EXAMINING OF LONELINESS AND ORGANIZATIONAL EFFECTIVENESS BASED ON WORK DENSITY AND ORGANIZATIONAL COMMUNICATION IN ORGANIZATIONS[1]

Örgütlerde Çalışanların İş Yoğunluğu ve Örgütsel İletişime Bağlı Olarak Yalnızlığın ve Örgütsel Etkinliğin İncelenmesi

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ABSTRACT: Work intensity and organizational communication are the most important problems are made it by competitive environment in business sectors that have labor-intensive. Organizational communication, on the other hand, comes to the forefront in ensuring the harmony between the employees and being loud and clear of the hierarchical relationship between the superior and subordinate. In the research, it was aimed to examine the loneliness and organizational effectiveness of the employees who have work intensity, and if there is a change in loneliness and organizational effectiveness in case of organizational communication. Therefore, within the scope of the research, a questionnaire study was carried with 340 white-collar (engineer) employees in the textile companies. Analyzes were made using SPSS 25 and AMOS program. According to the results of the analysis, the workloads and organizational communication of the employees prevent the employees from feeling lonely. At the same time, work intensity and organizational communication positively affect to organizational effectiveness.

Keywords: Workload, Work Intensity, Organizational Communication, Loneliness, Organizational Effectiveness.

ÖZ: Emek yoğun sermayeye sahip iş sektörlerinde rekabet ortamının getirdiği sorunlardan en önemlileri iş yoğunluğu ve örgütsel iletişimdir. Özellikle özel sektörde yaşanmakta olan az çalışan çok iş felsefesinden dolayı, çalışanlara aşırı iş yükü verilmesi, aşırı iş yoğunluğu

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sorununu ortaya çıkarmaktadır. Örgütsel iletişim ise çalışanlar arasında uyumun sağlana-
bilmesi, üst-ast arasındaki hiyerarşik ilişkinin açık ve net olabilmesi konusunda ön plana
çıkmaktadır. Araştırmada iş yoğunluğu yaşayan çalışanların yalnızlık durumlarının ve ör-
gütsel etkinliğin ne yönde etkilendiğini, bununla birlikte örgütsel iletişimin olması duru-
munda yalnızlık ve örgütsel etkinlikte bir değişim olup olmadığının incelenmesi amaçlan-
mıştır. Bu nedenle, araştırmanın amacı kapsamında tekstil firmalarında çalışan 340 beyaz
yakalı (mühendis)'dan anketler toplanmıştır. Analizler, SPSS 25 ve AMOS programı kulla-
nılarak yapılmıştır. Araştırma sonucunda çalışanların yaşamakta oldukları iş yoğunlukları
ve örgütsel iletişim, çalışanların yalnızlık hissine kapılmalarını önlediği bulunmuştur. Aynı
zaman da iş yoğunluğu ve örgütsel iletişimin, örgütsel etkinliği pozitif yönde etkilediği
tespit edilmiştir.

Anahtar Kelimeler: İş Yoğunluğu, Çalışma Yoğunluğu, Örgütsel İletişim, Yalnızlık, Örgüt-
sel Etkinlik.

INTRODUCTION

In order for an organization to achieve its objectives, it is necessary to distribute
the duties among employees. A good communication and hierarchical
order is needed in this distribution of duty. In order to achieve success,
importance should be given to the fact that employees come together for
the same purpose. Particularly in the success of organizational effectiveness,
the quality of communication established between the superior-subordinate
relationship within the organization comes to the forefront (Richardsen,
2019). Quality of communication plays an important role in achieving success
in an organization. Communication established within the organization
provides information about the work of individuals and determines a
way of achieving the objectives (Mumby and Kuhn, 2018). Organizational
communication is important for individuals to interact with their colleagues
in the work environment. Individuals who communicate work in harmony
with each other. Communication forms the structure of the organization
(Keyton, 2017). Providing communication within the organization ensure
transferring decisions taken by managers to employees, strengthening
employee feelings of belonging, increasing job satisfaction and performance
of individuals, decreasing tension in the working environment, strengthening
the relationship between employees, increasing employee confidence and
efficiency (Ergeneli and Eryiğit, 2001). If the employees feel lonely, it may
be thought that there is no communication in the organization or the work
density is high. However, it can be assumed that if the employees feel lonely
without workload, they experience problems. Because the feeling of loneliness
may cause some problems such as dissatisfaction with their organizations
and having negative thoughts. Providing organizational effectiveness is very

