The moderating effect of Psychological Ownership on Loneliness in a (partially) WFH context

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Abstract

This study investigates the relationship between Working From Home (WFH) and Loneliness with Psychological Ownership (PO) as a moderator. 50 employees who have the option to choose their WFH arrangements completed the survey. The hypotheses were that WFH has an increasing effect on loneliness and that PO is a positive moderator in this relationship. The findings of this research did not support both hypotheses. WFH has a decreasing effect on Loneliness and PO is not a moderator. However, this is not the case for the two components of PO. Territoriality (a negative aspect of PO) is a negative moderator and organisational attachment is a positive moderator in the relationship between WFH and loneliness. These results increase the understanding of PO and contribute to the literature on the beneficial impact of WFH on employee loneliness. The study also highlights the negative impact of territoriality on the level of loneliness of employees. The managerial implications of this research for organisations seeking to the consequences of their WFH policy and to foster a supporting work environment. Future research should explore the complexity of PO more and further investigate the differences between WFH HR policies.

Keywords: WFH, remote work, loneliness, emotion, psychological ownership, PO, territoriality

Preface

Dear reader,

You are at the start of reading my master Thesis for the master Business Administration: Strategic Management. I began writing this thesis in January and six months later, the work is finished. With pride, I present to you, my master thesis: The moderating effect of Psychological Ownership on Loneliness in a (partially) WFH context.

First and foremost, I would like to express my gratitude toward my supervisor, Stefan Breet. thank you for guiding and helping me, and valuable insights throughout this journey. Your expertise and advice played a vital role in the quality of this thesis. I would also want to thank Rick Aalbers for providing me with useful feedback. Additionally, the director of the organisation where I conducted my survey, thank you for giving me the opportunity to perform my research at your company and thanks for fostering willingness among your employees to fill out the survey. Lastly, I would like to extend special thanks to the members of my thesis ring. Your feedback and support for all the questions along the way.

While the process of writing this thesis was not without a challenge, the learned lessons during this process will not be easily forgotten.

Enjoy reading!

Ronja Immerzeel

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Introduction

During the COVID-19 pandemic, employees were forced to work from home (WFH). 40% of employees indicated in a survey in the US that they would quit a job that would require full-time in the office (Barrero et al., 2021). 75% of employees even indicated that they prefer WFH at least once a week (Barrero et al., 2021). WFH has led to a reduction in the quality and frequency of communication (Knight et al., 2022). The interactions are less dynamic and spontaneous compared to in-person communication (Knight et al., 2022). The change in the mode of communication can cause social and professional isolation (Yang et al., 2020). Consequently, a feeling of loneliness may arise from social and professional isolation. Loneliness is a negative emotion which can have negative consequences for organisations. Loneliness can lead to more turnover (Bowers et al., 2022), organisational commitment (Jung et al., 2022; Ozcelik & Barsade, 2018), lower performance outcomes (Amarat et al., 2018; Hawkley & Cacioppo, 2010; Ozcelik & Barsade, 2018).

It is known that WFH has negative effects, such as er, the effect is surprising since recent studies have accentuated the harmful effects of WFH (Costa et al., 2022; Daniel et al., 2018; Gillet et al., 2022). WFH raises the problem of increased work-home conflict and social isolation (Costa et al., 2022) and reduced work engagement (Gillet et al., 2022). It is possible that social isolation to the feelings of loneliness leads. Yet, it is still unknown how to reduce the potential negative effects of WFH. PO can have a highly beneficial effect on increased motivation, commitment, job satisfaction, and a sense of belonging (Knapp et al., 2014; Peng & Pierce, 2015; Pierce et al., 2009; Van Dyne & Pierce, 2004; Zhang et al., 2021). Since the feeling of loneliness is also related to the workplace and the need-to-belong, it is important to include PO in the study of WFH and loneliness (Peng et al., 2017; Firoz & Chaudhary, 2021; Gupta & Singh, 2014). To be able to reduce the potential damaging effects, the problem needs to be understood first. This study examines how WFH leads to feelings of loneliness and how this relationship can be influenced by psychological ownership. Loneliness is extensively studied but not loneliness in the workplace (Anand & Mishra, 2019; Wright & Silard, 2020). Therefore, loneliness in a WFH context is an important, yet understudied topic. To address this issue, this thesis develops a theoretical framework to investigates this problem and to examines the influence of PO in this relationship. A study among 50 employees working for an organisation in the food industry is used to develop this framework.

Therefore, the following research question is:

What is the effect of WFH on loneliness and the role of psychological ownership in this relation?

It is important to not only highlight the benefits of WFH but also to shine a light on the potential negative effects. By studying the potential risks of WFH, this study makes two contributions. It contributes to the research thread of the need-to-belong theory (Baumeister & Leary, 1995). The need-to-belong theory is founded on the drive of a person to maintain the basic level of lasting, positive, and significant interpersonal relationships (Baumeister & Leary, 1995). Furthermore, it contributes to the understanding of WFH in a post-pandemic business environment. In this new environment, it is yet unknown how the relationship between loneliness and the location of work is shaped. It also adds to the insight into emotions on work performance. In the post-pandemic business environment, the aftermaths of this world-changing event are a developing research thread in many fields. This study is making contributions to several areas, including emotions in the work environment and WFH in a post-pandemic context.

For companies, specifically managers, this study can provide more insight into how to support employees that work from home. This study exposes the potential threats of WFH and could use this to decrease the loneliness of its employees. With these results, a program could be developed to decrease loneliness for specific employees that work from home to increase individual creativity and overall work performance.

Theoretical framework

WFH

Since WFH has been strongly encouraged or even mandated by employers and governments during COVID-19, many employees have been accustomed to WFH. When the regulations were relaxed, employees had to choose to either WFH or work at the office. This day-to-day choice stems from the flexibility offered by employers regarding when and where to work (Wessels et al., 2019). The freedom of choice of location to work has an influence on the job performance, well-being, and work-life balance of employees is influenced by the choice of location to work (Wessels et al. 2019). A previous study on remote work has found that WFH increases individual productivity due to reduced commutes and sick days (Bloom et al., 2015). The productivity also increased because of flexibility and control over workspace elements such as room temperature, layout, clothing, and music which make for a quieter and more convenient work environment (Bloom et al., 2015; Gajendran & Harrison, 2007).

In the article by Gajendran and Harrison (2007), the advantages and disadvantages from the perspective of the employee are evaluated in a meta-analysis. In this paper, the positive effects of WFH strongly outweigh the negative effects. The most positive effect was the increased perceptions of autonomy, followed by a lower work-family conflict and relationship quality.

The sense of autonomy arises from their control over their work environment and the power to set their schedule (Duxbury et al., 1998; Elsbach, 2003). This can lead to higher job satisfaction. Additionally, job autonomy can foster creativity by enhancing cognitive flexibility and intrinsic motivation (Li et al., 2018). Job autonomy is also effective for preventing loneliness because there is a negative relation between job autonomy and loneliness (Wang et al., 2021)

A lower work-family conflict was also a result of working remotely (Gajendran & Harrison, 2007). Duxbury et al. (1998) argued that the work-family conflict (also known as the work-home conflict) may be reduced by the flexibility that comes with WFH which helps regulate the demands from work and home. This conflict can arise when the work life comes in proximity to the home life of an employee (Golden et al., 2006). The expectations of work can be conflicting with the expectations of the family roles in home life. Complying with one role makes it more difficult to comply with the other (Kahn & Rosenthal, 1964, as cited in Golden et al., 2006). The demands from the home domain include the expectations from immediate and extended family (Edwards & Rothbard, 2000). Given the extent of the possible expectations, most employees experience to some degree a work-family conflict (Carlson et

al., 2000). Additionally, Gajendran & Harrison (2007) stated that WFH has a positive effect on job satisfaction and performance since the supervisor ratings of performance increased, the turnover intent decreased, and the stress of the work role decreased.

Yet, WFH may also lead to a decrease in job satisfaction due to the changes in the fundamental aspects of a job; feedback and task significance (Hackman & Oldham, 1976). The job characteristics that can make a job interesting to an employee, may change if the work environment changes. Since job significance is positively associated with job satisfaction and better mental health, its decrease as a result of WFH is a negative effect (Allan et al., 2018). In the article of Costa et al. (2022), the focus lies on the factors influencing creativity while working from home. The factors discussed are innovative work behaviour, work-family conflict, and social isolation. The two main disadvantages of WFH are work-family conflict and social isolation (Costa et al., 2022; Golden et al. 2006; Mann & Holdsworth, 2003).

While Gajendran & Harrison (2007), Duxbury et al. (1998), and Raghuram et al. (2003) stated that WFH has a positive influence on the work-family conflict, more recent research claims otherwise (Costa et al., 2022; Gillet et al., 2022; Naveed et al., 2021). The proximity of the home situation while WFH can cause extensive family involvement. When this occurs, work performance may suffer because of it (Hoobler et al., 2010). Additionally, if the proximity to family causes conflictual situations, then this may cause imbalance and loss of creativity (Xie & Li, 2022). A high level of work-family conflict hampers highly innovative individuals, limiting their ability to spend time on the creative thinking process. The time and energy needed for this process are preoccupied with the work-family conflict (De Vries et al., 2021).

When working from another location than the office, an employee can feel disengaged from the workplace (Bentley et al., 2016). Employees who WFH occasionally miss spontaneous socialization in an office environment (Tietze & Nadin, 2011), leading to a sense of social and professional isolation. Isolation, professional or social, is a main disadvantage of WFH (Bentley et al., 2016). A feeling of isolation can arise when an employee is feeling out of touch with the workplace.

In the literature, both professional isolation and social isolation are used, sometimes even interchangeably (Costa et al., 2022). However, professional isolation refers to the limited access to promotions, opportunities, and rewards as a result of WFH (Cooper & Kurland, 2002; Golden et al., 2008). In contrast, social isolation is a reduced amount of informal social

interactions with people, including, but not limited to colleagues and other professionals (Costa et al., 2022). Social isolation can also be referred to as psychological isolation. Psychological isolation is "a feeling that one is disconnected from others, lacking desired social and influential network connections and that the need for support, understanding, and other social and emotional aspects of interaction are not fulfilled" (Sheperd-Banigan et al., 2016). Both sides of isolation are important to include in the review of the consequences of WFH.

