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The Relationship between Social Climate and Loneliness in the Workplace and Effects on Employee Well-Being

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Abstract

Although loneliness in the workplace has received relatively little attention in the literature, loneliness in the workplace has a negative impact on quality of both work and private life of employees. While some researchers stress on individual antecedents and ignore the organizational factors, studies in psychology and sociology literature found significant relationship between social relationships and loneliness, which is the start point for this study. Therefore, the overall aim of this study was to investigate the effect of social climate (as an organizational level factor) on loneliness of employees (as an individual level factor) and results for employee well-being. This point makes the study a multi-level research which is less studied in workplace psychology literature.

In this article, first, existing literature is reviewed about the loneliness in the workplace, organizational climate and employee well-being. Then a research model questioning the relationships among social climate, workplace loneliness and employee well-being is structured and hypotheses related to the research model are developed in order to answer the research question 1 "Is there a relationship between loneliness of employees and social climate of the organizations?" and research question 2 "Does loneliness of employees and social climate of the organizations effect employee well-being?". In the light of the research questions, hypotheses are tested on the data gathered by questionnaire method including 203 participants from various sectors and different sized companies. Findings support significant relationships among the variables.

Keywords: Loneliness in the Workplace; Social Climate; Organizational Climate; Well-being

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1. Introduction

Despite extensive literature on loneliness; loneliness in the workplace has received relatively little attention in the literature. Gumbert & Boyd studied about small-business owners and found them to feel frequently lonely [1]. Bell et al., found no difference between self-employed and others on feeling loneliness density [2]. Reinking & Bell investigated the relationship between loneliness (through communication competence) and position [3]. As a result, even when the communication competence controlled for, significant relationships were found for lower position workers. Chadsey- Rusch et al., studied loneliness among workers with mental retardation and results suggest that loneliness and social dissatisfaction were not pervasive feelings for individuals with mild or moderate mental retardation [4]. Steinburg, Sullivan, and Montoya looked at the experience of loneliness and social isolation in the workplace using a small sample of deaf adults, and then they suggested that deaf workers may experience poor psychological well-being in the workplace [5]. Apart from the mentioned studies Wright studied loneliness extensively both in individual and organizational level [6-7].

As summarized in the above explanations, the research surrounding workplace loneliness tends to focus almost exclusively on personal characteristics as the primary determinant of the experience, and largely ignores the workplace as a potential trigger of loneliness. Although personality, shyness and social competence do play a significant role in the development of loneliness [8], organizational factors such as social and emotional climate of organizations, support from supervisors and co-workers can be effective on feeling lonely as well [6]. In order to understand the antecedent of loneliness not only individual factors but also the social environment either causing or perpetuating loneliness should be investigated [9].

As stated in Rodway's study, one of leading researchers Wood (1986) argues that loneliness is fundamental, basic and one of the most powerful human experiences. Whether they express or not, many individuals experience loneliness in response to events in their lives [10] and in fact few people go through life and escape the feelings of being lonely [6]. According to some theorists individuals are reluctant to express their both past and present feelings of loneliness [11]. Moreover, a great number of people are embarrassed to admit loneliness because of the thought of a social failure [12-13].

2. Literature Review and Hypotheses Development

Loneliness is an unpleasant feeling that is experienced when the person's network of social relationships is significantly deficient in quality or quantity [12]. Parallel to this view, Weiss claims that, loneliness can occur in the situations not having enough social interaction or not having satisfying close relationships. Weiss believes that "…loneliness is caused not

by being alone but by being without some definite needed relationship or set of relationships" [11]. Similarly it has been described as a 'sad subjective state resulting from dissatisfaction with one's social experiences' [14]. According to Rokach loneliness is a pervasive and subjective experience which is influenced by one's personality and situational variables [15]. There is now substantial evidence that loneliness is at the heart of a constellation of socio-emotional states, which include self-esteem, mood, anxiety, anger, optimism, fear of negative evaluation, shyness, social skills, social support, dysphoria, and sociability [16].

