $0.81 < \alpha < 1.00$ was considered highly reliable.

2.3.3 Job Satisfaction Scale

The Job Satisfaction Scale developed by Hackman and Oldham (1974) was used in the study. The validity and reliability studies of the scale were conducted by Yakut and Certel (2016) in Turkey. The scale contains 14 items. All of the scale items are positive. The questions question the level of satisfaction of the employees with their jobs. The answers to the questions are formed in 5-point Likert type. The scale with an acceptable Cronbach's Alpha value of $0,61 < \alpha < 0,80$ is considered to be moderately reliable and the scale with a value of $0,81 < \alpha < 1,00$ is considered to be highly reliable.

2.4. Analysing the Data

SPSS 28.0 programme was used in the evaluation of the research data. Descriptive tests such as T-Test, Anova Test and ANOVA Tukey test were applied.

3. Research Findings

3.1. Personal Information of the Participants

Personal information of the participants is shown in Table 1.

Table 1. Demographic Information of the Participants

	Frequency (F)	Per cent (%)
Gender		
Woman	250	54,9
Man	150	45,1
Marital Status		
Married	200	50
Single	200	50
Education Status		
High School	81	15,3
Associate degree	75	14,8
Licence	130	52,0
Postgraduate	114	17,9
Sector Worked in		
Public	130	47,1
Special	270	52,9
Position		
Administrator	116	22,1
Ast	284	77,9
Age		
Between 18-25 years old	90	19,90
26-35 years old	100	24,4
36 + age	210	55,7
Total	400	100

According to the results of the analysis, 54% of the participants were female and 45% were male. The majority of the participants are in the 36 + age range and 50% of them are married. When the education levels of the participants are analysed, 52% of the participants are undergraduate graduates. When the positions of the participants in the workplace are analysed, it is seen that 77% of them work as subordinates, and according to the sector they work in, 52% of them are private sector employees.

The Relationship Between Organisational Loneliness and Job Satisfaction

The direction and degree of the relationship between the participants' perceptions of organisational loneliness and job satisfaction levels were obtained through Pearson Correlation Coefficient and the findings are shown in Table 2.

Table 2. Relationship between Organisational Loneliness and Job Satisfaction

N=400	1	2	3	4
Organisational Loneliness	1	,869**	,770**	-,469**
p. (2-tailed)		,000	,000,	,000
Emotional Deprivation		1	,560**	-,379**
p. (2-tailed)			,000	,000
Social Friendship			1	-,438**
p. (2-tailed)				,000
Job Satisfaction				1
p. (2-tailed)				

According to the findings in the table, there is a significant and negative relationship between organisational loneliness and job satisfaction ($r = -.469, p = .000$). In other words, as employees' feelings of loneliness increase, their job satisfaction levels decrease. Accordingly, there is a significant negative relationship between organisational loneliness and job satisfaction.

There is a significant and negative relationship between emotional deprivation, a sub-dimension of organisational loneliness, and job satisfaction ($r = -0.379$, $p = .000$). In other words, situations such as not having a sincere relationship with others in the organisation, feeling restless and anxious in the organisation, and thinking that they are excluded cause employees to feel emotionally lonely and reduce their job satisfaction. Accordingly, a significant negative relationship between emotional deprivation, a sub-dimension of organisational loneliness, and job satisfaction was supported. There is a negative and significant relationship between social friendship, another sub-dimension of organisational loneliness, and job satisfaction ($r = -0.438$, $p = .000$). Individuals who do not feel belonging to a group in the organisation, who do not participate in the activities organised by the organisation, who cannot find someone to spend their free time and spend time together feel lonely at the point of social friendship and therefore their job satisfaction levels decrease. Therefore, there is a significant and negative relationship between the sub-dimension of organisational loneliness, social friendship and job satisfaction.

The Effect of Organisational Loneliness on Job Satisfaction

Regression analysis provides a cause-effect relationship between variables. Under this heading, simple regression analysis was performed to determine the effect of organisational loneliness on job satisfaction. The findings related to the analysis are shown in Table 3.

Table 3. The Effect of Organisational Loneliness on Job Satisfaction

Dependent Variable	Independent Variable	B	sh	t	R ²	F	p
	Fixed	4,566	0,072	63,569			
Job satisfaction	Organisational Loneliness	0,460	0,032	14,506	0,220	210,425	,000

The meaning of the values in the table is explained below.