Employees experience more professional isolation than their colleagues who work at the office (Cooper & Kurland, 2002). WFH limits formal and informal interaction with colleagues and supervisors, which can result in a feeling of professional isolation (Mann & Holdsworth, 2003). The lack of constant in-person interaction at the office has a negative effect on developmental activities which makes employees feel professionally isolated (Cooper & Kurland, 2002). Employees missed the coaching of supervisors and colleagues, the informal information exchange to develop work-related skills, and the opportunities to network with other colleagues. Employees that work at the office feel more included than colleagues who WFH in any form (Morganson et al., 2010). The feeling of being professionally isolated is important to be minimized by employers because the feeling can reduce job satisfaction and job performance (Morganson et al., 2010; Golden et al., 2008). Additionally, there are neutral to negative effects of WFH on career opportunities (Cooper & Kurland, 2002; Golden et al., 2008; Morganson et al., 2010). This implies that the feeling of professional isolation is not out of place. However, Gajendran & Harrison (2007) challenge these findings and state that there are no negative relations between WFH and perceived career opportunities. The feeling of employees that their career development is not supported and invested in by the company can aggregate the negative impact of the feeling of professional isolation (McDonald et al., 2008; Redman et al., 2009). However, according to McCloskey and Igbaria (2003), supervisors treated performance evaluations as equal among employees who work in the office and employees who WFH.

According to Sheperd-Banigan et al. (2016) social isolation feels like a disconnection from others. This can have negative consequences and lead to depression, anxiety, and loneliness. Employees may feel untrusted and frustrated when they experience social isolation. Additionally, they may have a lower sense of belonging and organisational identification. This, in turn, can result in a struggle to maintain a meaningful relationship with their colleagues.

Without physical proximity to colleagues, employees whom WFH may find fewer opportunities for interaction and relationship building (Holland et al., 2016). While digital communication tools can provide enabling means of interacting with others, they cannot replace the positive effects of spontaneous, informal interactions that occur when colleagues meet in person (Karanikas & Cauchi, 2020). These interactions include bouncing-off ideas with colleagues, which can be limited by digital communications (Di Domenico et al., 2014). As a result, employees whom WFH may experience a decline in commitment to their organization, which can lead to a decline in work quality and enthusiasm (de Vries et al., 2019). Knowing what colleagues are doing is necessary for job performance and effectiveness in which social interaction is a means to acquire such information (van der Lippe & Lippényi, 2020). However, employees whom WFH may hesitate to talk informally with colleagues, as they could be perceived as having free time (Wang et al., 2020). The dangers of social isolation may increase with certain demographics. Employees with a higher level of education are more affected by social isolation (Rohde et al., 2016). Women are more prone to social isolation, same with employees in an older age group (Rohde et al., 2016). According to Daniel et al. (2018), knowledge workers experienced WFH as challenging. However, isolation was also seen as solitude to make space for creativity and being "liberated from unwelcome intrusions into valuable cognitive space" (Daniel et al., 2018 p. 194). WFH gave them freedom with a quest for autonomy while remaining creative (Daniel et al., 2018). However, in that study, the employee had the option of going to the workplace and WFH.

WFH does not only affect informal interactions but also knowledge sharing. Knowledge sharing between employees is reduced without digital communication, especially in times of lockdown (Tønnessen et al. 2021). When employees work from home the way of communication with colleagues is online. Digital knowledge sharing influences the innovation of a company (Tønnessen et al., 2021). Therefore, digital knowledge sharing is indispensable to companies.

According to Perry-Smith (2006), knowledge sharing is fundamental for creativity. Employees may feel socially isolated if knowledge sharing decreases and may have difficulty accessing the resources needed to come up with innovative ideas (Bartol & Srivastava, 2002). However, knowledge sharing is only possible with social interaction, either digital or in-person. When an employee is isolated and has limited contact with their colleagues, knowledge sharing is more difficult, and connecting with the organisation through social interaction becomes challenging.

Loneliness

WFH and the consequences of that come with additional feelings in employees. The frequency of negative feelings, such as loneliness, irritability, worry, resentment, guilt, and frustration increase compared to colleagues in the workplace (Mann & Holdsworth, 2003). Only the negative emotion stress is reduced when WFH is compared to working at the office (Mann & Holdsworth, 2003). Despite this study being conducted in the early 2000s, before technological advancements, such as Microsoft Teams and Zoom, this study could serve as a harbinger for this thesis.

Irritability is a mild form of anger and also increased among WFH employees. This can oppose a threat to job performance since anger can diminish cooperative and project-related behaviour (Weiner, 1980). Irritability is due to the lack of support and the physical distance to the source of the problem (Mann & Holdsworth, 2003). This limits the ability to solve issues in person and lack of emotional support from colleagues after the incident (Mann & Holdsworth, 2003). The blurring of the work-family life can also contribute to irritability. This can be caused by the fact that employees are having trouble switching off (Mann & Holdsworth, 2003) and working in their homes. The WFH situation also causes more worry among employees (Mann & Holdsworth, 2003). The main obstacle is also the lack of support. This causes a feeling of worry, panic, and fear towards their capability successfully finish tasks. This feeling may be enhanced by the lack of emotional support from colleagues.

Loneliness is drastically increased when working remotely because social support to discuss incidents is lacking. This lack of social support can cause additional negative emotions such as insecurity and uncertainty about their capabilities (Mann & Holdsworth, 2003). The use of digital communications, as a replacement for in-person interactions, can decrease the sense of belonging to the company (Mann & Holdsworth, 2003).

Loneliness in the workplace negatively affects creative performance and positively affects work-family conflict (Firoz & Chaudhary, 2021). According to Firoz and Chaudhary (2021), loneliness in the workplace has a positive impact on work-family conflict. Employees take the negative emotion of loneliness from work back to their homes and family. This also counts for the negative emotion of irritability. These two emotions can create more conflict with family and therefore increase work-family conflict (Firoz & Chaudhary, 2021; Mann & Holdsworth, 2003). This result of loneliness at the workplace can be eased by higher psychological capital and can function as a barrier to the negative emotion of loneliness. Psychological capital is the “positive developmental state of an individual that is characterized by self-efficacy, optimism, hope, and resilience” (Firoz & Chaudhary, 2021, p.

1224). Since this is such a positive attribute, it can provide the employee with a coping mechanism and function as a barrier to the negative emotion of loneliness (Gupta & Singh, 2014).

Additionally, creative performance is constrained by loneliness in the workplace (Peng et al., 2017). Due to low self-esteem, lonely employees take less risk and partake in problem-solving strategies that focus on details which limit opportunities (Tierney & Farmer, 2002; Lin et al., 2014). Lonely employees can lose connection with the company, according to Firoz and Chaudhary (2021), by the hesitance to seek out colleagues due to low self-esteem and lower trust in fellow employees. Lonely employees can experience a lack of support because of this reduced connection to the company.

WFH intensity

In many studies, WFH is seen as an all-or-nothing concept (Golden & Gajendran, 2019). However, the intensity at which an employee is working remotely can differ. High-intensity WFH is when an employee works mainly from home, so more than 2,5 days a week from home (Gajendran & Harrison, 2007). Low intensity is when the employee works mostly at the office and only works 1 to 2 days a week from home. High-intensity WFH has a positive effect on work-family conflict and leads to a weakening of work relationships (Raghuram et al., 2003).

However, in the study by Halford (2005), employees who changed from being purely office-based to being part-time WFH employees did not find that they felt socially isolated after this transition. This is caused by the ability to socialize and interact with colleagues digitally when they worked at home, and in person when they worked in the office (Halford, 2005). Additionally, the ties with colleagues were already in place and needed to be maintained instead of created. In the research of Golden and Gajendran (2019), the effect of the intensity of WFH differs based on the social support of the workplace. If social support is lacking, job performance and creativity suffer from it (Bentley et al, 2016; Madjar et al., 2002). If the social support weakens and the intensity of WFH increases, it can lead to emotional exhaustion (van der Elst, Verhoogen, Sercu, van der Broeck, Baillien & Godderis, 2017). Loneliness is in direct relation with social support.

Considering the mentioned arguments of WFH triggering negative emotions, causing isolation, either professionally or socially, and the reduction of knowledge sharing, the following hypothesis is proposed:

H1: The more an employee works from home the greater the feeling of loneliness.

Psychological Ownership

PO has become a topic of interest in the last 20 years. The rising popularity is due to the relevance of employees' experience in an organisation and the connection to the organisation (Zhang et al., 2021). PO is defined by Pierce et al. (2001) as the feeling of possessiveness towards a target of ownership which is considered "theirs" by the individual. This possessiveness is a unique element of PO and can therefore be distinguished from the two other work attachment forms, organisational identification and organisational commitment (Pierce et al., 2001; Van Dyne & Pierce, 2004). PO has a positive influence on the individual as well as the organisational level. It causes increased citizenship behaviour and increases job satisfaction ((Van Dyne & Pierce, 2004; Pierce & Jussila, 2010).

Conversely, Brown et al. (2005) argued that PO can cause a negative aspect to arise, territoriality. Territoriality emerges when employees fear that their targets of ownership are influenced by external parties. This territoriality is based on the fear of losing the target of ownership, which to them is a valuable object. The fear of losing ownership can lead to a need to communicate ownership and prevent others from accessing the target of ownership (Brown et al., 2005).

Pierce et al. (2001) described three reasons for PO to emerge, three roots. Firstly, the need for efficiency and effective working, PO fulfils this need by granting the employees to power to control their environments to the preferences of the employee. Secondly, PO is rooted in the need to self-identify. The attachment to the organisation creates space for an employee to their connection with the organization to shape and express their own identity. The employee has can use the organisation to relate to and compare their own identity. Thirdly, PO fulfils the need to have a place to dwell and make a connection to a geographic location (Pierce et al., 2001). When people make an emotional investment in an object and attach meaning to it, they feel more ownership over the object (Porteous, 1976). To have a place to dwell means there is space to create meaning and feel more ownership of the organisation.

Apart from three roots, Pierce et al. (2001) also mention three routes through which employees develop PO; controlling the target, coming to intimately know the target, and investing the self into the target. These can also be described as the antecedents of PO.

However, according to the meta-analysis of Zhang et al. (2021), another antecedent needs to be included; safety.