important for activities. However, a good communication is needed for the organizational activity to be carried out successfully. For this reason, work density and organizational communication should be controlled and managed well in organizations. However, experiencing work intensity might negatively affect both productivity and satisfaction levels of employees. It is possible for employees to experience emotional exhaustion when intense work demands increase. It may not be possible for employees to feel lonely if there is a heavy workload. But, heavy responsibilities of busy working life, sometimes taking work home, not being able to devote enough time to oneself and their relatives can cause individuals to be unhappy with negative effects for psychological aspect. The reason of why the employees are not feeling lonely when they are focused on their jobs can be explained in this way. The research was carried out in textile companies in the production sector where the work density is experienced. The research was carried out due to the intense tempo of the workers in the textile industry. Employees with work intensity consider leaving their job when they are not satisfied with their organization. In this case, there are employees who constantly think about quitting jobs. When the workload is managed correctly and organizational communication is established correctly, employees are satisfied with the organizations and organizational effectiveness can increase. Therefore, a contribution is made to the literature in terms of analyzing work density and organizational communication. Within the scope of the research, firstly, literature researches about variables are carried out and then the methodology, analysis, discussion and conclusion part are completed.

LITERATURE REVIEW

Work Intensity

The concept of work intensity has emerged with the increase in the demands of the private sector where competition is intense in particular, to the employees (Brown, 2012). Work intensity is defined as the speed, effort and energy required for the employees to perform their duties (Burke et al., 2010). Work intensity affects the responsibility of the employees both quantitatively and qualitatively. As work intensity starts to increase, the work stress on the workers increases as well (Gallie and Zhou, 2013). As a result of the excessive competition brought by the private sector, the relationship between work demands and work intensity cause to be affected to the employees psychologically (Sonnentag et al., 2011). This psychological effect increases the employees' idea of leaving of employment and affects emotional exhaustion and life satisfaction (Sonnentag and Fritz, 2015). Employees who feel tired but do not leave their jobs are not satisfied with their lives. This situation increases the level of job dissatisfaction

as a result of the negative effect of work intensity. The harmony of employees who have work intensity with colleagues and work environment is important (Hodson, 2008). This harmony is directly proportional to the positive effect of mutual communication. There are difficulties due to experienced problems by the employees in the same work environment and the employment problem. One of these difficulties is the work intensity. In the face of this work intensity, employees are uncomfortable with the pressure on them (Boekhorst et al., 2017). In this case, the interaction of workers experienced work intensity with each other has an important key role (Hodson, 2001). According to the researches, individuals who provide control of their business lives receive the support of their colleagues (Korczynski, 2003). Employees are required to make a division of labor to fight the emotional pressure they feel (Schalk and van Rijckevorsel, 2007). Social order should be ensured by the rules in the workplace and the absenteeism of the employees should be reduced (Edwards et al., 1995). In this study, the effects of the work intensity of employees on organizational communication, loneliness and organizational effectiveness are examined.

Organizational Communication

The basis of organizational communication is formed by the consensus of employees (Keyton, 2017). Organizational communication has significant effects on the individual and the organization (Kuhn et al., 2019). Communication is used as a tool for employees to do business. Thanks to the establishment of a healthy organizational communication, managers can communicate the necessary information loud and clear to the employees. The situations that occur in the superior-subordinate hierarchy within the organization are transferred to employees through communication (Koçel, 2003). Organizational communication is defined as the way to reach information to the recipient. Thanks to the communication established within the organization, it can be provided in cooperation between the employees (Mehra and Nickerson, 2019). Organizational communication has an important effect on the development of employees psychologically and culturally (Zıllıoğlu, 2003). In case organizational communication is provided within the organization, it is emphasized that it is an integrative power among internal stakeholders and it is necessary for realizing organizational and individual goals (Gherardi, 2019). When a successful communication is established within the organization, the efficiency of the organization increases (Erdoğan, 2002), the continuity of the organization is ensured, organizational goals are achieved (Akat et al. 1999), and activities in the organization can be carried out with the continuity in the information flow (Eren, 2000). At the situation of organizational communication is ensured, employees' sense of belonging develops, while employees' sense of loneliness in the organization disappears. Thus, employees begin to work hard to achieve the goals set by the management of the organization. Because the

employees who feel themselves belong to the organization, make an intensive effort to make the organization successful because they adopt the organization. Since the sense of trust develops among employees, it is also easier to provide information flow (Türkmen, 2000). At the time of organizational communication cannot be ensured successfully, management fails and the organization moves away from its objectives (Karatepe, 2005).

