



The Interactive Effect of Loneliness at Work and Gender on Workplace Outcomes

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Introduction

- Due to COVID-19, businesses have had to adopt new protocols and stay-at-home work orders which have resulted in a general rise in employee's feelings of loneliness at work (Robinson, 2020).
- Workplace loneliness has been shown to have significantly negative outcomes on job performance, organizational citizenship behaviors and counterproductive work behaviors (Ozcelik, 2018; Lam & Lau, 2012; Malik et al., 2020).
- Research has shown that on average, men report higher workplace performance and partake in more counterproductive work behaviors while women display more organizational citizenship behaviors (Kessler, 2020; Kanafa-Chmielewska, 2016).
- This study aimed to examine if there is a relationship between gender and loneliness at work in regard to workplace performance variables.

Research Questions

1. Do workplace loneliness and gender have an interactive effect on *organizational citizenship behaviors*?
2. Do workplace loneliness and gender have an interactive effect on *counterproductive work behaviors*?
3. Do workplace loneliness and gender have an interactive effect on *performance*?

Methods

Scale Measures:

- Loneliness at Work Scale (Wright et al., 2006)
- Organizational Citizenship Behaviors (Smith et al., 1983) "OCB's"
- Perceived Job Performance (Bal & De Lange, 2015) "Performance"
- Counter Productive Work Behavior Checklist (Spector, Bauer, & Fox, 2010) "CWB's"

Results

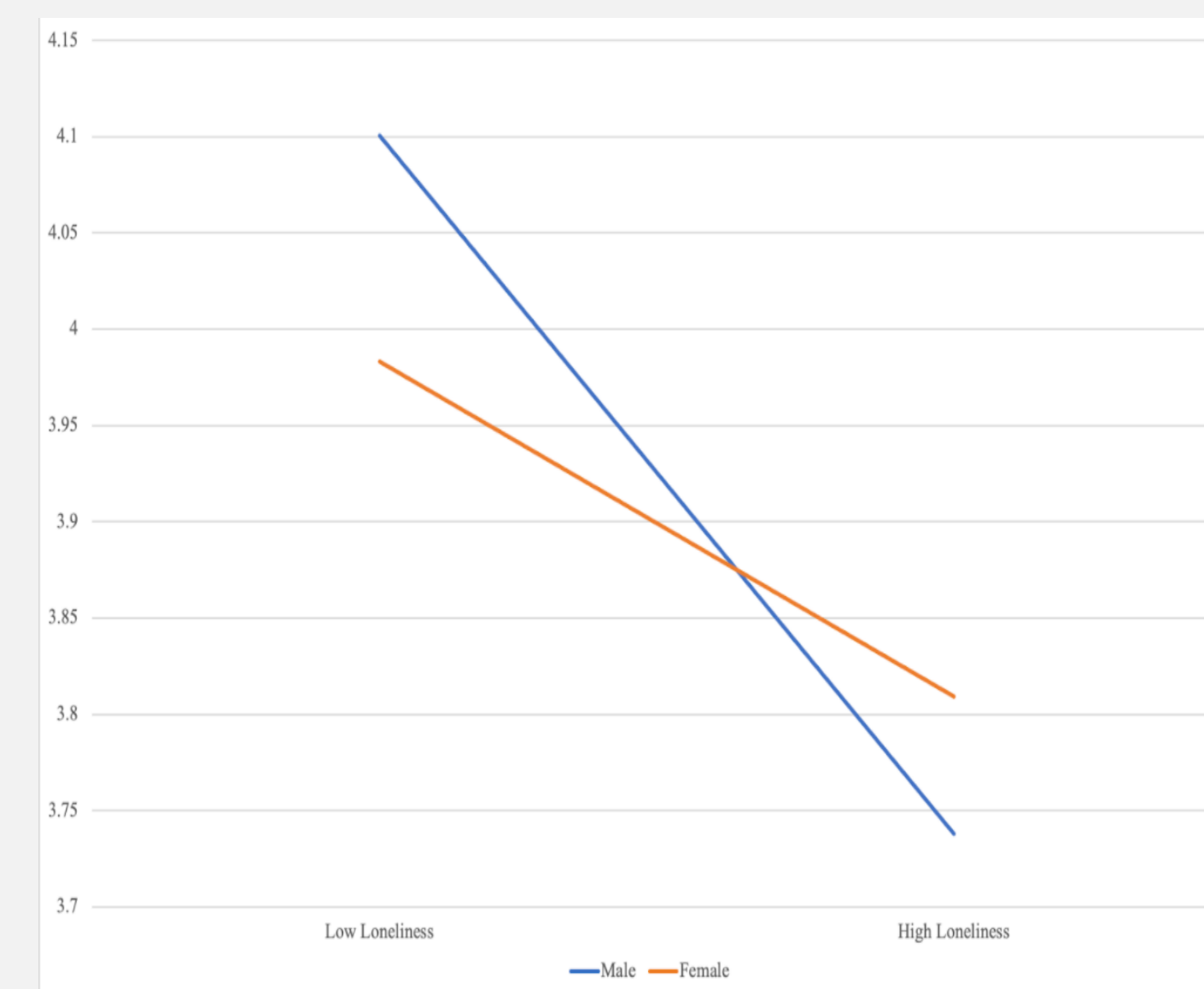
- Results of this regression indicated that workplace loneliness and gender have an interactive effect on performance ($p < .05$)
- Workplace loneliness and gender also have an interactive effect on counterproductive work behaviors ($p < .05$)
- Workplace loneliness and gender have an interactive effect on organizational citizenship behaviors ($p < .05$)