Factors that enhance people's perceived control, such as transformational leadership (Ghafoor et al., 2011), autonomy (Pierce O'Driscoll & Coghlan, 2004), and perceived power (Pierce et al., 2004), can predict their PO. Control consists of transformational leadership, autonomy, and perceived power. Transformational leadership is an antecedent of PO because it considers the individual abilities of employees and provides employees with more freedom to decide on work procedures and contents, which can enhance their perceived control (Pierce et al., 2001). According to Rafferty & Griffin (2004), transformational leadership also provides intellectual stimulation and motivational inspiration which can promote employees' growth and increase their self-efficiency and perceived control at the workplace. Autonomy is also a part of perceived control. It is the independence to schedule their own work and determine their own work procedures. The relationship between WFH and autonomy has already been examined by Duxbury et al. (1998) and Elsbach (2003). They stated that WFH leads to more job autonomy. Perceived power is the perception of one's ability to influence other people (Anderson & Berdahl, 2002). Employees with more perceived power are more confident in performing their job (Pablo et al., 2007). PO would enhance the power of control in the relationship between WFH and loneliness. If WFH would increase, the influence of PO would give a sense of control and attachment to the employee, which could lead to a less intense feeling of loneliness.

Knowing the target is having familiarity with the target and understanding the target (Pierce et al., 2001). To enhance the link between an employee and the organisation, knowledge can be increased through more information accessibility and organisational tenure (Zhang et al., 2021). Information accessibility goes beyond the information systems of an organisation. It also includes knowing to reach the right colleagues to obtain information (Perry-Smith, 2006). Knowing can be increased in numerous ways, such as through socialization, shared experiences, and group membership (Pierce et al., 2001). To enhance knowledge, the social aspect is important. Organisational tenure also increases the likelihood of knowing the knowledge structure of colleagues and knowing which colleagues to ask for information (Perry-Smith, 2006; Rollag, 2004). Decreased knowledge sharing and isolation which are consequences of either loneliness or WFH might not be beneficial for knowing the target.

The extent to which employees commit themselves to the target also impacts their PO (Pierce et al., 2001). Investment can be divided into two categories; employee-driven

investments and organisation-driven investments (Zhang et al., 2021). Employee-driven investment is when employees put more time and energy into the organisation, which is the target, making the employee feel like they own the target (Chi & Han, 2008). Organisation-driven investment is when the motivator is the organisation. The organisation is motivating its employees to put in more effort through initiatives such as profit-sharing plans or employee stock ownership plans (Chi & Han, 2008; Chiu et al.), 2007). Both initiatives enhance the PO of employees in the organisation. PO is an investment of the employee in the organisation. when employees feel a high level of PO, they are more motivated to contribute to the business, even though the employee is working from home. The employee is still very much connected to the organisation, and it is possible that the employee feels less loneliness because of this.

Safety, as defined by Huang et al. (2021), refers to individuals' perceptions of freedom from physical, emotional, or psychological harm in the presence of a target of ownership. PO is positively affected by safety because if employees feel safe and secure in the workplace, they are more likely to use available resources and with increasing their sense of control and investment (Zhang et al., 2021). When leaders prioritize the well-being of their employees it yields a higher PO from the employees (Huang et al., 2021; Zhang et al., 2021). Safety consists of organisational justice, trust, perceived organisational support, and relational closeness. Organisational justice is the perception of employees of the fairness of treatment by the management. Fair treatment is interpreted by employees that they are respected and valued (Cropanzana et al., 2007). Trust is seen as the foundation for interpersonal relationships. Employees who feel isolated do not feel trusted (Sheperd-Banigan et al., 2016). Additionally, lonely employees refrain from seeking out colleagues due to low self-esteem and lower trust in fellow employees Firoz & Chaudhary (2021). It is important to have trust in one’s employees to lay the foundation for a good relationship with the organisation and to build PO (Zhang et al., 2021). Perceived organisational support is of value to the employee since it is their perception of how much their organization values their contributions and cares about their well-being (Eisenberger et al., 1986). PO influences the relationship between WFH and loneliness because it creates a feeling of safety. When employees have a strong sense of ownership towards their organization, they could feel more comfortable going from the workplace to the WFH situation. So, if employees perceive a higher level of safety, it can help reduce the feelings of loneliness that may arise from WFH arrangements.

Perceived organizational support refers to the availability of both tangible and emotional assistance when needed, which can have a positive impact on employees (Zhang et

al., 2021). This can help reduce passive psychological and psychosomatic reactions, safeguard employees' psychological resources, promote psychological safety, and ultimately foster a sense of ownership in the workplace (Zhang et al., 2021). A lack of being supported within the organisation can cause negative emotions such as irritability and worry (Mann & Holdsworth, 2003). Perceived organisational support is an important factor in reducing the feeling of socially and professionally isolated (Sheperd-Banigan et al., 2016). Therefore, a high sense of ownership could reduce the feeling of loneliness if WFH increases.

It is important to take notice of the antecedents of PO in the understanding of PO and recognise possible patterns in the data. Taking into account the antecedents of PO and the links with loneliness and WFH, the following hypothesis is proposed:

H2: Psychological ownership will have a positive influence on the relationship between Working From Home and the feeling of loneliness of an employee

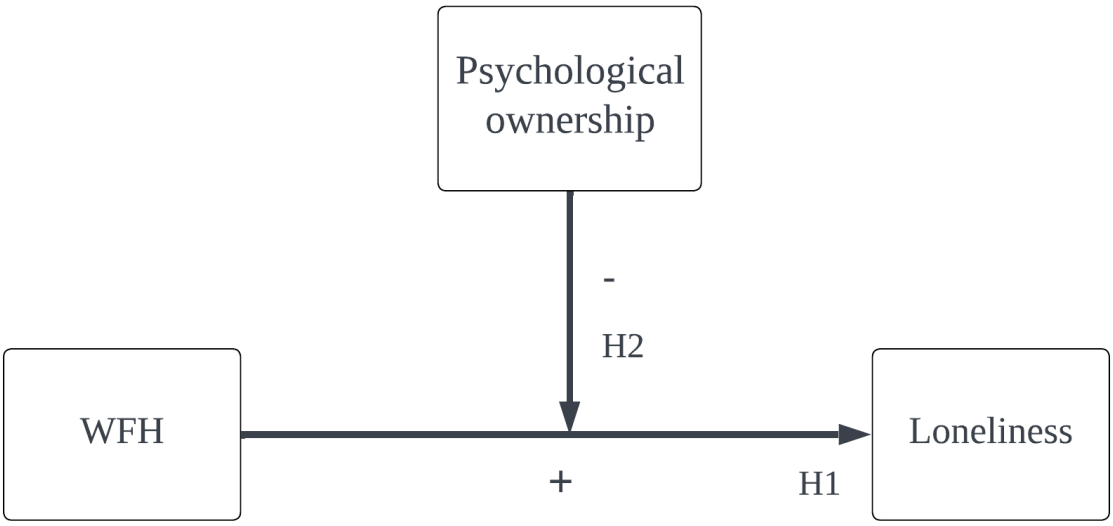

Figure 1. *Conceptual model of the study*

Methodology

Research context

The study is conducted in a medium-sized company in the food industry, which is called Pomegranate to preserve anonymity. The research conducted by the employees of Pomegranate is the main contributor towards the ambition to provide the world with better products and help businesses to become healthier and more sustainable. To achieve successful research in which premium products are delivered, the employees must find a way to work effectively and contribute to the client's wishes, whether this is at home or in the office. The employees of this Pomegranate represent an excellent population for this study because they need to work effectively together to reach the demands of their clients while they have the option to choose from which location they work. They can either choose to work from home or work from either one of the two offices at their discretion. However, the only restriction is that they have to attend most of the team bonding activities. Since there are no rules about WFH currently, the directors have voiced interest in results to see if different rules would affect the loneliness of their employees. The research director is interested in the results of the study to enhance the working environment and decrease the loneliness of the employees. Therefore, the support within Pomegranate was high. Within Pomegranate, there was contact with the directors who supported the study in the company and delegated the overseeing of the collection of data to the office manager. Due to privacy restrictions, all contact with the employees was through the office manager. However, due to the concerns about disclosing information of sensitive nature, there was hesitance to share information about the general company and the recognisable features of employees.

Survey Design and Empirical Setup

To test the hypotheses and find an answer to the research question, an online survey is developed. This survey was sent to all 72 employees of Pomegranate, including the receptionist and the interns. The survey was developed separately by the executives of Pomegranate, however, they read the questions beforehand and jointly made minor changes. After two reminders, 51 employees filled out the survey. Eventually, when the unusable data was filtered out, the dataset contained 50 respondents. That is 69,4% of the total number of employees. In the survey, questions about basic HR information were included such as age, gender and tenure. This study will utilize a quantitative research design to investigate the effect of different levels of WFH intensity on loneliness moderated by PO. Utilizing a cross-

sectional survey, the data of knowledge workers of a medium-sized company in the Netherlands will be collected. Since the organisation is based in the Netherlands, the survey was administered in Dutch. The participation was completely voluntary, and they can stop at any point without repercussions. During multiple moments in the survey, the respondents were assured of anonymity and discretion. The respondents knew that the information would only be used for research purposes.

Dependent and independent variables

Work From Home (WFH)

The level of WFH is measured by asking the respondents how many days a week they work remotely. Since the intensity of WFH can be easily obtained, it is simply asked in the survey. Questions about the WFH situation of the employee are measured by a nine-item measure developed by Morgeson & Humphrey (2007) and a six-item measure developed by Podsakoff et al. (1997). The statements of Morgeson & Humphrey (2007) go more in-depth about the possibility to work from home and the support an employee experiences from the company. While the statements of Podsakoff et al. (1997) focus on co-worker support. Although not all questions of both scales are used due to the length of the survey. All statements were measured on a five-point Likert scale (1 = strongly agree to 5 = strongly disagree). Cronbach's alpha was acceptable ($\alpha = 0.724$). When this value meets the threshold of 0.65, the internal validity is acceptable.

Loneliness

The level of loneliness is measured by a different section in the survey. The six questions of Golden et al. (2008) are used to measure loneliness in the workplace when working from home. This scale focuses on the missed out on social experiences and overall loneliness at the workplace. Additionally, seven questions are used from the article of Wright et al. (2006) which measure loneliness in the workplace. Half of the statements are focused on emotional deprivation and the other half focuses on social companionship. Furthermore, five items are used from the same article by Morgeson & Humphrey (2007). One of which is borrowed from Sims et al. (1976) and one is borrowed from Karasek et al. (1998). All of the statements are measured with a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The sequence of the sections is deliberate. The questions about loneliness are highly personal. The filling out of this part of the survey may feel vulnerable. Therefore, this will be the last section to ease the respondents in the survey before startling them with highly

personal questions. Cronbach's alpha was just underneath the threshold of 0.65 but not extreme deviant ($\alpha = 0.643$).