Loneliness

Loneliness occurs when the individual's social relations are weak. Loneliness can cause physical and mental health problems on the individual (Cacioppo et al., 2003). In organizations, the intensity of work and lack of communication that employees experience in an individual work environment causes a sense of loneliness (Chen et al., 2016). Therefore, loneliness is an emotional situation in which employees experience and perceive within the organization. It occurs when employees have weakened social or friendship relationships inside and outside the organization (Kudoh and Nishikawa, 1983). At the same time, individuals who experience loneliness have high stress levels (Cacioppo et al. 2003). Employees who are constantly alone can be exposed to work stress in the work environment. So, loneliness can also cause stress. In this case, employees experience alienation and their performance is negatively affected. Loneliness is related to the relationships of individuals in business and organizational life. Not only work intensity but also lack of communication can make employees feel lonely. Loneliness occurs within the organization if employees communicate poorly (Ernst and Cacioppo, 1999). The fact that the employees are not in communication with their colleagues causes the employees to not be able to meet their social relations in the work environment, which can make them feel lonely (Doğan et al., 2009). The loneliness experienced by the individual is divided into two types; emotional and social loneliness. Emotional loneliness is based on the relationships established by the individual. Social loneliness consists of more than one relationship established by the individual (Kaymaz and Eroğlu, 2014). The lack of harmony between the roles of the employees related to work and the values of the work cause to the alienation of the work (Ozcelik and Barsade, 2018). This situation distracts employees both from their work and from the organization. The quality of communication provided within the organization is important for employees to establish social relations so that employees do not feel lonely. The feeling of loneliness of the employees cause to the deterioration of their behaviors towards work and their mental and emotional distances from work (Promsri, 2018). The situation of alienation caused by social and emotional loneliness negatively affects the performance of an individual at work (Sulu et al., 2010). For this reason, both the independent and mediation effects of organizational communication are examined, together with the effect of work intensity on loneliness.

Organizational Effectiveness

Organizational effectiveness is defined as "ensuring that the objectives are achieved without putting pressure on employees by using the existing resources of the organization" (Georgopolous and Tannenbaum, 1957). Organizational effectiveness is also described as the organization's efforts to achieve its goals (Gaertner and Ramnarayan, 1983). In other words, organizational effectiveness realizes based on performance of management competence, taking into account the organizational activities in line with the aims and objectives determined (Manzoor, 2012). One of the most important factors in achieving organizational effectiveness is organizational communication. Organizational effectiveness continues throughout the period in which the organization continues its activities (Cameron, 2015). In order to increase organizational effectiveness, organizational change is provided and communication between employees is encouraged. However, if the employees fulfill their duties and responsibilities completely, success can be achieved in organizational activity. At the same time, efficiency in organizational effectiveness; It depends on personnel policies, organizational system and implementation of organizational strategies. Teamwork to improve communication provided within the organization is important in terms of harmonization among individuals. In this way, basic organizational values can be adopted among employees and an internal culture can be created (Wang, 2000). In order for the employees to achieve the desired level of organizational effectiveness successfully, it is necessary to first adapt to the organization, to plan and structure the necessary tasks and responsibilities and to establish the necessary project management systems (Wang, 2002). Success of organizational effectiveness can be achieved by ensuring employee participation and empowerment (Vasudevan, 2014). Organizational effectiveness plays an important role in the decision-making process of the organization, in the realization of the targets set for the future of the organization, in the management of quality standards and in the development of a program in line with the human resources strategy (Wang and Mobley, 1999).