Cognitive theory, which is a major theoretical approach guiding loneliness research, focuses on one's perception and evaluation of social ties. Loneliness, according to this theoretical point of view, results from the perceived discrepancy between desired and actual social relationships [12]. A perceived deficit in one's social interactions is crucial in creating a sense of loneliness. Past experience and experience of other people in the social environment shape this evaluation process. Contrary to other important theoretical views of loneliness, such as the social needs approach (represented by Weiss, 1973, 1987); cognitive theory suggests an indirect relation between objective deficits in one's social network and feelings of loneliness [9-12-17].

At this point it is important to highlight the difference among the loneliness and confused terms such as workplace isolation. Social isolation refers to feelings of exclusion from supportive networks [18]. Workplace isolation tends to refer to the objective characteristics of a social environment [11-19-20-21]. Loneliness is a subjective experience that can be related to but is not synonymous with social isolation and peer rejection [14]. Workplace isolation reflects the employee's desire to be part of the network of colleagues who provide help and support in specific work-related needs. It represents employees' perceptions of availability of co-workers, peers, and supervisors for work-based social support [20]. While the experience of unwelcome aloneness, isolation, and a lack of social support may lead to an increase in feelings of loneliness, the terms are conceptually distinct [7]. Although loneliness and social isolation are not psychological disorders, both of them are often assumed to have a spatial distribution as well [22].

During the past decade, loneliness has begun to garner more attention such that two separate types and perspectives of loneliness have emerged [23]. First, Weiss identified two types of loneliness: emotional loneliness and social loneliness. He proposed that emotional loneliness results from the absence of close or intimate ties, whereas social loneliness results from a lack of involvement with a network of peers, fellow workers, neighbors, or friends. Other researchers have provided evidence in support of this distinction [20-23]. Russell et al. further study on the difference between the two types of loneliness and indicated that people who suffer from social loneliness may be more inclined toward passivity than those who suffer from emotional loneliness [19]. Second, the loneliness construct has evolved from two

different perspectives. The unidimensional perspective postulates loneliness as a unitary state that varies only in intensity and is the result of deficits in a variety of relationships [23]. As Weiss (1987) implied, from the multidimensional perspective loneliness is postulated as multidimensional and domain specific [24]. The loneliness questionnaire (LAWS) which is used in this study is a multidimensional instrument [7].

2.1. The Relationship between Social Climate of Organizations and Loneliness of Employees:

The concept of organizational climate refers to the quality of the organization's internal environment, especially as experienced by the employees, but as also relevant to members outside the organization. As such, it is the interpretation of the environment which underlies the definition of organizational climate and which affects employees' attitudes, motivation and behavior, rather than objective factors within the organization [25]. Climate can be defined as a characteristic differentiation factor for organizations [26]. Most researchers accept that at individual level personality refers to that of climate at organizational level [25]. According to Litwin and Stringer, perception is an important component of climate; in the same atmosphere perceptions and as a result of these perceptions, behaviors are affected mutually [27]. Social climate in organizations, from this viewpoint, is typically defined as the perceptions of a social environment that tend to be shared by a group of people [28].

Previous researches indicate that loneliness tends to be more intense and painful when the individual feels lonely in a social environment, rather than feeling lonely as a result of being alone [29-30]. After an extensive recent review of the extant literature, Heinrich and Gullone and Coplan et al. concluded that loneliness was a crucial marker of social relationship deficits [31-32]. Social support implies social interaction and that is the reverse of loneliness therefore the relationship between them is understandable. In addition to these perceived social support is a cognitive process while loneliness is an affective outcome, social relations can offset loneliness when the relationships are intimate [33]. Loneliness both affects individuals and the culture in which it occurs. Largely, loneliness researches tend to focus on the factors such as personality and social contacts [15]. However, loneliness could be expressive of the individual's relationship with the community [34]. Beside these, it is observed by the researchers that loneliness results from the interaction of personal factors and situational constraints. That interaction is closely associated with the changing circumstances which one encounters [35].