Moderator variable

Psychological Ownership

Using another section, the psychological ownership of the employees is measured. This section is composed of questions from Olckers (2013). A part of the 35-item measure is used (Olckers, 2013) which measures the sense of ownership towards the organisation the employee is working for. Not all 35 statements could be included in the survey to limit the length of the survey. Therefore, a selection is made based on the overlap with previous statements in other sections and based on the repetitiveness of the statements without losing the range of aspects of psychological ownership. Cronbach's alpha was good ($\alpha = 0.872$)

Control variables

In line with previous research, gender (1 = male, 2 = female, 3 = non-binary, 4 = I would rather not say), age, and tenure are used as control variables (Bailey & Kurland, 2002). Age and gender are included as control variables since both are related to loneliness (Schmitt & Kurdek, 1985). Age can put tenure into perspective because older people have the opportunity to work longer at an organisation. Tenure is included because working longer for an organisation may lead to a stronger sense of affiliation or serve as an indication of a stronger attachment to that organisation (Meyer et al., 2002). Age can influence the capability of WFH since older people are less familiar with technology (Czaja & Lee, 2006).

Analytical approach

To investigate the effect of PO on loneliness at different levels of WFH intensity, regression analysis will be conducted using IBM SPSS 28. Firstly, exploratory factor analysis is conducted to measure if the questions measure the intended variables. Factor loadings above 0.5 are accepted, on the condition that the questions are normally distributed. This is measured by skewness, which should have values above -1 and below 1, and kurtosis, which should have values above -2 and below 2. After the analysis is executed, a linear regression analysis is carried out to determine whether WFH has an effect on loneliness and to what extent PO is a moderator in this relation. Since this is a causal relation, a regression analysis is the most suited. R^2 is used to judge the explanatory power of the model.

Limitations

The limitations of this study may include a small sample size since the company is of medium size. There may be a potential bias in self-reported data. However, efforts will be made to minimize these limitations by recruiting a representative sample of employees from as homogeneous a team and using established measures.

Results

In Table 1, the means, standard deviations, and correlations are reported. Some correlations between variables were significant and ranged between low to moderately related. Loneliness and WFH were, as expected, positively related. PO is made out of organisational attachment, territoriality, and organisational identity so those were also correlated. Organisational attachment and loneliness and territoriality and loneliness are also correlated. Although, territoriality is negative. Territoriality is positively related to WFH. Tenure and age are correlated since older people can work longer for an organisation. Additionally, tenure is correlated with loneliness as well as WFH. People who work longer at the organisation of this study are more likely to work more from home, experience a lower level of loneliness, and be older. All other correlations were not significant.

Data preparations

To continue with the data analysis, the answers need to be normally distributed. This was measured by kurtosis and the skewness. The kurtosis values should be in a range of $-2 > x < 2$. The acceptable values for skewness are $-1 > x < 1$. Outside this range, a normal distribution cannot be assumed (Field, 2017). The ninth question about helping colleagues was excluded from the analysis because of the extreme kurtosis and skewness values. The skewness of this question was found to be-1,138, indicating that the distribution was left-skewed. The kurtosis of the ninth question was found to be 3,561, indicating that the distribution was more heavily tailed compared to a normal distribution. All other values were within acceptable ranges. The surveys were all completed, so no missing values need to be deleted.

Factor analysis

To check whether the questions measured the underlying constructs, an exploratory factor analysis was conducted. In IBM SPSS 28 exploratory factor analysis was executed. Based on the theory, the expectation was to confirm the three variables, WFH, PO, and loneliness. The questions about loneliness (nineteen items), PO (ten items), and WFH questions (sixteen items) were conducted separately and together to confirm the outcomes of the exploratory factor analysis. The overall survey was run in a factor analysis to see if there were exceptional relations between questions in different parts of the survey, and there were not. The factor analysis and the tables are further elaborated in the appendix (Appendix 2).

Table 1.

Descriptives and correlation matrix

	Mean	*S.D.*	*Min*	*Max*	*1*	*2*	*3*	*4*	*5*	*6*	*7*	*8*	*9*
Dependent variable													
Loneliness	0.000	2.041	-4.200	3,96	-								
Independent variable													
WFH	1.740	1.075	0.000	4.00	-.0327*	-							
Moderator													
Psychological Ownership	0.000	1.737	-4.38	5,45	0.171	0.262	-						
Organisational attachment	0.000	1	-1.721	2,435	0.521**	-0.088	0.578**	-					
Territoriality	0.000	1	-1.947	2,145	-0.401**	0.310**	0.527**	-0.088	-				
Organisational identity	0.000	1	-2.841	1,659	0.177	0.233	0.631**	0.093	0.004	-			
Control variables													
Age	32.86	10.474	18	66	-0.066	0.243	0.272	0.247	0.006	0.219	-		
Gender	1.70	0.463	1	2	-0.003	-.0199	-0.115	0.019	-0.099	-0.120	-0.282	-	
Tenure	10.06	9.286	1	32	-0.349*	0.308*	-0.010	-0.144	0.106	0.021	0.564**	0.047	-

* = correlation is sig (<.05)

** = correlation is significant (<.01)

The variables were allowed and expected to correlate. Therefore, the rotation method was Varimax. In the case of the rotation of PO, Direct Oblimin was used since the factors were more clearly presented in Direct Oblimin compared to Varimax. To test the suitableness of a factor analysis, the suitability of the data was assessed by using Bartlett's test of sphericity and

the KMO test beforehand. All of Bartlett's tests of sphericity values were significant (<.001). Double loaders and insignificant factor loadings (<0.5) were deleted one-by-one. The range of communalities was from 0,574 to 0,897 (see Table 10). Since the number of respondents was 50, the structure matrix was interpreted in the case of the usage of direct Oblimin.

In the loneliness section, two factors were loaded with multiple questions. The third was composed of the loading, two of which were double loaders. Also, in the complete factor analysis, this factor stood out and is therefore deleted. The two resting factors in the loneliness section are similar in overarching theme (Appendix 2). Therefore, the two factors are combined to measure loneliness together.

In the PO section, three factors were measured. The first factor was labelled as "organisational attachment", the second factor was named "territoriality", and the third was called "organisational identity" (Appendix 2).

Assumptions

A linear regression was run to test whether WFH significantly predicted loneliness. Before running a regression, the assumptions of a regression needed to be assessed. This is essential to verify the representativeness of the sample and its robustness. The five assumptions associated with a linear regression analysis were tested.

Linearity

The linearity of the data means that there is a linear relationship between the dependent and the independent variables. This was tested by analysing a scatterplot of the standardized errors (Field, 2017; Figure 7, Appendix 3). Any form of the pattern must be absent to assume linearity. There are some outliers, although the outliers were not extreme and without any extreme deviations from the horizontal zero line. Therefore, a linear relationship is assumed.

Independence of observations

Independence of observations tests if the residuals in the regression model are independent. To suffice this assumption, the Durbin-Watson test was executed, which should have a value of $-2 > x < 2$ to have no significant autocorrelation (Hair, 2018). The Durbin-Watson value in this study is 1.748 (Table 16, Appendix 3). Therefore, the independence of observations can be assumed.

Homoscedasticity

A dataset is homoscedastic when the residuals are equally distributed. Homoscedasticity is measured by looking at the predicted values and the residuals on a

scatterplot. The scatterplot should not look like a corn, but an equally distributed without an obvious pattern. When looking at the scatterplot in Figure 7 (Appendix 3), this assumption is being met.

Normality

Normality is assessed by looking at the probability plots (P-P plot) (Hair, 2018). The data should be centred around the diagonal line without a pattern of deviations. Since all data is concentrated on the diagonal line without a deviation pattern, normality is assumed (Figure 6, Appendix 3).

No multicollinearity

Multicollinearity indicates a correlation between the independent variables. Since this study is conducted with one independent variable and one moderator, the correlation between WFH and the different components of PO is measured. Multicollinearity is assessed by variance inflation factors (VIF) values. The VIF should be below 10. Since the VIF values range between 1.119 to 2.370, the assumption of no multicollinearity is being met (Table 15, Appendix 3).

Regression analysis

A regression analysis was applied to test the hypothesis. The overall regression was statistically significant ($R^2 = 0.346$, $F(4,45) = 3.961$, $p = 0.002$), indicating that working from home leads to more loneliness. It was found that WFH is significant and negatively predicted loneliness ($\beta = -0.327$, $p = 0.016$). H1 stated that the more an employee works from home the greater the feeling of loneliness. This means that there was a positive relation expected. However, the regression analysis showed a negative relation. Therefore, H1 is not supported. The intercept was also significant ($p = 0.249$). When looking at the moderator, PO is split into three components, organisational attachment, territoriality, and organisational identity. PO was not used as a complete variable because when the separate components provide better goodness of fit ($R^2 = 0.398$, $p = 0.002$) compared to the complete PO ($R^2 = 0.228$, $p = 0.038$). The organisational attachment has a significant small moderating effect ($\beta = 0.380$, $p = 0.009$). Territoriality was found to be negative ($\beta = -0.271$, $p = 0.045$). Organisational identity is not significant, and it cannot be determined that it is a positive moderator in the relationship between WFH and loneliness ($\beta = 0.217$, $p = 0.119$). Therefore, organisational identity is not included in the fitted regression equation. Thus, it was also found that these effects were significantly moderated by an interaction effect with the variable PO. This means that the effect of WFH on the level of loneliness varies depending on the part of PO. H2 stated that

psychological ownership will have a positive influence on the relationship between Working From Home and the feeling of loneliness of an employee. Since only a part of PO has a significant influence, H2 is not supported. The significant interactions were then plotted in a slope analysis conducted by recording the unstandardized coefficients of WFH, organisational attachment, and territoriality (Figure 2). The fitted regression equation of this thesis is: Loneliness = 1.965 - 0.327 * (days WFH) + 0.380 (days WFH * level of organisational attachment) - 0.271 (days WFH * level of territoriality)

Table 2.