Results

Regression Results for Loneliness at Work and Gender Predicting OCBs

	Unstandardized Coefficient		Standardized Coefficient	
	B	SE	Beta	t
Loneliness at Work	-.36	.10	-.75	3.64**
Gender	-.37	.18	-.33	-2.11*
Loneliness*Gender	.12	.06	.56	2.18*

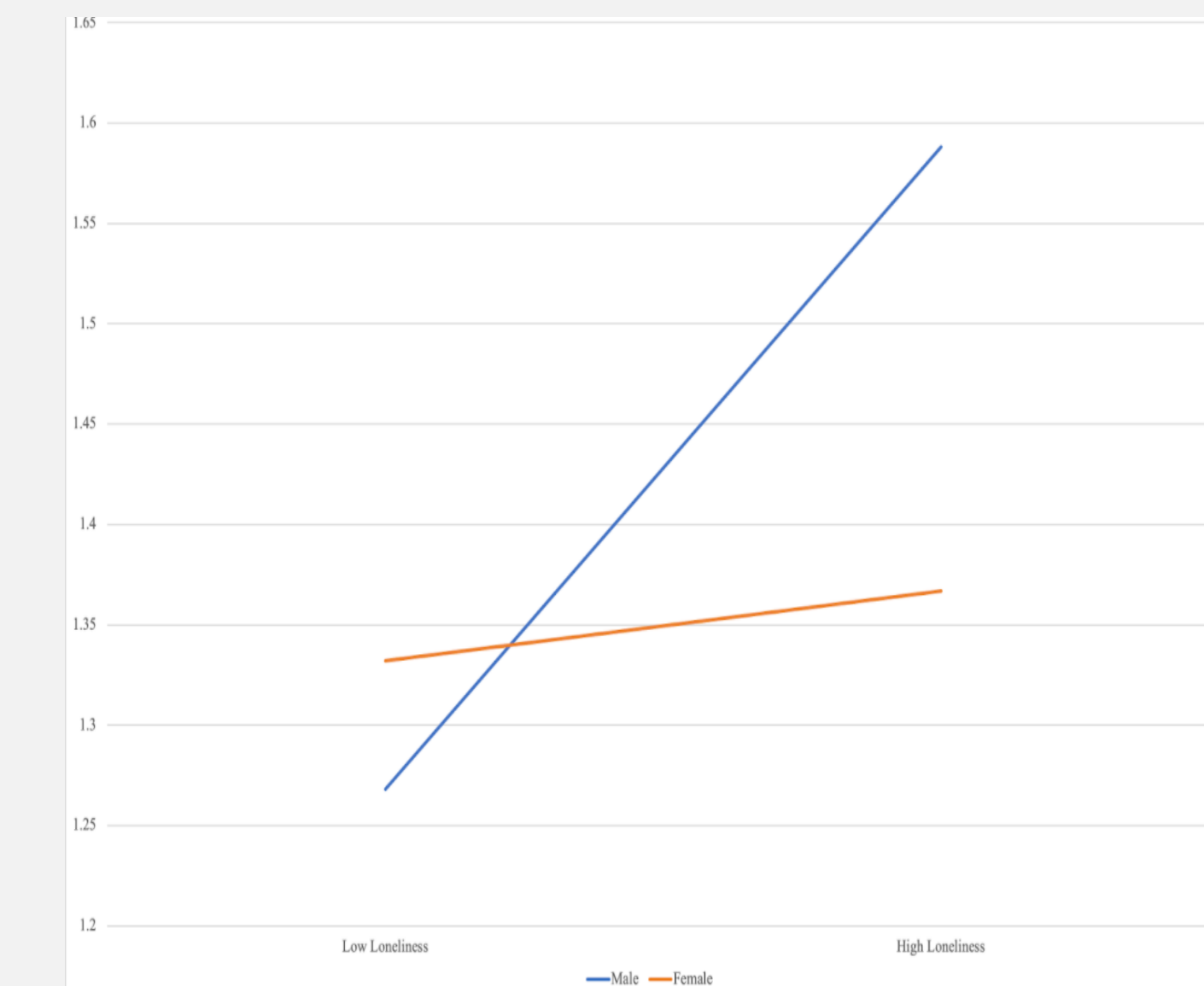
Interactive Effect of Loneliness at Work and Gender on OCBs



Regression Results for Loneliness at Work and Gender Predicting CWBs

	Unstandardized Coefficient		Standardized Coefficient	
	B	SE	Beta	t
Loneliness at Work	-.27	.07	.80	3.80**
Gender	-.24	.13	.30	1.91
Loneliness*Gender	.11	.04	.72	2.78**