Examining the Relationships Between Variables

Schweiger and Denisi (1991), Goldhaber (1983) examined the relationships between employees and managers in their research on organizational communication. As a result of the reviews; Is there a relationship between organizational communication and job satisfaction of employees, if any, how is the direction of this relationship? They sought answers to their questions, and as a result of the hypotheses, they found that there was a relationship between organizational communication and job satisfaction and that this relationship was positive. At the same time, they state that as a result of their research, the motivation of the employees has increased as a result of the open communication channels of the employees and managers. In other words, even if there is work

intensity, it can be assumed that in case of organizational communication, employees will be satisfied with their organizations. According to Korte and Wynne (1996), they explain that if the communication between employees and their managers decreases, the relations in organizational environments are disrupted, job satisfaction is negatively affected and sometimes employees intention to leave. In this case, it is not possible to carry out an organizational activity. Oshagbemi (2000) states that 554 academics from 23 universities in the UK examine the satisfaction levels of their colleagues with their positive and strong collaboration and the peaceful environment increases the quality of team work and academic outcomes. In other words, the communication between employees reflects positively on performance and eliminates negative thoughts. Considering similar research, Bakan and Büyükbeşe (2004) stated that there is a significant relationship between communication and job satisfaction, as well as the relationship between managers and colleagues, in their studies in which they investigated variables that affect job satisfaction of Akdeniz University. In a different study, it is stated that in case of organizational communication, employees are satisfied with their organizations (Madlock, 2008). In this case, it can be assumed that employees do not feel loneliness and organizational effectiveness is provided. Among the factors that determine job satisfaction, Gülmez and Dörtyol (2009) listed the communication, together with the management's support, working conditions, belonging and executive attitude. People should communicate in their business and private lives as a requirement of being a social entity. In this way, both the feeling of loneliness will be eliminated and organizational effectiveness will be provided. It has been concluded that if the employees who newly started work are closed to communication with the managers, the employees experience negative problems due to their role ambiguities (Kaya, 2016). This situation can be assumed that it is not possible to provide organizational effectiveness. As a result, the effects of the research model, work intensity and organizational communication on loneliness and organizational effectiveness are examined.

Research hypotheses developed and tested within this scope;

H1: Work intensity experienced by the employees in the organizations has a positive effect on the organizational communication.

H2: Work intensity experienced by the employees in the organizations negatively affects loneliness.

H3: Work intensity experienced by the employees in the organizations positively affects organizational effectiveness.

H4: Organizational communication in the organizations negatively affects loneliness.

H5: Organizational communication in the organizations positively affects organizational effectiveness.

H6: Organizational communication has a mediation variable effect on the relationship between work intensity and loneliness.

H7: Organizational communication has a mediation variable effect on the relationship between work intensity and organizational effectiveness.

Research Framework

Based on the literature review, In order to explain the relationships between statistical concepts, quantitative research is analyzed. If in a quantitative study it is desired to analyze the relationships between the variables, the effects between the independent variable (s) and the dependent variable (s) are also examined on a model (Thomas et al., 2015).