Hierarchical regression predicting loneliness [a]

Variable	**(1)**	**(2)**	**(3)**	**(4)**
(Intercept)	-1.045 (1.707)	-0.222 (1.729)	0.140 (1.764)	1.965 (1.681)
Controls				
Age	0.231 (0.035)	0.243 (0.034)	0.173 (0.036)	-0.086 (0.036)
Gender	0.085 (0.646)	0,055 (0.635)	0.062 (0.636)	-0.017 (0.586)
Tenure	0.037 (0.037) **	-0.410 (0.038) *	-0.356 (0.039)	-0.180 (0.037)
Main effects (H1)				
WFH		-0.253 (0,267)	-0.293 (0.277)	-0.252 (0.262)
Interaction Effects (H2)				
PO			0.156 (0.080)	
Organisational attachment				0.380 (0.137) **
Territoriality				-0.271 (0.126) *
Organisational identity				0.217 (0.162)
N	50	50	50	50
R^2	0.153	0.210	0.228	0.398
Adjusted R^2	0.098	0.139	0.141	0.297
F statistic	2.772	2.986	2.604	3.961
P value	0.052	0.029 *	0.038 *	0.002 **

[a] Figures in parentheses are the standard errors of the coefficients

*** p < .001; ** p < .01; * p < .05; p < .1.

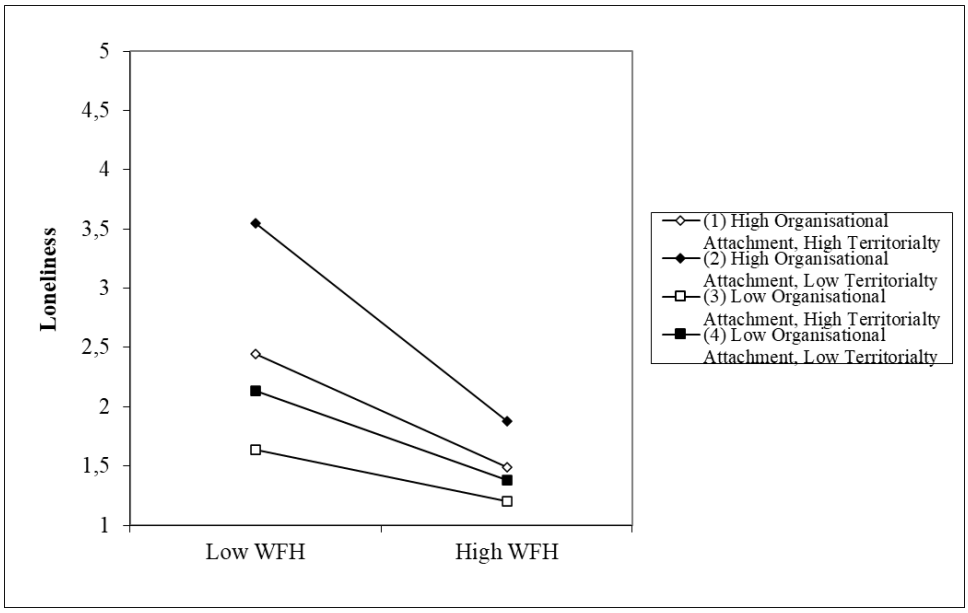

Figure 2. *Interaction plot*

Discussion

While multiple studies investigated the negative effects of WFH, no study has yet examined the relationship between WFH and loneliness (Costa et al., 2022; Daniel et al., 2018; Gillet et al., 2022). This thesis was conducted to examine the relationship of work from home (WFH) and loneliness with psychological ownership (PO) as moderator. As expected, results from this study supported the hypothesis that the level of WFH is significantly associated with loneliness, although the effect is small. The level of WFH was found to negatively impact the level of loneliness in this study. Unexpectedly, this result is not per the findings of Mann & Holdsworth (2003) where negative emotions associated with remote work, including the feeling of loneliness. The reasons for negative emotions are lack of support, emotional or otherwise, social isolation, and the blurring of work-family life. Additionally, this study confirms the moderating positive effect of PO. The moderating effect of PO was split into three components: organisational identification, territoriality, and organisational attachment. Territoriality has a negative significant moderating effect while organisational identification and organisational attachment have a positive moderating effect. As expected, territoriality has a negative effect, while the other two components are positive. This is in line with Brown et al. (2013) and Pierce et al. (2001) with mention PO as an aspect with positive connotations and territoriality as an aspect with negative connotations.

Theoretical implications

By showing that working from home has a positive effect on employee loneliness, this thesis contributes to the literature on the consequences of WFH. The effect can be explained by looking at the literature review of Gajendran and Harrison (2007). While Gajendran and Harrison (2007) did not state links with loneliness or negative emotions, the findings of the literature study accentuated the beneficial effects of WFH. The result of this thesis is that a higher level of working remotely lessens the feeling of loneliness and can be considered an advantageous effect. However, the effect is surprising since more recent studies have accentuated the harmful effects of WFH (Costa et al., 2022; Daniel et al., 2018; Gillet et al., 2022). Consequently, this study contributes to the research field of WFH to add a counterargument to the negative effects of WFH.

Second, since PO is not correctly measured, contributions to the understanding of PO cannot be made. The results of this thesis only cover organisational attachment, organisational identity, and territoriality. PO is a form of workplace attachment (Zhang et al., 2021).

Organisational attachment can be categorised as workplace attachment. Organisational identity is the same as organisational identification. Both are not PO and therefore cannot contribute to the understanding of PO. Conversely, contributions can be made to the research thread of the dark side of PO, territoriality. This thesis makes a valuable contribution to the existing literature by demonstrating that territoriality functions as a moderator in the relationship between WFH and employee loneliness. Territoriality is recognized from the results of factor analysis and has a negative moderating effect. This finding is in line with Brown et al. (2013) which stated that territoriality is ultimately a damaging consequence of PO. Brown et al. (2013) indicated that territoriality is a "double-edged sword". Trust environment lowers territorial behaviour (Brown et al, 2013). However, trust is harder to build when an employee communicates less due to working from home. While on the other hand, territorial employees are perceived by their colleagues as less contributory. If a team holds negatively perceives a colleague, it can significantly impact the relationship, ultimately resulting in feelings of loneliness or social isolation.

Third, this study integrates the need-to-belong theory of Baumeister and Leary (1995). This theory states that a person is constantly driven by the need to maintain a basic level of lasting, positive and significant relationships. Even when an employee is working from home, they will seek opportunities to connect with people, albeit their colleagues or people outside of work. The WFH context is new in the literature of this theory and adds a valuable dimension to the view on WFH. Additionally, PO is not yet linked to the need-to-belong in previous literature. PO focuses on an object, the organisation, while the need-to-belong is centred around the connection between people. However, one could argue that people, such as managers and colleagues, make the organisation as valuable as it is.

Managerial implications

Additional to theoretical implications, this study contributes managerial implications as well. The findings of this study are relevant to top management and HR management in making policies concerning WFH regulations. Especially considering this study highlights the beneficial effect of WFH on loneliness and the danger of territoriality. Management has to recognize the serious problem of loneliness and develop effective strategies and inventions that aim to address the issue at hand. When making policies regarding WFH regulations, management should take into account that WFH does not increase loneliness, this should not be a reason to limit WFH, on the contrary, if should be encouraged to work from home.

However, management can improve by identifying the employees with a high level of loneliness in the organisation and appropriate action is advised. Steps to provide assistance programs such as counselling or create a program to enhance the overall network of social support. This study took place in a medium-sized organisation, in those organisations a budget for those actions is not always possible. Still, the recommendation would be to invest in employees to enhance the social support in the organisation and to increase organisational attachment.

Additional practices are the fostering of a culture of connection. Managers can start providing more informal meetings to build a community in the workplace. Providing those informal meetings can increase the social support network within an organisation and can lower feelings of loneliness (Firoz & Chaudhary, 2021). To address loneliness, the organisation could also take the route of investing in organisational attachment. When improving the organisational attachment employees have to the organisation, the positive influence is increasing another beneficial relation.

Limitations and future research

It is important to acknowledge and address the limitations of this study and identify recommendations for future research to give a comprehensive understanding of the findings of this thesis. First, a critical examination of the questions used in a study on PO is warranted. The questions to measure PO are a selection of the PO scale made by Olckers (2013). Although, the assumption was that even a selection of questions measured PO, it did not. The limitation in terms of length was the reason for excluding the four categories of antecedents discussed by Zhang et al. (2022). This was also the reason for not including all the questions of Olckers' scale (2013). Consequently, only the seemingly straightforward questions related to PO were included in the study. This could contribute to only one out of the three factors can be effectively linked to PO, while the other two measured general workplace attachment and organisational identification. Future research should conduct an extended study to better understand the moderating role of PO and employ the complete measure to assess PO or create another shorter PO scale.

Secondly, when measuring the loneliness construct, the scale used in this study initially produced three factors in the factor analysis. However, one of these factors had to be removed due to issues with double loading and peculiar loadings that lacked a clear overarching theme. As a result, the remaining two factors could be appropriately labelled

under the same category. Nonetheless, it is important to acknowledge that this merging of factors might have been an oversight, as further research is warranted to ensure that no relevant nuances or dimensions of loneliness were overlooked. Future research should consider conducting a more in-depth examination of the construct to determine if any additional factors or distinctions within loneliness should be considered.

Third, the research was conducted in one organisation with a relatively small sample size of 72 employees, of which 50 employees completed the survey. This small sample size raises concerns about the generalisability and robustness of the findings. Such a limited number of participants reduces statistical power and might not adequately represent the perspectives and experiences of employees that would be noticed in a larger sample size. Consequently, proceed with caution when interpreting the findings. Future research should contain a larger sample size.

Additionally, this research was conducted in one organisation. This organisation is medium-sized and the social cohesion could be higher than a multinational enterprise due to the number of employees. To include the variances in organisational culture, WFH regulations, communication systems, and other relevant factors, future research should include multiple organisations of different sizes. This approach would get more generalisable and applicable findings which can be used across multiple organisations where working from home is feasible.

Lastly, the population was not evenly distributed in gender. More women completed the survey than men. However, this could pose a problem since women experience more loneliness (Schmitt & Kurdek, 1985). Another peculiarity in the population is the high tenure. The average tenure is 10 years. This is exceptionally high. Since tenure is associated with a stronger sense of affiliation or stronger attachment to the organisation. This could influence the level of organisational attachment (Meyer et al., 2002), although not in this organisation, but when repeating the study, it is advised to be cautious.