Recent works by emerging scholars also show that loneliness has a weak relationship with actual social contact [29]. For example, the results of the research conducted by Jones indicates that college students who are lonely have just as much social contact with others as do students who do not report they feel lonely [29]. De Jong- Gierveld (1987) compared the determinants of loneliness and found that subjective social contacts are closely linked to

loneliness [36]. Some other studies investigated the correlation between loneliness and the size and quality of social networks, but the findings have been inconsistent. While some found negative correlations among variables, some others found no such a relationship [17-37]. Some studies support the idea that loneliness is due to with the quality of one's social contacts [37]. But the mentioned studies have failed to determine the prediction ability of quality of relationships on future loneliness. However, Joiner's (1997) study compared socially supported and unsupported participants and found that socially supported participants expressed feeling of loneliness less than unsupported participants [39]. Considering the results of the early studies, we can state that quality of social relationships is effective on feeling loneliness.

According to Wright, employees bring certain cognitive, emotional and behavioral characteristics to the workplace which effect their perception about work environment and workplace climate which in turn influences the interpersonal relationships of employee, and because of that if there is lack of person-environment fit, loneliness occurs [6]. Parallel to this view, investigators such as Woodward & Frank and Ammaniti et al., have demonstrated that characteristics of the community in which individuals live can be influential in the development of loneliness [38-40]. People tend to form interpersonal relationships most easily in the social environments that people share common values and similar backgrounds. Consequently, the workplace environment or organizational climate has the potential to influence the quality of interpersonal relationships experienced at work. For instance, some work environments actively encourage cooperation, friendliness and social harmony among employees, whereas other workplaces may encourage individualism, distrust and competitiveness [6]. Beside these, the longer a person remains in a negative social climate and exposed to disruptive interpersonal relationships, the greater the probability of feeling lonely and isolated [41]. Because there is no general theory linking sociological or psychological concepts such as loneliness to ecological concepts such as social climate of an area, assumptions are made on ad-hoc basis. And probably the concepts interact with each other [22-34]. As a result of this discussion we proposed the following hypothesis:

H_1: Social climate perception has a negative impact on loneliness of employees.

2.2. The Relationship between Social Climate of Organizations, Loneliness of Employees and Job-related Well-being of Employees:

Before explaining the relationships among dependent variable well-being and other variables, the construct is examined briefly in the study. There are two main approaches; the subjective approach (subjective well-being), and the objective approach (psychological well-being) [42]. Subjective well-being can be defined as the individual's current evaluation of his/her pleasant and unpleasant affect [43] and his/her life satisfaction [44]. Psychological well-being, on the other hand, is based on objective or outside perspectives [45]. In this

study, well-being is accepted as subjective well-being. Because loneliness and social climate are both based on individual's perception, effects of them on subjective well-being of the individual is considered to be meaningful.

In the literature, emotions and related outputs both for employee and organization have been investigated for a long time. Researches reveal that positive emotional feelings are strongly related to variables such as job performance [46-47-48-49], job satisfaction [50] and well-being [51]. Loneliness is also generally considered to have a significant influence on mental health and well-being [32], and found to be negatively associated with emotional well-being [17]. Consistent predictors of the loneliness levels are the meaningfulness of the interactions, companionship, social support, attachment, social expressivity, and social network [52]. In the light of predictors of loneliness, research findings suggest that loneliness and adjustment are both in relation with psychological and physical aspects of subjective well-being, and also relate strongly with social aspects of life [52]. After the debate given about the relationship between well-being and loneliness, the main hypothesis based to the related literature is given in the following manner:

H_{2a}: Loneliness of employees has a negative impact on positive job-related employee well-being.

H_{2b}: Loneliness of employees has a positive impact on negative job-related employee well-being.

Studies repeatedly verified the effects of social support on individual's physical and psychosocial health in terms of the unwanted feelings such as loneliness [53]. Beside this, the negative social climate of organizations' effect on employee well-being is widely studied in the early researches and the relationship is supported [54]. Several earlier studies indicated that supportive interpersonal relationships can enhance individuals' emotional and physical well-being and reduce the stressful consequences of negative life events [53]. These supports lead to the following hypothesis:

H_{3a}: Social climate of organizations has a negative impact on negative job-related employee well-being.

H_{3b}: Social climate of organizations has a positive impact on positive job-related employee well-being.