Figure 1: Research Model
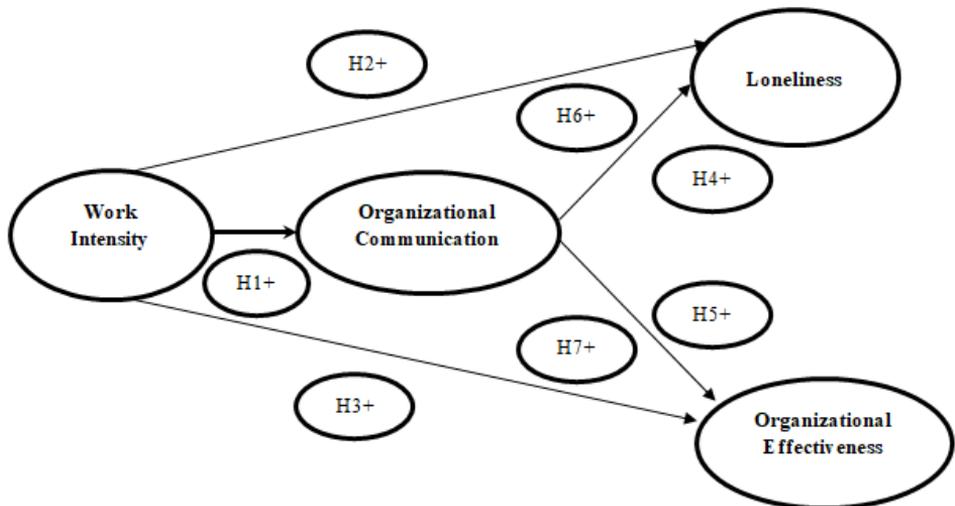
METHODOLOGY

Within the scope of the research, a questionnaire study was carried with 340 white-collar (engineer) employees in the textile companies. The analyzes were performed with programs of IBM SPSS 25 and AMOS. Correlation analysis was done to explain the relationships between variables after factor and reliability analyzes were performed. After the correlation analysis, hypotheses were tested by performing regression analysis, and also analyze the mediation effect. The questionnaire consists of scales representing the demographic information and variables of the participants. Scales; It used a 5-point Likert scale ranging from "strongly disagree" to "strongly agree". For **work intensity** scale; it was benefited from the work intensity scale belong to study was made by Brown and Leigh in 1996. For **organizational communication** scale; it was benefited from the organizational communication scale belong to study was made by

Abu Bakar and Su Mustaffa in 2013. For **loneliness** scale; it was benefited from the loneliness scale belong to study was made by Russell in 1996. For **organizational effectiveness** scale; it was benefited from the organizational effectiveness scale belong to study was made by Tuna in 2014.

Research Goal

The research was conducted on white collar workers working in textile companies operating in production sector. Employees who work at a very high pace in the production of textile products, which have a significant share in the consumption group, were found to be eligible to form a sample group in terms of both organizational communication and work intensities.

Findings

232 (73%) males and 108 (27%) females have answered the questionnaire. While 128 (37%) of the participants were in the 17-27 age group, 179 (49.7%) were in the 28-40 age group. The number of managers over the age of 41 was 33 (13.3%). While 296 (65.3%) of the respondents were university graduates; 44 of them (20%) have master's degree. The level of achievement of the goals determined by the employees individually; 34 participants stated that achieved "Very Low", 47 participants achieved "Low", 117 participants achieved "Medium", 106 participants reached "High", 36 participants stated "Very High".

ANALYSIS

In the factor analysis, both explanatory and confirmatory factor analysis was applied. First of all, one of the methods used to determine the adequacy of the sample is Kaiser - Meyer - Olkin (KMO) (sampling adequacy statistics) and Bartlett's test of sphericity. Since Bartlett's test of sphericity sig. result is 0.000, there is no problem in factor analysis. KMO sampling adequacy statistics test the suitability of correlation between variables in factor analysis. Since KMO value is 0.930, data set is suitable for factor analysis (Bandalos and Finney, 2018). As a result of factor analysis, 12 questions were removed because they did not show factor distribution. Table 1 shows the distribution of the remaining 23 questions to 4 factors.

Table 1: Rotated Component Matrix[a]

| Rotated Component Matrix[a]				
	Component			
	1	2	3	4
OC5. In the company I work for, there is sincerity in communication.	0.873			
OC6. In the company I work for, communication basically works in a healthy way.	0.921			
OC4. In the company I work for, feedback is evaluated by the management.	0.878			
OC3. In the company I work for, instructions are given in a courtesy manner.	0.799			
OC7. There is good communication for the manager / supervisor to better understand the employees.	0.902			
OC1. In the company I work for, communication is taken into consideration by management.	0.819			
OC2. In the company I work for, there is an effective organizational communication to reduce conflicts.	0.765			
L4. In the company I work for, I often feel isolated from other people.		0.808		
L3. In the company I work for, I often feel introverted.		0.802		
L1. In the company I work for, I often feel lonely		0.819		
L2. In the company I work for, I often feel excluded.		0.765		
L5. In the company I work for, I often feel that relationships with others become meaningless.		0.735		
L8. In the company I work for, I often feel that no one really knows me very well.		0.609		
OE4. In the company I work for, training is provided to its employees in order to reach a high potential.			0.845	
OE3. In the company I work for, senior management attaches great importance to the 'quality' approach.			0.827	
OE2. In the company I work for, the image is better than other institution.			0.706	
OE6. Our top management is thinking about the future and guiding the company's goals correctly.			0.837	
OE5. In the company I work for, employees have understood the strategic objectives of the organization.			0.827	
WI3. I'm working at full capacity on all my assignments.				0.853
WI4. I do my best to succeed in my business.				0.780
WI2. In the company I work for, I usually become very busy.				0.697
WI5. When I work, I give myself to work without time for another job.				0.689
WI1. Whenever there is a job to be done, I spend all my energy on it.				0.675

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

OC: Organizational Communication, L: Loneliness, OE: Organizational Effectiveness,
WI: Work Intensity.