Conclusion

In conclusion, this research investigated the relationship between work from home (WFH) and loneliness, with psychological ownership (PO) as the moderator. The study is based on a survey completed by 50 employees of an organisation in the food industry. With the results of regression analysis, the findings did not support the first hypothesis. The more an employee works from home does not mean the higher the level of loneliness is. WFH lessens the feeling of loneliness, providing a counterargument to the negative consequences of WFH. This finding contradicts previous literature on remote work that highlights the negative emotions associated with WFH, such as loneliness. Additionally, the study could not confirm the moderating effects of psychological ownership (PO). Only two components have a moderating influence on the relationship between WFH and loneliness. Territoriality has a significant negative influence while organisational attachment has a significant positive influence. These findings are partly in line with previous literature since not PO as a whole has a moderating influence, but only two components do. The negative influence of territoriality aligns with research that it is a damaging consequence of PO. This can be attributed to the difficulty of building trust with colleagues and the negative perception of the employee's territorial behaviour by their colleagues. With this research, the understanding of PO and the negative consequence of PO, territoriality is increased, and it contributes to the literature on the beneficial impact of WFH on the level of loneliness. This study offers a counterargument to the damaging effects of WFH. However, further research needs to offer a more comprehensive measure of PO to fully understand its role in the complex dynamics between WFH and its impact on employee well-being better.

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Appendix 1: Survey in Dutch

Beste deelnemer,

Fijn dat u mee wilt doen aan mijn onderzoek.
Ik ben Ronja Immerzeel en ik doe mijn onderzoek als onderdeel van mijn master scriptie voor de Radboud Universiteit Nijmegen. Ik doe onderzoek naar de relatie tussen thuiswerken en eenzaamheid.
Hieronder leg ik dit onderzoek uit. Als u iets niet begrijpt, of vragen heeft, dan kunt u die aan mij stellen. Als u wilt meedoen aan het onderzoek, kan u dit aan het einde van dit formulier aangeven.

De volgende vragen zullen 4 à 6 minuten in beslag nemen.
Alle gegevens worden anoniem verwerkt. Uw collega's weten dus niks van de door u ingevulde informatie.

Het onderzoek probeert de relatie tussen thuiswerken en eenzaamheid beter te begrijpen. Daarom wordt er gefocust op in hoeverre werknemers het bedrijf als iets van "henzelf" beschouwd. Ik vraag u mee te doen aangezien u ervaring heeft als medewerker die de optie heeft om thuis te werken. Deze ervaring helpt mij te leren over dit fenomeen.

Deelnemen aan dit onderzoek is geheel vrijwillig. Niet deelnemen heeft geen invloed op uw werk of werk gerelateerde beoordelingen of rapporten. U kunt op ieder moment en zonder uitleg stoppen.
Ik verwacht geen risico’s of ongemakken tijdens deelname aan dit onderzoek.

Bij vragen kunt u altijd mij of mijn begeleider van de universiteit contacteren.

Naam: Ronja Immerzeel
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Begeleider Radboud Universiteit: Stefan Breet (stefan.breet@ru.nl)

Geeft u toestemming tot het verwerken van uw gegevens voor mijn onderzoek?

1. Wat is uw leeftijd?
2. Wat is uw gender?
3. Hoeveel jaar werkt u bij Pomegranate?

Nu volgen vragen over uw (thuis)werkervaring.
De opgegeven antwoorden worden niet gedeeld met collega's of managers van Pomegranate. Alleen de uiteindelijke resultaten van het onderzoek worden gedeeld. Uw antwoorden blijven dus anoniem en niet te herleiden naar u.

4. Hoeveel dagen werkt u gemiddeld thuis?
5. Ik ben tevreden met mijn werk-privébalans als ik thuiswerk
6. Pomegranate biedt mij goede thuiswerkfaciliteiten om effectief te kunnen werken
7. Ik ben sneller geneigd om buiten normale werktijden te werken als ik thuis werk
8. Werken na mijn normale werktijden beperkt mijn sociale interactie met vrienden/familie*
9. Mijn baan vereist dat ik werkgerelateerde sociale interactie heb met mensen buiten Pomegranate
10. Ik communiceer tijdens werk regelmatig met mensen die niet voor Pomegranate werken
11. Ik heb mogelijkheden om onafhankelijk te werken en vrijheid in hoe ik mijn werkzaamheden verricht
12. Ik heb de kans om mijn persoonlijke oordeel en initiatief te gebruiken in mijn werk
13. Ik help mijn collega’s als zij achterlopen met hun werk
14. Ik besteed vrijwillig tijd om collega’s te helpen met werkgerelateerde problemen
15. Ik voel me gesteund door mijn manager of collega's wanneer ik het moeilijk heb
16. Mijn leidinggevenden en mijn collega's geven mij constructieve suggesties over hoe ik mijn werk effectiever kan uitvoeren
17. Ik ben aanwezig bij teamvergaderingen en ik participeer actief mee
18. Ik voel me gesteund door mijn manager
19. Ik ben tevreden met mijn baan
20. Ik heb de digitale vaardigheden om thuis te werken

Nu volgen vragen over uw band met Pomegranate

21. Ik heb een sterke band met Pomegranate

22. Ik voel me veilig binnen Pomegranate
23. Ik ben trots om te kunnen zeggen “Pomegranate is mijn organisatie” tegen mensen die ik ontmoet
24. Ik heb het gevoel dat ik bij Pomegranate hoor
25. Ik heb het gevoel dat Pomegranate ‘mijn’ organisatie is
26. De meeste mensen die voor Pomegranate werken voelen zich eigenaar van de organisatie
27. Ik heb de behoefte om mijn organisatie te verdedigen tegenover buitenstaanders wanneer Pomegranate bekritiseerd wordt
28. Ik heb de behoefte om mijn werk te beschermen voor anderen binnen Pomegranate
29. Ik heb de behoefte om mijn werkomgeving te verdedigen tegen anderen binnen Pomegranate
30. Het is moeilijk om Pomegranate als ‘mijn’ organisatie te zien*

Nu volgen vragen over eenzaamheid binnen de organisatie. Net als bij de andere vragen, de antwoorden worden niet gedeeld met leidinggevenden of collega's. Alleen anonieme resultaten worden verwerkt in een rapport

31. Mijn sociale leven gaat slechter wanneer ik thuis werk*
32. Ik weet hoe ik sociale interacties kan hebben met behulp van technologie
33. Ik voel me vaak in de steek gelaten door mijn collega’s wanneer ik het druk heb op werk*
34. Ik ben tevreden met de relaties die ik op het werk heb
35. Er heerst een gevoel van kameraadschap bij Pomegranate
36. Ik voel me vaak afgesloten van anderen op werk*
37. Er is iemand op werk met wie ik kan praten over mijn dagelijkse werkproblemen als ik dat nodig heb
38. Ik heb iemand met wie ik tijd kan doorbrengen tijdens mijn pauze als ik dat wil
39. Ik voel me betrokken bij sociale aspecten van het werk
40. Ik heb de mogelijkheid om hechte vriendschappen te ontwikkelen op werk
41. Mijn leidinggevende is bezorgd over het welzijn van de mensen die voor hen werken
42. Mensen waarmee ik wel hebben persoonlijke interesse in mij
43. Ik voel me alleen op mijn werk*
44. Ik voel me buitengesloten van activiteiten en vergaderingen die mijn carrière zouden kunnen bevorderen*

45. Ik mis kansen om begeleid te worden*
46. Ik mis persoonlijk contact met collega’s*
47. Ik voel me geïsoleerd*
48. Ik mis emotionele steun van collega’s*
49. Ik mis informele interactie met collega’s*

Dit is het einde van de vragenlijst.

Als er nog vragen of opmerkingen zijn kunt u die hier achterlaten.

Bedankt voor het meedoen!

Appendix 2: Results from Exploratory Factor Analysis

Table 3.

*Communalities for Exploratory Factor Analysis of a WFH Questionnaire section 1, WFH (*N *= 50).*

Item No.	***Items***	***Communalities***
1	I am happy with my work-life balance when working remotely	0.413
2	Pomegranate provides me with good e-working facilities to allow me to work effectively	0.455
3	I am highly motivated to work past normal work hours when working remotely	0.525
4	Working past my normal work hours limits my social interaction with friends/family	0.409
5	My job requires spending a great deal of time with people outside Pomegranate	0.433
6	On the job, I frequently communicate with people who do not work for the same organization as I do	0.466
7	I have considerable opportunity for independence and freedom in how I do my work	0.547
8	The job gives me a chance to use my personal initiative or judgment in carrying out the work	0.522
10	Willingly give of their time to help crew members who have work-related problems	0.314
11	I feel encouraged by my manager or co-workers when I am down	0.649
12	The organisation and my co-workers provide me with constructive suggestions about how I can improve its effectiveness	0.325
13	I attend and actively participate in team meetings	
14	I feel supported by my manager	0.642
15	I am satisfied with my job	0.556
16	I have the digital skill set to work from home	0.437

Table 4.

*Factor Loadings for Exploratory Factor Analysis of a WFH Questionnaire section 1, WFH (*N *= 50)*

Item No.	***Items***	***Factor***				
		1	2	3	4	5
1	I am happy with my work-life balance when working remotely	0.486				
2	Pomegranate provides me with good e-working facilities to allow me to work effectively					0.316
3	I am highly motivated to work past normal work hours when working remotely				0.946	
4	Working past my normal work hours limits my social interaction with friends/family				0.371	
5	The job requires spending a great deal of time with people outside Pomegranate			0.777		
6	On the job. I frequently communicate with people who do not work for the same organization as I do			0.711		
7	I have considerable opportunity for independence and freedom in how I do my work		0.925			
8	The job gives me a chance to use my personal initiative or judgment in carrying out the work		0.613			
10	Willingly give of their time to help crew members who have work-related problems					0.525

11	I feel encouraged by my manager or co-workers when I am down	0.823	
12	The organisation and my co-workers provide me with constructive suggestions about how I can improve its effectiveness	0.481	
13	I attend and actively participate in team meetings		
14	I feel supported by my manager	0.81	
15	I am satisfied with my job	0.499	0.662
16	I have the digital skill set to work from home	0.381	0.356

Note. Extraction method: Principal Axis Factoring. Rotation Method: Varimax.