Figure 1. Conceptual Model
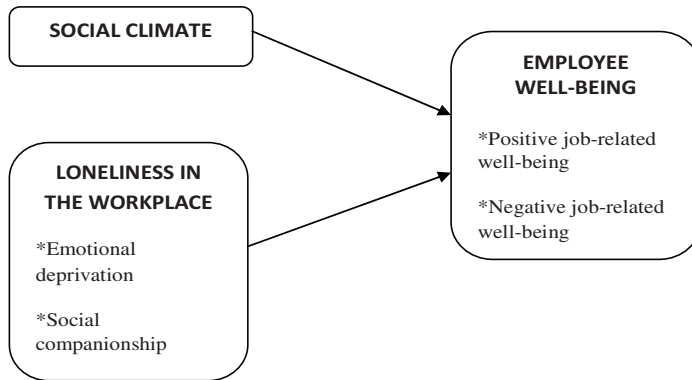
3. Research Design

3.1. Data Collection and Demographic Distribution of the Sample

In this study, we gathered data from employees working in various sectors and different sized companies. The resulting 203 valid questionnaires are used in the study. Questionnaires were allocated as hard copy and a computer link prepared for the survey. Among the questionnaires, 107 of them were obtained via a link and the rest were gathered as hard copy.

Demographic profile was determined by frequency analysis; male (60.1 %), female (39.4 %), age allocations were below 25 (11.3 %), between 25 and 34 (61.6 %), between 35 and 44 (23.2%) and above 44 (3.9 %). Marriage statutes of the participants were almost equal; %52.7 of them married and %46.8 of them were single. Educational level was asked to participants and results shows that our sample contains employees from various educational level; primary school (15.8 %), high school (15.8 %), university (40.4) and lastly master / doctorate (28.1%). Data were collected from various sectors; 54.2% of the participants' companies were from manufacturing and 45.8% of them were from service sector. In terms of number of workers employed, 28% of companies were small (number of employees below 50); 43.5% of them were medium-sized (number of employees between 50 and 150) and rest of them (29.5%) were large companies. In addition to these descriptive definitions, we asked the employee tenure; and 26.6% of employees were working less than 1 year in that company and 3% of them were less than 1 year in work life. Employee tenure rate is important because unwanted experiences in the workplaces mostly occur, if the employee is new in that company or in the work life. It is good to apply the questionnaire both new and experienced employees in order to obtain objective results.

3.2. Measures

Data were collected through the questionnaire which contains four parts; the first part is asking demographic properties of employees and prepared by the researchers, rest of the questionnaires are adapted from prior studies. 5-point likert type scales are used in the measurement scales ranging from "strongly disagree" to "strongly agree". The second questionnaire is about loneliness of employees in the workplace. The Loneliness at Work scale –LAWS is developed by Wright, Burt and Strongman [7]; it contains 2 dimensions; emotional deprivation (9 items) and social companionship (7 items). The LAWS is adapted to Turkish literature by Doğanet al. [55]. The third part assesses social climate in the workplaces' of employees. The scale is developed by Litwin and Stringer [27], originally the questionnaire is an organizational climate scale and contains 50 items; it is translated into Turkish by Kalfazade [56]; in some studies such as Töre and Çetin "social climate" subscale is developed [57-58]. In this study Çetin's version of social climate scale which contains 9 items is used [58]. And the last part is developed by Warr to assess subjective well-being of

employees [59]. The questionnaire contains 12 items and two dimensions; positive and negative job-related subjective well-being. It is adapted into Turkish by Bulutlar [60].

4. Data Analysis And Hypotheses Test Results

We used SPSS software 18.0 for the evaluation of our data. Factor analysis is used for the validity and cronbach alpha scale is used to estimate the reliability of the scales. Correlation and regression analyses were conducted to analyze the hypotheses of the study.

4.1. Factor Analysis

According to anti-image table values; all variables were found to be higher than 0.50 (r>0.30), indicating all items took place in the factor analysis. Factor analysis with principal component by varimax rotation, performed to find out the factor structure, is conducted and all dependent and independent variables were analyzed concurrently. Because some items were below 0.50 or have collinearity with more than one factor, and some factors contain one item, it was continued to perform factor analysis by removing the items one by one until achieving the ideal table. At the end, 9 items were removed, rest of the items naturally revealed 6 factors. According to KMO (=0,873) and significance value (p=0.00) our sample is suitable for the hypothesis testing.