Confirmatory Factor Analysis; It is used to define statistical analyzes in research models that represent more than one variable and include more than one measured or observed variable (Özdamar, 2013).

Figure 2: Confirmatory Factor Analysis
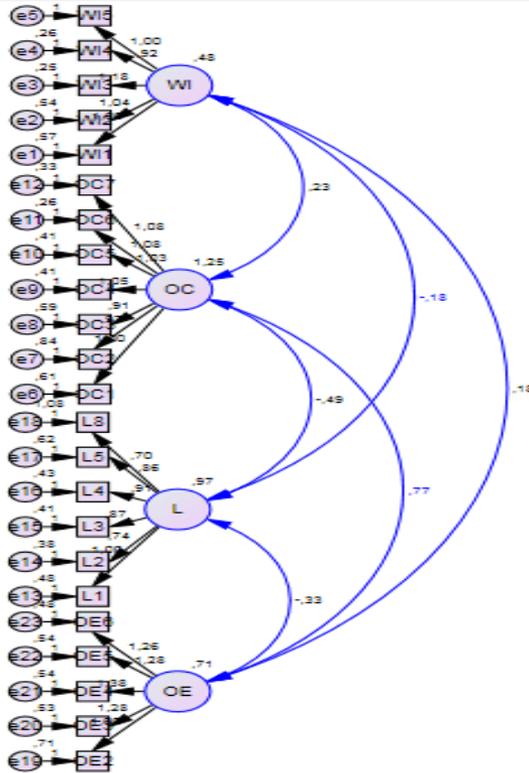
When the values in Model Fit for SPSS AMOS confirmatory factor analysis are examined, it is consistent with the research model; $5 > X2/df = 2.345$, $GFI = 0.883 > 0.85$, $IFI = 0.946 > 0.90$, $NFI = 0.910 > 0.90$, $CFI = 0.946 > 0.90$, $0.080 > RMSEA = 0.063$.

Reliability analysis was performed using Cronbach's Alpha value of the variables whose construct validity was tested by factor analysis. In the Alpha model, the Cronbach's Alpha rating criterion was used for the following criteria, with a value of 0.70 or higher (Hair et al., 2014; Buyukozturk, 2007). At the same time, Table 2 presents the AVE and CR values, which give the consistency coefficients of the Scale. AVE values above 0.50 and CR values above 0.70 indicate that the model is consistent (Sonmez Cakir and Adiguzel, 2020).

Table 2: Reliability Analysis

Variables	Number of Questions	Cronbach Alfa (α) Values	AVE	CR
Work Intensity	5	0.852	0.61	0.89
Organizational Communication	7	0.948	0.62	0.92
Loneliness	6	0.878	0.60	0.90
Organizational Effectiveness	5	0.904	0.54	0.85

Correlation Analysis Results: According to Çinko et al. (2016), the statistical method used to determine the degree and direction of the relationship, regardless of whether the variables are dependent or independent, is called correlation. Pearson correlation analysis is the most commonly used analysis method when looking at the degree and direction of the linear relationship between the variables measured on an intermittent scale (Cleophas and Zwinderman, 2018). Pearson correlation coefficient (r); It takes values between -1 and +1. Values close to 0 indicate that there is a linear and weak relationship between the two variables and values close to ± 1 indicate a linear and strong relationship between the two variables. However, negative (-) values indicate that the relationship is reversed and positive (+) values indicate that the relationship is the same direction (Bayram, 2017). In the light of these data, the relationships between them were examined by Pearson correlation analysis, since the expressions were analyzed with intermittent scales.

Table 3: Correlations

	Work intensity	Organizational communication	Loneliness
Organizational communication	.273[**]		
Loneliness	-.209[**]	-.429[**]	
Organizational effectiveness	.300[**]	.761[**]	-.366[**]

As a result of correlation analysis, it can be explained that there is a negative relationship between loneliness variable and other variables. In addition, it can be explained that there is a positive relationship when looking at the relationships between each other except the loneliness variable.