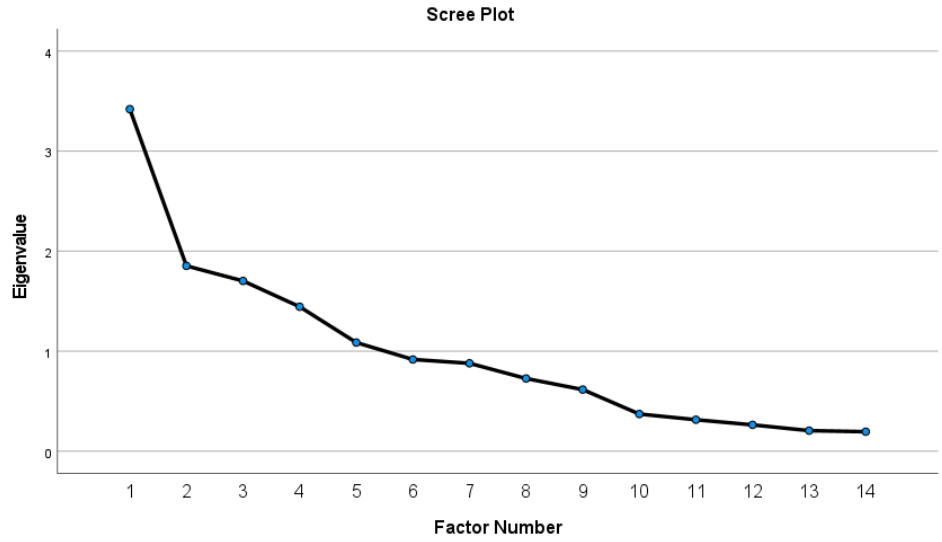

Figure 3. Scree Plot for Exploratory Factor Analysis of a WFH Questionnaire section 1. WFH (*N* = 50)

Table 5.

*Factor Correlations for Exploratory Factor Analysis of a WFH Questionnaire section 1, WFH (*N = *50)*

Component	**1**	**2**	**3**	**4**	**5**
1	0.788	0.358	0.164	0.159	0.447
2	-0.513	0.717	-0.143	0.372	0.251
3	-0.139	-0.202	0.789	0.557	-0.082
4	-0.106	0.434	0.562	-0.685	-0.123
5	-0.292	-0.358	0.114	-0.24	0.846

Table 6.

*Communalities for Exploratory Factor Analysis of a WFH Questionnaire section 2. PO (*N = *50).*

Item No.	***Items***	***Communalities***
1	I have a strong bond with Pomegranate	0.444
2	I feel secure in Pomegranate	0.436
3	I am proud to say that 'this is my organisation' to people that I meet	0.512
4	I feel that I belong in Pomegranate	0.485
5	I feel as if Pomegranate is 'my' organisation	
6	Most of the people that work for Pomegranate feel as though they own the company	0.31
7	I feel the need to defend my organisation to outsiders when it is criticised	0.423
8	I feel the need to protect my intellectual property from being used by others in Pomegranate	0.504
9	I feel I need to defend my work environment from others in Pomegranate	0.447
10	It is hard for me to think about Pomegranate as MINE	0.529

Note. Extraction method: Principal Axis Factoring. Rotation Method: Direct Oblimin.

Table 7.

*Structure Factor Loadings for Exploratory Factor Analysis of a WFH Questionnaire section 2. PO (*N = *50)*

Item No.	**Items**	**Factor**		
		1	2	3
1	I have a strong bond with Pomegranate			0.659
2	I feel secure in Pomegranate	0.655		
3	I am proud to say that 'this is my organisation' to people that I meet			0.759
4	I feel that I belong in Pomegranate	0.606		0.453
5	I feel as if Pomegranate is 'my' organisation			
6	Most of the people that work for Pomegranate feel as though they own the company		0.402	0.327
7	I feel the need to defend my organisation to outsiders when it is criticised	0.763		
8	I feel the need to protect my intellectual property from being used by others in Pomegranate		0.748	
9	I feel I need to defend my work environment from others in Pomegranate		0.793	
10	It is hard for me to think about Pomegranate as MINE	0.54	-0.496	

Note. Extraction method: Principal Axis Factoring. Rotation Method: Direct Oblimin.

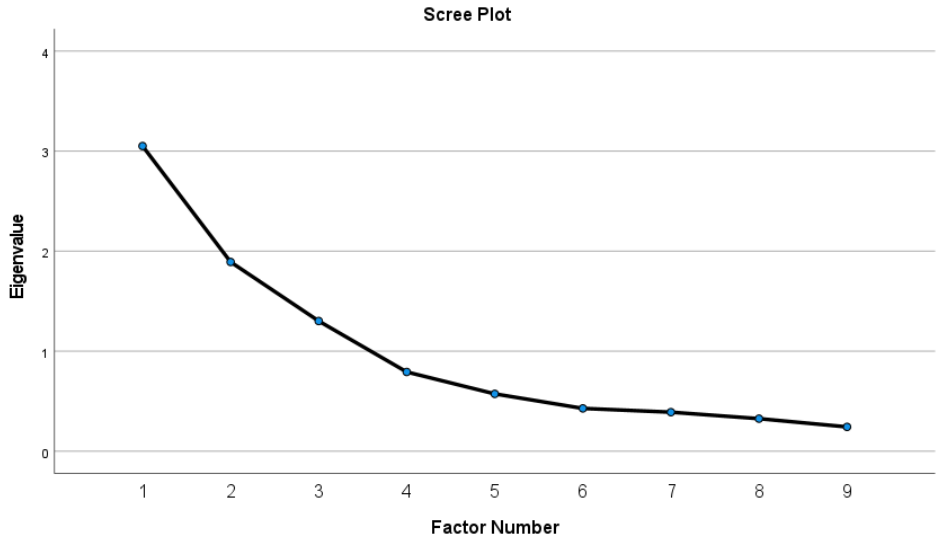

Figure 4. Scree Plot for Exploratory Factor Analysis of a WFH Questionnaire section 2, PO (*N* = 50)

Table 8.

*Factor Correlations for Exploratory Factor Analysis of a WFH Questionnaire section 2, PO (*N = *50)*

Component	**1**	**2**	**3**
1	0.738	-0.53	0.418
2	0.137	0.724	0.676
3	0.661	0.442	-0.607

Table 9.

*Communalities for Exploratory Factor Analysis of a WFH Questionnaire section 3, Loneliness (*N *= 50).*

Item No.	***Items***	**Communalities**	**Extraction**
1	My social life is poor when working remotely	0,296	0,260
2	I know how to socialise using technology	0,746	0,663
3	I often feel abandoned by my co-workers when I am under pressure at work	0,798	0,717
4	I feel satisfied with the relationships I have at work	0,822	0,785
5	There is a sense of camaraderie at Pomegranate	0,661	0,853
6	I often feel disconnected from others at work	0,705	0,528
7	There is someone at work I can talk to about my day-to-day work problems if I need to	0,697	0,612
8	I have someone at work I can spend time with on my breaks if I want to	0,582	0,751
9	I feel included in the social aspects of work		
10	I have the opportunity to develop close friendships in my job	0,635	0,485
11	My supervisor is concerned about the welfare of the people that work for them	0,349	0,200
12	People I work with take a personal interest in me	0,596	0,430
13	I feel lonely at my workplace	0,843	0,849
14	I feel left out of activities and meetings that could enhance my career	0,728	0,612
15	I miss out on opportunities to be mentored	0,469	0,439
16	I miss face-to-face contact with co-workers	0,660	0,721
17	I feel isolated	0,786	0,727
18	I miss the emotional support of co-workers	0,751	0,671
19	I miss informal interaction with others	0,745	0,712

Table 10.

*Factor Loadings for Exploratory Factor Analysis of a WFH Questionnaire section 2, PO (*N *= 50)*

Item No.	***Items***	***Factor***			
		1	*2*	*3*	*4*
1	My social life is poor when working remotely				0,385
2	I know how to socialise using technology		0,798		
3	I often feel abandoned by my co-workers when I am under pressure at work		0,778		
4	I feel satisfied with the relationships I have at work		0,891		
5	There is a sense of camaraderie at Pomegranate			0,946	
6	I often feel disconnected from others at work		0,677		
7	There is someone at work I can talk to about my day-to-day work problems if I need to		0,778		
8	I have someone at work I can spend time with on my breaks if I want to	0,761			-0,474
9	I feel included in the social aspects of work				
10	I have the opportunity to develop close friendships in my job			0,629	
11	My supervisor is concerned about the welfare of the people that work for them			0,386	
12	People I work with take a personal interest in me	0,563			
13	I feel lonely at my workplace		0,900		
14	I feel left out of activities and meetings that could enhance my career	0,586			
15	I miss out on opportunities to be mentored				0,466
16	I miss face-to-face contact with co-workers	0,866			
17	I feel isolated	0,571		0,315	
18	I miss the emotional support of co-workers	0,510		0,313	
19	I miss informal interaction with others	0,621			

Note. Extraction method: Principal Axis Analysis. Rotation Method: Varimax.

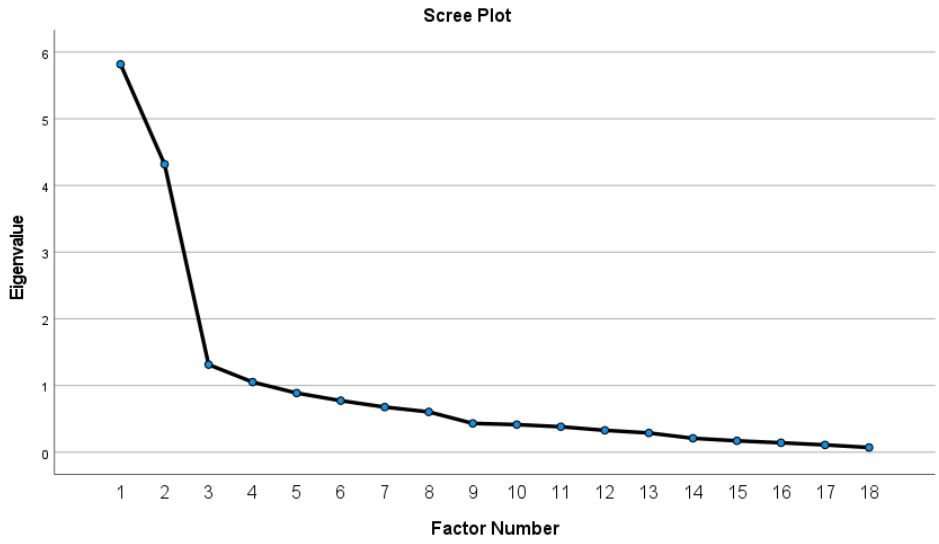

Figure 5. Scree Plot for Exploratory Factor Analysis of a WFH Questionnaire section 3, Loneliness (*N* = 50)

Table 11.