Well-being of Employees: Well-being scale which is developed by Warr [59] and composed of two dimensions is used in this study in order to test the dependent variable. As a result of factor analysis, the scale remained as is the original version and named as original.

Loneliness of Employees: Items measuring loneliness are composed of two dimensions as expected; developer of the questionnaire named the dimensions as social companionship and emotional deprivation; in this study original names are used [7].

Social Climate of Organizations: Social climate items are adapted from Litwin and Stringer [27] into Turkish which is originally an organizational climate scale. Çetin's 9 items version is used to measure social climate [58]. While in Çetin's study, social climate is structured in one dimension, our factor analysis divided social climate into two dimensions. We named these dimensions as "relation-based social climate perception" and "emotion-based social climate perception". Research hypotheses are tested by using these dimensions of social climate.

Table 1: Factor Loadings of the Dependent Variables

KMO: ,873 Explained total variance: %64,937	Negative job-related well-being %var.14,71	Positive job-related well-being %var.10,69
Gloomy	0,838	
Depressed	0,802	
Miserable	0,791	
Worried	0,721	
Uneasy	0,714	
Anxious	0,682	
Optimistic		0,826
Enthusiastic		0,808
Cheerful		0,763
Contented		0,606

Table 2: Factor Loadings of the Independent Variables

KMO: ,873 Explained total variance: %64,937	Loneliness: Social Comp. %var.%9,7	Loneliness: Emotional Deprivation %var.7.07	Relation- based Social Climate %var.12,6	Emotion- based Social Climate %var.10,04
I have social companionship/fellowship at work	0,651			
There are people at work who take the trouble to listen to me	0,625			
There is someone at work I can talk to about my day to day work problems if I need to	0,572			
I have someone at work I can spend time with on my breaks if I want to	0,572			
There is no one at work I can share personal thoughts with If I want to	0,568			
I am satisfied with my relationships at work	0,542			
I often feel alienated from my co-workers		0,769		
I feel myself withdrawing from the people I work with		0,722		
I often feel emotionally distant from the people I work with		0,691		

Workers have full sense of corporation among themselves		0,823	
Mutual aid, sharing and corporation is important among workers		0,765	
There is a friendly atmosphere in this workplace		0,729	
In this workplace, the relationships among workers are close and cozy		0,675	
In this workplace, there is a sincere relationship between the senior and junior workers		0,531	
It is very hard to understand the people who work in this place			0,831
In this workplace people are distant and cold			0,694
In my workplace everybody criticizes everyone			0,675
In this workplace people don't trust each other			0,630

4.2. Correlation Analysis

We calculated means and standard deviations for each variable and created a correlation matrix of all variables used in hypothesis testing. Means, standard deviations, reliabilities, and correlations among all dimensions used in the analyses are shown in Table 3. The means and standard deviations are within the expected ranges. All mean scores are above 3 and the highest value is found for social companionship dimension of loneliness (4,0060).

Alpha values are above 0.70 with the exception of emotional deprivation dimension of loneliness, with 0,686 which is still an acceptable value [61], especially for social subjects such as personality (i.e. Eysenck Personality Questionnaire, Scor 1998) and culture (i.e. Desphande et al., 1993) [62-63]. Regarding to the results of the above statistical tests for reliability and validity, it is assumed that the factors of the variables are sufficiently valid and reliable to test hypotheses.

Correlation analysis is conducted in order to investigate the relationship between dependent variables (relation-based social climate perception, emotion-based social climate perception, social companionship dimension of loneliness and emotional deprivation dimension of loneliness) and independent variables (negative job-related subjective well-being and positive job-related subjective well-being). According to correlation analysis all variables are correlated with each other as expected. There is a medium relationship between the variables (between 0,252 and 0,566). And some values refer to a negative correlation as expected. The correlation findings of the variables are shown in the Table 3.