F and p values indicate whether the regression model is significant or not. In other words, it questions whether the model can explain the effect of organisational loneliness on job satisfaction. Since the significance level is ($.000$) $p < 0.05$, the regression model is significant. If $p > 0.05$, it would be interpreted that the relationship was not significant. However, since $p < 0.05$, the model is significant and explains the effect of organisational loneliness on job satisfaction.

B (constant value) expresses the value that the dependent variable (job satisfaction) will take if the independent variable (organisational loneliness) is 0. Accordingly, if organisational loneliness is 0, job satisfaction will take the value of 4,566.

B (independent variable) value shows the rate at which an increase of the independent variable by 1 unit will change the dependent variable. Accordingly, an increase in organisational loneliness by 1 unit causes a decrease in job satisfaction by -0,460.

β expresses the correlation between the two variables. Therefore, there is a negative and significant (-,469) relationship between organisational loneliness and job satisfaction.

R² value is expressed as the explanatory power of the model. This value shows that 22% of the job satisfaction variable (variance) is explained by the independent variable in the model, namely organisational loneliness. In other words, employees' organisational loneliness has 22% effect on their job satisfaction. The remaining 78% is related to other factors. Based on this information, it can be concluded that organisational loneliness has a low level and negative effect on job satisfaction. Accordingly, hypothesis H1 (Organisational loneliness has a significant and negative effect on job satisfaction) is supported.

Comparison of Means According to Demographic Variables

As a result of the analyses, since the data were found to be normally distributed, parametric tests were used to compare the averages according to the demographic information of the participants. T-Test was used to compare the mean of two groups (gender, marital status, sector of employment, position in the workplace), and One-Way Analysis of Variance (ANOVA) was used to compare more than two groups (age, education level). In the

comparison of more than two groups, the different group or groups were determined by Post-hoc (LSD) test. While the participants' perceptions of organisational loneliness did not differ according to gender, sector of employment and position in the workplace variables, the job satisfaction levels of the participants differed according to the sector of employment and position.

In the comparisons made according to age, marital status and education level, differences were found between the averages of both organisational loneliness and job satisfaction of the participants. When examined in terms of age variable, differences were observed in employees' perceptions of organisational loneliness, job satisfaction levels and social friendship dimension. Considering the marital status data, there were differences between married and single individuals in the organisational loneliness and job satisfaction levels of the participants in the social friendship dimension. According to the educational status, the emotional deprivation dimension and job satisfaction of the employees differed. Therefore, H2 hypothesis (employees' perceptions of organisational loneliness and job satisfaction levels differ according to their demographic characteristics) was partially supported.

According to the results of the analyses, only the cases showing differences are tabulated and shown below.

Comparison of Means According to Marital Status Variable

The averages of the scales were compared according to marital status and the findings are shown in Table 4.

N=400	Marital Status	N	\bar{X}	t	p*
Organisational Loneliness	Married	200	2,00	-2,505	0,012**
	Single	200	2,16		
Social Friendship	Married	200	1,74	-3,306	0,001**
	Single	200	1,95		
Job Satisfaction	Married	200	3,75	1,152	0,002**
	Single	200	3,50		

If *p < 0,05, there is a difference between the means of the groups.

Table 4. Comparison of Means According to Marital Status (t-Test)

According to the table, it was determined that the mean organisational loneliness of the employees showed a significant difference especially in the social friendship dimension (p=0,001), and single employees experienced more loneliness in the organisation than married individuals (p=0,012). Single individuals may have difficulty in establishing close friendships if they do not find the friendship environment in the organisation sincere. When they cannot find a friend to share their troubled moments and cannot create a relationship network, they may feel loneliness in the social friendship dimension.

Comparison of Means According to Age Variable

The averages of the scales were compared according to the age variable and shown in Table 5.

N= 400	Age	N	\bar{X}	Ss.	F	p*	What is different groups
Organisational Loneliness	1818-25 years old between	90	2,00	0,8463	3,428	0,033	36 + age group is different from others.
	26-35 age	100	2,04	0,8897			
	36 + age	210	2,22	0,8638			
	1818-25 years old between	90	3,48	0, 7339			18 - 25 age group

Job Satisfaction	26-35 age	100	3,61	0,8718	3,216	0,041	is different from others.
	36 + age	210	3,72	0,9249			

If $p < 0,05$, the mean ranks of the groups are statistically different from each other.