Interactive Effect of Loneliness at Work and Gender on CWBs

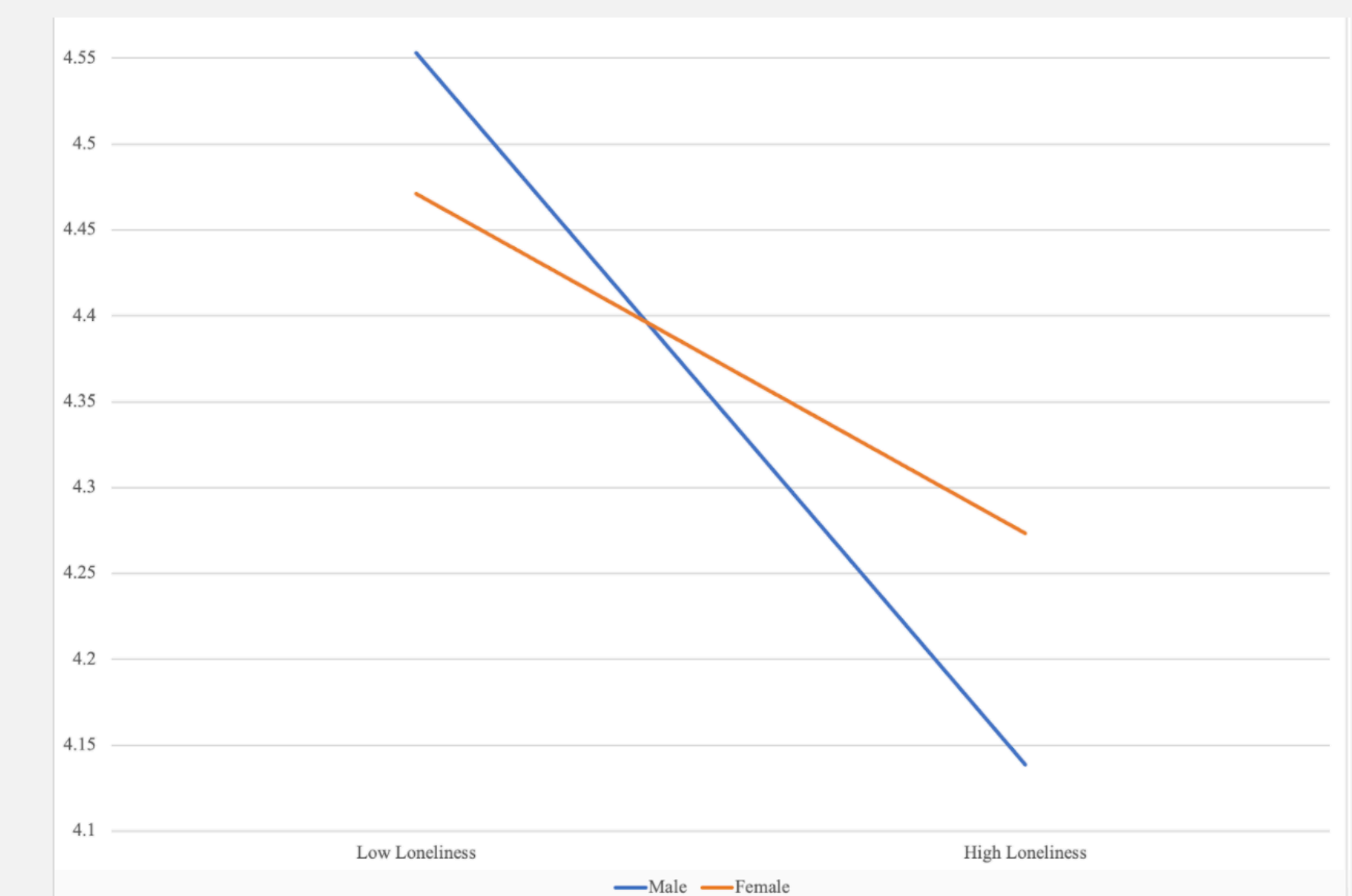


Results

Regression Results for Loneliness at Work and Gender Predicting Perceived Performance

	Unstandardized Coefficient		Standardized Coefficient	
	B	SE	Beta	t
Loneliness at Work	-0.47	0.12	-0.85	-4.12**
Gender	-0.52	0.2	-0.4	-2.54*
Loneliness*Gender	0.19	0.07	0.76	2.94**

Interactive Effect of Loneliness at Work and Gender on Perceived Performance



Discussion

Conclusions:

- Loneliness at work correlates to negative workplace performance and behavioral outcomes for both men and women
- Interaction effects between loneliness at work and gender regarding perceived job performance, CWB's and OCB's
- Men suffering from high levels of workplace loneliness showed significantly greater declines in OCB's and perceived job performance as compared to women.
- Males experiencing considerable levels of loneliness at work displayed greater increases in counterproductive work behaviors when compared to their female counterparts.

Implications:

- Employers should focus on creating a positive, collaborate work environment while considering the varying needs of employees based on factors such as gender.