Table 3: Mean, Standard Deviation and Correlation Coefficients

	S.D	MEAN	1	2	3	4	5	6
1.NW	0,89185	3,6932	(0,881)					
2.PW	0,90211	3,7662	-0,491(**)	(0,865)				
3.SCR	1,02121	3,3658	-0,316(**)	0,469(**)	(0,707)			
4.SCE	,96898	3,3763	-0,457(**)	0,327(**)	0,566(**)	(0,807)		
5.LS	,76881	4,0060	0,361(**)	-0,509(**)	-0,557(**)	-0,429(**)	(0,764)	
6.LE	,96370	3,4826	0,263(**)	-0,252(**)	-0,353(**)	-0,387 (**)	0,412(**)	(0,686)

**= Correlation is significant at the 0.01 level;
SD = Standard Deviation; () = Cronbach's alpha
NW: Negative Job-related Well-being, PW: Positive Job-related Well-being, SCR: Relation-based Social Climate Perception, SCE: Emotion-based Social Climate Perception, LS: Loneliness- Social companionship, LE: Loneliness-Emotional Deprivation

4.3. Regression Analysis

The Pearson correlation results are significant, and then the correlations between the variables are investigated with the help of linear regression analysis. For all variables F and adjusted R^2 values have been found to be significant. Because Durbin Watson scores are close to 2 (table 4, 5 and 6) there is not auto-correlation between the variables.

The Relationship between Loneliness of Employees and Social Climate of Organizations (hypothesis 1)

The relationship between social climate and loneliness is analyzed by regression. As expected, relation-based social climate perception has negative impact on both dimensions of loneliness. For social companionship dimension β= -0,545 (p=0.00) and for emotional deprivation dimension β= -0,239 (p=0.003). This outcome, parallel to recent studies both from workplace and different areas, implies that relation-based social climate has a strong significant impact on loneliness of employees [6-17-37].

According to the findings, a negative relationship also exists between emotion- based social climate perception and emotional deprivation dimension of loneliness (β =-0,241, p=0.003). However, the relationship is not significant on social companionship dimension (p=0.85>0.05). The results indicate that the effect of emotion-based social climate differs due to loneliness dimensions; there is a meaningful and significant relationship between emotional dimension of loneliness and social climate. For social companionship dimension

of loneliness, emotion-based social climate is insignificant. This probably stems from the assumption that loneliness has two separate types and second, assessing loneliness needs to be multi-dimensional [7-11] which gives more detailed information about the antecedents of loneliness. Because social climate variable were divided into two dimensions after factor analysis, according to the related rewritten hypotheses the first one is supported. Based on the sub-dimensions, findings can be summarized as follows.

'H_{1a}: Relation-based social climate perception has a negative impact on social companionship loneliness of employees' is supported.

'H_{1b}: Emotion-based social climate perception has a negative impact on social companionship loneliness of employees' is not supported.

'H_{1c}: Relation-based social climate perception has a negative impact on emotional deprivation loneliness of employees' is supported.

'H_{1d}: Emotion-based social climate perception has a negative impact on emotional deprivation loneliness of employees' is supported.

Table 4: Regression Analysis Results

Independent Variables	Dependent Variables			
	Loneliness- Social companionship		Loneliness-Emotional Deprivation	
Relation-based Social Climate Perception	**-0,545****	F:59,524 R^2:,379 DW:1,889	**-0,239***	F:21,130 R^2:,172 DW:1,851
Emotion-based Social Climate Perception	-0,120		**-0,241***	

Table columns contain standardized beta coefficients. "bold" values are significant. (**p<0.01, *p<0.05)
DW: Durbin Watson value

The Relationship between Loneliness and Well-being of Employees (hypothesis 2)

Table 5 provides findings about the impact of loneliness on well-being; social companionship dimension of loneliness constructs are both has a significant influence on well-being dimensions. Social companionship of loneliness has a negative influence on the positive job-related subjective well-being (β= -0,503, p=0.00) and for negative job-related subjective well-being, the finding is vice versa as expected (β= 0,296, p=0.00). But emotional deprivation dimension of loneliness's influence on both well-being dimensions are

not statistically significant (for positive well-being p=0.477, and for negative well being p=0.05).