Table 5. Comparison of Means According to Age Variable (ANOVA)

According to the findings obtained, it was determined that employees in the 36 + year age group experienced loneliness more than other age groups ($\bar{X}=2,22$). This may be due to the fact that individuals have recently joined the business life and are in the period of adaptation to this business life. Because individuals may have difficulty in establishing relationships when they enter a new environment, and this may make the process of adaptation to working life difficult. In addition to this, it can be concluded that individuals in the age group of 18-25 years feel lonelier at work because they have not fully grasped the rules of business life and are more hesitant to participate in various activities organised in the organisation.

Comparison of Means According to Education Level Variable

The averages of the scales were compared according to the level of education and shown in Table 6.

According to the findings obtained, it was determined that the organisational loneliness levels of employees with postgraduate education level were higher in the dimension of emotional deprivation according to their own perceptions. As the level of education increases, employees' feelings of loneliness increase.

Table 6. Comparison of Means According to Level of Education (ANOVA)

N= 400	Education Status	N	\bar{X}	Ss.	F	p*	What is different groups
Emotional Deprivation	High School	81	2,13	0,9321	3,917	0,009	The postgraduate is different from the others.
	Associate degree	75	2,00	0,8994			
	Licence	130	2,04	0,8621			
	Postgraduate	114	2,19	0,8538			
Job Satisfaction	High School	81	3,45	0,9199	3,118	0,026	The associate degree is different from the others.
	Associate degree	75	3,79	0,8324			
	Licence	130	3,61	0,8642			
	Postgraduate	114	3,55	0,8088			

If $p < 0,05$, there is a difference between the means of the groups.

When the averages of job satisfaction according to educational status are compared, it is seen that associate degree graduates have higher job satisfaction than the others (Ss. 0,9199). The reason for this situation may be that associate degree graduates graduate with a certain professional qualification, they start their professional life earlier thanks to these professional skills and in parallel with this, they are more senior than other employees.

Comparison of Means According to Sector of Employment Variable

In order to determine whether there is a significant difference in the job satisfaction levels of the participants according to the sector they work in, t-test was applied. The findings related to this analysis are shown in Table 7.

Table 7. Comparison of Means According to Sector of Employment (t-Test)

N=400	Sector worked in	N	\bar{X}	T	p*
Job Satisfaction	Public Sector	270	3,71	3,444	,001*
	Private Sector	130	3,50		

If *p < 0,05, there is a difference between the means of the groups.

According to the results of the analysis, job satisfaction levels of individuals working in the public sector are higher than those working in the private sector ($\bar{X}=3,71$). This situation can be explained by the fact that employees in the public sector are more intrinsically motivated due to reasons such as the fact that employee rights and job security are clearly secured in the legal framework and working conditions are better structured in the public sector.

Comparison of Means According to Position Variable

In order to determine the job satisfaction levels of the participants according to the position in the workplace, t-test analysis was performed and the results of the analysis are shown in Table 8.

Table 8. Comparison of Means According to Position at Workplace (t-Test)

N=400	Position	N	\bar{X}	t	p
Job Satisfaction	Administrator	284	3,86	-4,388	,000*
	Ast	116	3,53		

If *p < 0,05, there is a difference between the means of the groups.

According to the result obtained, job satisfaction of individuals working in managerial positions is higher than those working in subordinate positions ($\bar{X}=3,86$). This finding can be explained by the fact that managers are provided with more opportunities such as progress, development, promotion, participation in decisions and high wages.

4. RESULTS AND DISCUSSION

4.1. Results

In this study, the relationship between organisational loneliness and job satisfaction was examined. Below are the results obtained on the basis of the findings obtained from the research and various suggestions for these results.