According to Çinko et al. (2016), Regression analysis; tries to determine how one dependent variable is explained by the other argument or variables. In this type of analysis, a model is created to explain the dependent variables of independent variables. The generated regression model gives the direction, shape and approximate value of unknown values (Darlington and Hayes, 2016). The results of the regression analysis of the 5 hypotheses except for the mediation variable effect are shown in Table 4.

Table 4: Regression Analysis Results

H	Model	Unstandardized Regression Weight	Standardized Regression Weight	S.E.	C.R.	P Value
H1	WI→OC	.416	.273	0.080	5.215	***
H2	WI→L	-.243	-.209	0.062	-3.943	***
H3	WI→OE	.428	.300	0.074	5.784	***
H4	OC→L	-.327	-.429	-8.740	-8.740	***
H5	OC→OE	.713	.761	0.033	21.564	***
*** IV in the prediction of DV is significantly different from zero at the 0,001 level (two-tailed).						

As a result of the regression analysis, work intensity and organizational communication negatively affect the loneliness variable and eliminate loneliness. It is supported by regression analysis that work intensity positively affects organizational communication and organizational effectiveness. We can say that it has a positive effect on organizational effectiveness in organizational communication. In this case, the hypothesis results are shown in table 5.

Table 5: Hypothesis Results Except the Mediation Variable Effect

Hypotheses	Supported / Not Supported	Significance Level (Sig.)
H1: *Work intensity experienced by the employees in the organizations has a positive effect on the organizational communication.*	**Supported**	***P<0.001***
H2: *Work intensity experienced by the employees in the organizations negatively affects loneliness.*	**Supported**	***P<0.001***
H3: *Work intensity experienced by the employees in the organizations positively affects organizational effectiveness.*	**Supported**	***P<0.001***
H4: *Organizational communication in the organizations negatively affects loneliness.*	**Supported**	***P<0.001***
H5: *Organizational communication in the organizations positively affects organizational effectiveness.*	**Supported**	***P<0.001***

As a result of the regression analysis, 5 hypotheses developed and tested outside the mediation variable effect are supported. The mediation analysis in which the mediation variable effect is analyzed is shown in table 6.

Table 6: The Effect of the Mediation Variable

H	Path	Estimate	S.E.	C.R.	P Value	Std. Direct E.	Std. Ind. E.	Total Effect	Ind. Effect 2 tailed
	WI→OC	.416	0.080	5.215	***	.273	.000	.273	
H6	OC→L	-.306	0.039	-7.920	***	-.402	.000	-.402	0.012
	WI→L	-.116	0.059	-1.972	.049	-.100	-.109	-.209	
	WI→OC	.416	0.080	5.215	***	.273	.000	.273	
H7	OC→OE	.687	0.034	20.228	***	.733	.000	.733	0.013
	WI→OE	.143	0.052	2.754	***	.100	.200	.300	
*** IV in the prediction of DV is significantly different from zero at the 0,001 level (two-tailed).									

As a result of the analysis of the mediation effect, table 7 shows that hypotheses are supported.

Table 7: Supported / Not Supported Status of Research Hypotheses

Hypotheses	Supported / Not Supported	Significance Level (Sig.)
H6: Organizational communication has a mediation variable effect on the relationship between work intensity and loneliness.	**Supported**	*P<0.05*
H7: Organizational communication has a mediation variable effect on the relationship between work intensity and organizational effectiveness.	**Supported**	*P<0.05*

DISCUSSION

Communication is accepted as the main point for the continuity of the activities in the organization (Vural, 2003). Communication also shapes the organization managerially (Gürgen, 1997). In cases where communication cannot be achieved, it is possible that there will be negative developments in the relations between the employees and the thoughts of the employees towards the organization. The integrity of the organization can be ensured by the importance given to communication by the organizations. Gochhayat et al. (2017) and Hwang and Lee (2015) stated that their research positively affects organizational effectiveness in the event of organizational communication in organizations. Therefore, organizational communication is an important force that keeps individuals together by enabling individuals to work in collaboration (Atak, 2005). At the situation of communication is at the desired level, it becomes easier for the Organization to integrate with its environment. The result of the research is also in this direction, organizational communication positively affects the organizational effectiveness in both the independent variable and the mediation effect and eliminates the feeling of loneliness in the employees. Otherwise, it can be quite difficult to meet the social and psychological needs of employees in organizations where organizational communication is not active. Objectives of organizational communication (Gürgen, 1997); It has an important function in informing the employees in the activities to be carried out in the organization, controlling the relations about the organization, introducing the organization in the environment, the reward-punishment system/social rights/ wage system/working order etc. Fatigue symptoms occur in the workers exposed to work intensity and their satisfaction levels decrease in their jobs. In this case, employees with occupational intensities may potentially affect their lives negatively. However, since the employees who are busy with work are also active in organizational communication, the feeling of loneliness disappears.