Most of the suggestions about the relationship between well-being and loneliness were anecdotal [32]; findings of this study empirically support the related literature on social companionship dimension of loneliness. However, while findings in this study refer to a distinction for loneliness types for the influence on well-being, related literature has not referred such a distinction (as far as we reached). At this point emotional deprivation and well-being relationship has not been supported. After all, our second hypothesis was accepted as suggested in the literature and in terms of dimensions of the variables sub-hypotheses are rewritten as follows;

'H_{2a}: Social companionship loneliness of employees has a negative impact on positive job-related employee well-being' is supported.

'H_{2b}: Emotional deprivation loneliness of employees has a negative impact on positive job-related employee well-being' is not supported.

'H_{2c}: Social companionship loneliness of employees has a positive impact on negative job-related employee well-being' is supported.

'H_{2d}: Emotional deprivation loneliness of employees has a positive impact on negative job-related employee well-being' is not supported.

Table 5: Regression Analysis Results: Loneliness and Well-being

Independent Variables	Dependent Variables			
	Positive job-related well-being		Negative job-related well-being	
Loneliness- Social companionship	**-0,503****	F:36,404	**0,296****	F:16,171
Loneliness-Emotional Deprivation	-0,048	R²:,267 DW:1,906	0,144	R²:,135 DW:1,889

Table columns contain standardized beta coefficients. "bold" values are significant. ($**p<0.01$, $*p<0.05$)
DW: Durbin Watson value

The Relationship between Social Climate of Organizations and Employee Well-being (hypothesis 3)

Concerning hypothesis three, relation based social climate perception has been found to be positively associated with positive job-related subjective well-being (β= 0,460, p=0.00), but not significantly associated with negative job-related subjective well-being (p=0.149>0.05).   And emotion-based social climate perception has negative impact on negative job-related subjective well-being (β= -0,393, p=0.00), but not on positive job-related subjective well-being (p=0.344>0.05).

The association between social climate and well-being has been studied by scholars for a long time [54] and empirically supported [53]. But the reason for this distinction might be that while relation-based social climate has an impact on positive well-being, emotion based social climate has not been supported empirically or explained theoretically. According to these findings we can come a conclusion that social relations in the workplace increase positive feelings about the workplace and positive emotions decreases negative feelings and vice versa. At this point the third hypothesis of the study is accepted accordingly. In terms of sub-dimensions of variables findings are shown in the following with sub-hypotheses of the study.

'H_{3a}: Relation-based social climate perception has a positive impact on positive job-related employee well-being' is supported.

'H_{3b}: Emotion-based social climate perception has a positive impact on positive job-related employee well-being' is not supported.

'H_{3c}: Relation-based social climate perception has a negative impact on negative job-related employee well-being' is not supported.

'H_{3d}: Emotion-based social climate perception has a negative impact on negative job-related employee well-being' is supported.

Table 6: Regression Analysis Results: Social Climate and Well-being

Independent Variables	Dependent Variables			
	Positive job-related well-being		Negative job-related well-being	
Relation-based Social Climate Perception	**0,460****	F:32,539 R^2:,245 DW:1,910	-0,112	F:26,675 R^2:,209 DW:2,080
Emotion-based Social Climate Perception	0,071		**-0,393****	

Table columns contain standardized beta coefficients. "bold" values are significant. (**p<0.01, *p<0.05)
DW: Durbin Watson value