While the averages for job satisfaction were high, the averages for organisational loneliness and its sub-dimensions were low. It can be said that the participants have a low level of loneliness perception based on their answers to the scale of loneliness in work life. In organisational life, it is important for employees to feel peaceful and happy both for themselves and for the organisation they work for. As a result of the absence of such an environment in the workplace, employees' job satisfaction, motivation and performance decreases. Likewise, employees who feel lonely may be reluctant to communicate and share things with other employees. For this reason, it is a positive result that employees working in public and private sector organisations have a low level of loneliness, and some practices should be applied to reduce loneliness in general. Determining the cause of loneliness is the first step to be taken in this way. For example, if the individual does not like to work alone, he/she can be included in a group. Communication channels can be made more easily accessible so that employees can easily express their feelings and thoughts. Such practices can reduce feelings of loneliness at both organisational and individual levels.

Significant and negative relationships were found between job satisfaction and organisational loneliness and its sub-dimensions. In other words, as the feelings of loneliness in the organisation increase, employees' job satisfaction level decreases. One of the main effects of loneliness in organisational life on employees is the decrease in job satisfaction. While there is an increase in the sense of failure in employees with a feeling of loneliness, there is also a decrease in job satisfaction. In fact, the increase in feelings of loneliness in the workplace can even lead to quitting the job due to the continuous low level of job satisfaction.

As a result of the analysis, a negative and significant relationship was found between social friendship, which is a sub-dimension of organisational loneliness, and job satisfaction. Individuals who experience loneliness in terms of social friendship have limited number of friends in the organisation and poor communication with their friends.

An employee who feels loneliness in the social friendship dimension feels excluded and cannot see himself/herself as a member of a group. These individuals may engage in behaviours contrary to organisational rules. Therefore, loneliness that may be experienced in the social friendship dimension in public and/or private sector workplaces negatively affects employees' ability to communicate and leads to a decrease in job performance, job success and ultimately job satisfaction.

As a result of the analyses conducted to compare the averages according to the demographic characteristics of the employees, while the organisational loneliness perceptions of the employees did not differ according to gender, sector of employment and position in the workplace, the job satisfaction levels of the participants differed according to the sector of employment and position. In the comparisons made according to age, marital status and educational status, differences were observed between the averages of both organisational loneliness perceptions and job satisfaction of the participants.

4.2. Discussion

As a result of the research, situations such as not having a sincere relationship with others in the organisation, individuals feeling restless and anxious in the organisation, and thinking that they are excluded cause employees to feel emotionally lonely and reduce their job satisfaction. There is a negative and significant relationship between social friendship, another sub-dimension of organisational loneliness, and job satisfaction. Individuals who do not feel belonging to a group in the organisation, who do not participate in the activities organised by the organisation, who cannot find someone to spend their free time and spend time together, feel lonely in terms of social friendship and thus their job satisfaction levels decrease.

The findings obtained as a result of this research and the studies that reached similar results in the literature are explained below. According to the results of the study conducted by Yelboğa (2007), there is a negative relationship between loneliness in work life and job satisfaction. In other words, an increase in loneliness in work life decreases job satisfaction. According to the results of the analysis conducted by Tabanlı (2016) to determine the relationship between job satisfaction and workplace loneliness, it was determined that there was a negative and significant relationship between the sub-dimensions of loneliness at work and job satisfaction. In other words, the increase in the feeling of loneliness at work decreases job satisfaction. As a result of the study conducted by Koçak (2017) on administrative employees of Mersin University, there is an inverse relationship between job satisfaction and loneliness in work life. Erdirençelebi, Ertürk (2018) concluded that there is a negative relationship between organisational loneliness and job satisfaction as a result of their study conducted in two different public banks. Each sub-dimension of organisational loneliness has a negative relationship with job satisfaction. Accordingly, employees' feeling of loneliness causes a decrease in job satisfaction. Kayaalp (2019) conducted a study on Hitit University administrative staff to determine the effect of workplace loneliness on job and life satisfaction and found that workplace loneliness negatively affects job and life satisfaction. According to the result of the research conducted by Gafa, Dikmenli (2019) with teachers, there is a high level and significant negative relationship between job satisfaction and loneliness in work life. According to the findings obtained as a result of the research conducted by Gümüş Dönmez (2019), it was revealed that emotional loneliness negatively affects job satisfaction, that is, employees' feeling emotionally lonely reduces their job satisfaction. Dönmez and Kılıç (2021) conducted a study with hotel employees to determine the relationship between perceived organisational support, workplace loneliness and job satisfaction and found a negative and significant relationship between emotional loneliness, which is a sub-dimension of loneliness in business life, and job satisfaction. Koçak, Tunç (2020) conducted a study to determine the relationship between job satisfaction and loneliness in working life and determined that there is a negative relationship between loneliness in working life and job satisfaction. As employees' feelings of loneliness increase, their job satisfaction levels decrease.