It is very important for organizations to eliminate the sense of loneliness of the employees. Because the research done by Ghadi (2017) also increases the intention to leave the employees who feel lonely and leave their organizations. Therefore, the presence of work intensity can prevent employees from feeling lonely. Looking at the research result, it can be explained that the intensity of work eliminates the feeling of loneliness. Organizational effectiveness is known as the input of the organization and the transformation of the operations carried out into an efficient output (Roy and Dugal, 2005). Organizational effectiveness is very important for the integration of the changes in the external environment of the organization and the achievement of the objectives of the organization. Organizational communication has an important role in the success of organizational effectiveness. Ensured organizational effectiveness is crucial in assessing and characterizing the organization's resources, turning the crisis into an opportunity, and achieving the set goals. In order to achieve this, communication within the organization should be given importance. Ensuring organizational communication ensures a harmonious relationship between stakeholders and the organization. Because in cases where there is no organizational communication, it may be possible for employees to feel lonely and to have undesirable results. In the research of Chan and Qiu (2011), both the job satisfaction and organizational commitment of the employees who feel lonely disappear. Therefore, when the results of the research are considered, the presence of work intensity and the provision of organizational communication have significant effects on the elimination of loneliness and increasing the organizational effectiveness.

CONCLUSION

The most important thing for organizations is to ensure that employees are in a healthy working environment, free from stress and in a peaceful environment, and that the motivation development process is successful. Lack of motivation and inefficiency can be considered as negative effects of work intensity on the employees. However, from a different perspective, the loneliness of the employees disappears if communication is provided. The process of getting loneliness feeling of the employees who have work intensity is negligible. The disadvantage of excessive work intensity is that it increases the level of burnout of employees. This situation can affect employees physiologically and psychologically (Bakker and Demerouti, 2007). With the help of organizational communication, employees get rid of the feeling of loneliness and have a positive effect in terms of motivation. A good level of communication between management and employees is required for the participation of employees in the organization (Kuhn et al., 2019). It is necessary to provide the necessary

working environment for the employees to perform well. In terms of human resources management, in order to obtain high performance from employees, the working environment should be stress free and the organizational climate should be provided with the principle of productivity (Shrivastava and Shaw, 2003).

When communication cannot be established within the organization, the feeling lonely of employees, the exhaustion and intention to quit due to excessive work intensity and the decrease in productivity levels may affect both employees and the organization negatively. At the same time, in the lack of communication within the organization, it could be happened some situations such as, increasing production errors and costs, decreasing respect between managers and employees, weakening their interest in the work of the working individuals, decreasing the orders taken by the employees, decreasing the activity in the management, disregarding the decisions taken by the managers, the disagreement between the employees, and the complexity of their responsibilities. Within the scope of the research, the sample population is be formed by white collars. The focus of future studies on blue collar and evaluation of answers by asking open-ended questions will be important in terms of gaining new concepts to the literature. At the same time, differences in results from similar studies in different cultures and different sectors are likely to occur. Comparative analysis of these results will be important to present new assessments to the literature. Problems between employees and management should not be personalized in any way and should be solved within organizational rules. Most importantly, managers must know their employees, know their capacities, do their job distribution correctly, and ensure that employees understand this. Managers should definitely resolve possible conflicts in the event of non-communication within the organization and take necessary measures in this regard. It is necessary to think that organizational communication studies for people working in different sectors will add value to organizations and prevent many problems. Managers need to pay attention to these issues, as the management level is encompassing, employees are satisfied both with their work and their organization, and that employees are always thinking about how to contribute to the organization.

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