Figure 2. Final model
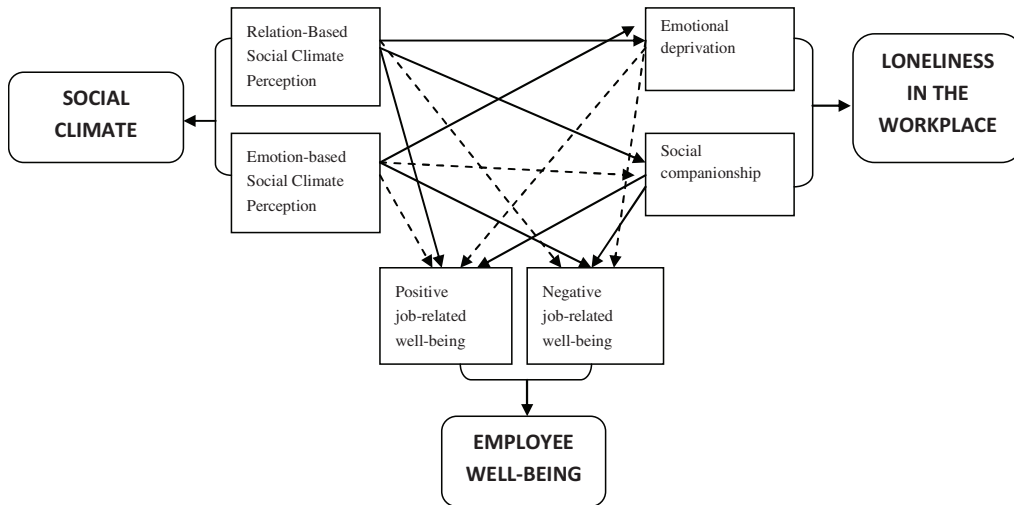
 * "___" represents the supported relationship between variables.
* "…" represents unsupported relationship between variables.

In the light of the statistical findings about the associations among the variables, a final model is developed. The details of supported and unsupported relationships among the dimensions can be seen in Figure 2.

5. Conclusion

The aim of this paper was to investigate the direct effects of social climate of organizations on loneliness of employees and job-related well-being. In addition to this, another aim of this paper was that; in workplace psychology literature loneliness is a well-known but empirically less studied phenomenon but as suggested in the literature, has a negative and strong effect both for employees and organizations; so predictors and results of loneliness for employees are important and but also an ignored issue. As expected, significant relationships were found between variables of the research. The findings of the study suggest that the social climate of organizations, if supportive for positive relations among employees, decreases loneliness of employees and has a significant influence on well-being. Apart from this, loneliness of employees has an impact on well-being as well. Although in loneliness literature there exists no empirical support for the relationship, but even the definition of loneliness, contains the direct relation between the constructs naturally. So we proposed that social climate is an important organizational antecedent on being

exposed to loneliness in the workplace. And both variables; social climate and loneliness are predictors of employee well-being.

6. Managerial Implications

The findings of the study should contribute not only scholars, but also managers and practitioners. Managers generally take competitiveness among employees into consideration and as a result of this they believe that productivity increases. This attitude is beneficial in the short term but ignoring the created loneliness among employees in long term may create decrease in productivity as well. In addition to this, synergy among employees which increases learning and creativity, and a result of this, productivity is another important and related component. If employees feel not having satisfactory relationships, which is the feeling of loneliness, they may not be in synergy with each other. Because of that, positive social relationships should be supported by managers and thanks to this, employees feel loneliness less frequently. Beside these, loneliness of employees and social climate are one by one is effective on employees' job-related well-being and this may result in high turnover and dissatisfaction, decreasing their productivity in the long term. Moreover, with the help of positive work life experience both for employees and organizations, much positive outputs can be gained.

7. Limitations and Further Research Implications

The main and most important limitation of this study is that all scales are based on perception because of the origin of the constructs; that is an objective picture of the state couldn't be drawn. In addition to this, as mentioned in the introduction section, people are reluctant to express their loneliness because of the thought of a social failure; moreover it is such an embarrassing feeling for most of people. Therefore, the real answers may not be on the data for some of the participants.

In all, our study has produced some suggestive results. Recent empirical studies have not proven to be sufficient in understanding the dimensional difference for the relationships between variables. Therefore, with different samples and scales the relationships among social climate, loneliness and well-being should be investigated. In addition to these, social climate dimensions should be supported with different samples. Further, loneliness should be studied and compared in different cultures. Both individual and organizational antecedents should be taken into consideration for empirical evidence about the phenomenon of loneliness. For objective results, managers would be better become in the sample frame for the definition of organizational factors such as social climate. Beside these, data may be obtained via links for the real answer of participants, future studies should compare the answers obtained by hard copy and via a link. And lastly, demographic properties such as marriage and age are mentioned as important predictors of loneliness in psychology,

sociology and educational sciences; therefore in the workplace literature determining demographic predictors of loneliness can be meaningful accordingly.

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