As a result of this research, it was concluded that organisational loneliness has a low level and negative effect on job satisfaction.

Erdirençelebi, Ertürk (2018) found that organisational loneliness negatively affects job satisfaction as a result of their study to determine the effect of employees' perceptions of organisational loneliness on job satisfaction. Gümüş Dönmez (2019) determined that the effect of emotional loneliness on job satisfaction is negative and at a low level as a result of his study with hotel employees in order to determine the mediating role of workplace loneliness in job satisfaction. The results obtained from these studies are similar to the findings of our research.

As a result of the research, it was determined that the mean organisational loneliness of the employees showed a significant difference especially in the social friendship dimension, and single employees experienced more loneliness in the organisation than married individuals. Single individuals may have difficulty in establishing close friendships if they do not find the friendship environment in the organisation sincere. When they cannot find a friend to share their troubled moments and cannot create a relationship network, they may feel loneliness in the dimension of social friendship. Many studies in the literature are in parallel with our research. Kaplan (2011) determined in his study with teachers that the mean scores of loneliness at work of single teachers were significantly higher than married teachers. According to the research findings of Yılmaz, Aslan (2019), a significant difference was observed between marital status and loneliness at work in the social friendship dimension. Accordingly, single employees feel more lonely in the organisation. Koçak (2020) concluded that single employees have higher loneliness levels than married employees. According to Gün's (2006) research findings, divorced widows have higher feelings of loneliness. When job satisfaction averages according to marital status are analysed, it is found that married employees have higher job satisfaction and are more satisfied with their jobs than single employees. The reason for this may be that married employees are obliged to continue working due to some responsibilities. In addition, positive family relationships of married employees may have a positive effect on job satisfaction. Geyik (2016), in his thesis study to determine the job satisfaction levels of the personnel working in the Directorate of Youth Services and Sports, found that the job satisfaction of married employees was higher than single individuals. The current study is consistent with our study.

Different results were obtained in the studies on the differentiation of organisational loneliness according to age variable. Çiftçi, Dikmenli (2015), Demirbaş, Haşit (2015), Yakut, Sertel (2016) determined that the level of loneliness increases with age and loneliness scores differ significantly in the 50-59 age range.

In the study conducted by Kaplan (2011), it was determined that employees in the 20-25 age group experienced more loneliness in business life and their feelings of loneliness increased as the age level decreased.

4.3. Recommendations

In the light of this information, the following suggestions can be made.

- It should be ensured that the new members of the organisation adopt the policy of the organisation and the rules within the organisation thoroughly.
- Newly recruited employees should be provided with professional and technical support by managers and other individuals who have been working in the organisation for a long time. Support from managers and colleagues is an important issue in reducing employees' feelings of loneliness.
- Managers should give importance to the opinions of subordinates and allow them to take initiative and participate in decision-making processes.
- The existence of ways of communication where employees can freely express their opinions without any fear, the inclusion of timid individuals in a group by conducting group work frequently, and the organisation of various training seminars for the development of communication skills can reduce feelings of loneliness.
- Managers should adopt a fair approach among employees. Being fair among the employees can reduce their feelings of loneliness by increasing their trust in their organisations and managers.
- In order to establish close relations among the employees and to enable them to get to know each other better, various social activities can be organised inside and outside the organisation and the participation of the employees in these activities can be encouraged.
- Ensuring job satisfaction is a necessity for all organisations. Because ensuring job satisfaction brings organisational success. In order to ensure job satisfaction, a rigid management style should be avoided.
- Employees should be paid in proportion to their work and wage payments should be made on time.
- Establishing support units in the organisation for the solution of problems that individuals may encounter in both work and family life can reduce the dissatisfaction caused by these problems.
- Managers in the organisation should adopt a supportive approach for employees to fulfil their family responsibilities. For example, providing crèche services for employees with young children.
- Facilitative steps should be taken for career progression, especially for women employees.

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