*Factor Correlations for Exploratory Factor Analysis of a WFH Questionnaire section 3, Loneliness (*N = *50)*

Component	**1**	**2**	**3**	**4**
1	1	0,126	0.497	0.253
2	0.126	1	-0.095	0.128
3	0.497	-0.095	1	0.064
4	0.253	0.128	0.064	1

Table 12.

*Communalities for Exploratory Factor Analysis of a WFH Questionnaire (*N = *50).*

Item No.	***Items***	***Communalities***
1	I am happy with my work-life balance when working remotely	0.833
2	Pomegranate provides me with good e-working facilities to allow me to work effectively	0.799
3	I am highly motivated to work past normal work hours when working remotely	0.788

4	Working past my normal work hours limits my social interaction with friends/family	0.754
5	The job requires spending a great deal of time with people outside Pomegranate	0.817
6	On the job. I frequently communicate with people who do not work for the same organization as I do	0.844
7	I have considerable opportunity for independence and freedom in how I do my work	0.82
8	The job gives me a chance to use my personal initiative or judgment in carrying out the work	0.763
9	Willingly give of their time to help crew members who have work-related problems	0.764
10	I feel encouraged by my manager or co-workers when I am down	0.866
11	The organisation and my co-workers provide me with constructive suggestions about how I can improve its effectiveness	0.656
12	I attend and actively participate in team meetings	0.725
13	I feel supported by my manager	0.859
14	I am satisfied with my job	0.723
15	I have the digital skill set to work from home	0.784
16	I have a strong bond with Pomegranate	0.709
17	I feel secure in Pomegranate	0.768
18	I am proud to say that 'this is my organisation' to people that I meet	0.797
19	I feel that I belong in Pomegranate	0.816
20	I feel as if Pomegranate is 'my' organisation	0.897
21	Most of the people that work for Pomegranate feel as though they own the company	0.776
22	I feel the need to defend my organisation to outsiders when it is criticised	0.796
23	I feel the need to protect my intellectual property from being used by others in Pomegranate	0.765

24	I feel I need to defend my work environment from others in Pomegranate	0.822
25	It is hard for me to think about Pomegranate as MINE	0.815
26	My social life is poor when working remotely	0.798
27	I know how to socialise using technology	0.82
28	I often feel abandoned by my co-workers when I am under pressure at work	0.845
29	I feel satisfied with the relationships I have at work	0.865
30	There is a sense of camaraderie at Pomegranate	0.814
31	I often feel disconnected from others at work	0.807
32	There is someone at work I can talk to about my day-to-day work problems if I need to	0.796
33	I have someone at work I can spend time with on my breaks if I want to	0.708
34	I feel included in the social aspects of work	0.797
35	I have the opportunity to develop close friendships in my job	0.75
36	My supervisor is concerned about the welfare of the people that work for them	0.574
37	People I work with take a personal interest in me	0.83
38	I feel lonely at my workplace	0.892
39	I feel left out of activities and meetings that could enhance my career	0.829
40	I miss out on opportunities to be mentored	0.772
41	I miss face-to-face contact with co-workers	0.775
42	I feel isolated	0.774
43	I miss the emotional support of co-workers	0.78
44	I miss informal interaction with others	0.774

Table 13.

*Structure Factor Loadings for Exploratory Factor Analysis of a WFH Questionnaire (*N = *50)*

Item No.	***Item***	***Factor***					
		1	2	3	4	5	6
1	I am happy with my work-	0,267	-0,021	0,164	-0,052	0,071	-0,19

	life balance when working remotely						
2	Pomegranate provides me with good e-working facilities to allow me to work effectively	0,131	-0,04	0,815	-0,131	0,22	-0,16
3	I am highly motivated to work past normal work hours when working remotely	-0,062	0,244	-0,481	0,225	0,172	0,04
4	Working past my normal work hours limits my social interaction with friends/family	0,059	0,092	0,058	-0,033	0,163	-0,046
5	The job requires spending a great deal of time with people outside Pomegranate	0,043	0,115	-0,205	0,846	-0,014	0,023
6	On the job, I frequently communicate with people who do not work for the same organization as I do	0,163	-0,048	-0,098	0,742	0,138	-0,314
7	I have considerable opportunity for independence and freedom in how I do my work	0,142	0,088	0,213	-0,013	0,849	-0,141
8	The job gives me a chance to use my personal initiative or judgment in carrying out the work	-0,042	-0,006	0,009	0,096	0,771	0,175
9	Willingly give of their time to help crew members who have work-related problems	0,164	0,03	0,103	0,037	0,149	0,013
10	I feel encouraged by my manager or co-workers when	0,234	0,103	-0,042	0,022	0,131	-0,063

	I am down						
11	The organisation and my co-workers provide me with constructive suggestions about how I can improve its effectiveness	0,471	0,007	-0,181	-0,05	-0,315	-0,246
12	I attend and actively participate in team meetings	-0,192	0,443	-0,239	0,321	0,102	0,074
13	I feel supported by my manager	0,204	-0,055	0,082	0,122	0,059	-0,197
14	I am satisfied with my job	0,469	-0,085	0,176	-0,01	0,313	-0,243
15	I have the digital skill set to work from home	0,152	0,182	0,085	-0,087	0,06	-0,112
16	I have a strong bond with Pomegranate	-0,106	0,381	0,241	-0,04	0,282	-0,116
17	I feel secure in Pomegranate	0,45	-0.004	0,367	-0,098	-0,045	-0,179
18	I am proud to say that 'this is my organisation' to people that I meet	0,093	0,029	0,22	-0,124	0,221	-0,31
19	I feel that I belong in Pomegranate	0,137	-0,445	0,504	0,063	-0,097	-0,234
20	I feel as if Pomegranate is 'my' organisation	0,146	-0,166	0,881	-0,234	0,093	-0,017
21	Most of the people that work for Pomegranate feel as though they own the company	-0,177	0,187	0,326	-0,257	-0,292	0,393
22	I feel the need to defend my organisation to outsiders when it is criticised	0,277	-0,344	0,164	0,102	-0,221	-0,039
23	I feel the need to protect my intellectual property from being used by others in	-0,299	0,382	-0,253	0,01	0,031	0,722

	Pomegranate						
24	I feel I need to defend my work environment from others in Pomegranate	-0,129	0,175	0,088	-0,171	0,061	0,849
25	It is hard for me to think about Pomegranate as MINE	0,363	-0,43	0,392	-0,117	-0,206	-0,597
26	My social life is poor when working remotely	-0,019	-0,333	0,429	0,093	0,101	-0,036
27	I know how to socialise using technology	0,092	-0,819	0,136	0,175	-0,148	-0,012
28	I often feel abandoned by my co-workers when I am under pressure at work	0,383	-0,77	0,258	-0,177	0,061	-0,418
29	I feel satisfied with the relationships I have at work	0,16	-0,865	0,336	-0,081	-0,021	-0,177
30	There is a sense of camaraderie at Pomegranate	0,547	0,072	0,187	-0,348	0,19	-0,267
31	I often feel disconnected from others at work	0,001	-0,742	0,013	-0,058	0,017	-0,249
32	There is someone at work I can talk to about my day-to-day work problems if I need to	-0,008	-0,828	0,213	-0,065	-0,085	-0,178
33	I have someone at work I can spend time with on my breaks if I want to	0,759	0,037	-0,028	0,01	-0,081	-0,211
34	I feel included in the social aspects of work	0,813	-0,278	0,278	-0,209	0,099	-0,193
35	I have the opportunity to develop close friendships in my job	0,541	0,017	0,275	-0,033	0,241	-0,259
36	My supervisor is concerned about the welfare of the	0,388	0,118	0,037	-0,543	-0,141	-0,015

	people that work for them						
37	People I work with take a personal interest in me	0,569	-0,203	0,345	-0,081	0,269	-0,185
38	I feel lonely at my workplace	0,137	-0,896	-0,006	0,109	-0,053	-0,177
39	I feel left out of activities and meetings that could enhance my career	0,757	0,043	0,132	0,028	0,125	-0,514
40	I miss out on opportunities to be mentored	0,157	0,237	0,128	-0,16	0,363	-0,539
41	I miss face-to-face contact with co-workers	0,521	-0,064	0,237	0,208	0,354	-0,338
42	I feel isolated	0,714	-0,285	0,137	0,061	0,189	-0,428
43	I miss the emotional support of co-workers	0,575	-0,053	-0,017	0,213	0,27	-0,49
44	I miss informal interaction with others	0,657	-0,025	0,062	0,141	0,202	-0,503

Item No.	*Item*	Factor					
		7	8	9	10	11	12
1	I am happy with my work-life balance when working remotely	-0,364	0,095	0,243	0,838	0,048	-0,09
2	Pomegranate provides me with good e-working facilities to allow me to work effectively	-0,118	-0,076	0,271	0,078	-0,193	-0,103
3	I am highly motivated to work past normal work hours when working remotely	0,242	0,369	0,395	0,241	0,241	-0,015
4	Working past my normal work hours limits my social interaction with friends/family	-0,215	0,835	0,166	0,108	-0,075	-0,074

5	The job requires spending a great deal of time with people outside Pomegranate	-0,069	0,029	0,077	0,104	-0,089	-0,222
6	On the job, I frequently communicate with people who do not work for the same organization as I do	-0,294	-0,105	-0,269	0,246	0,141	0,015
7	I have considerable opportunity for independence and freedom in how I do my work	-0,108	0,215	0,036	0,058	0,024	-0,058
8	The job gives me a chance to use my personal initiative or judgment in carrying out the work	-0,137	0,059	0,207	0,08	0,158	-0,286
9	Willingly give of their time to help crew members who have work-related problems	-0,119	0,124	0,129	0,116	0,004	-0,863
10	I feel encouraged by my manager or co-workers when I am down	-0,888	0,15	0,096	0,384	0,048	-0,149
11	The organisation and my co-workers provide me with constructive suggestions about how I can improve its effectiveness	-0,434	0,347	0,022	0,15	-0,259	-0,126
12	I attend and actively participate in team meetings	-0,089	0,017	-0,166	0,542	-0,175	-0,072
13	I feel supported by my manager	-0,899	0,119	0,232	0,257	-0,098	-0,121
14	I am satisfied with my job	-0,52	0,228	0,441	0,346	-0,13	-0,519
15	I have the digital skill set to work from home	-0,298	0,223	0,839	0,201	-0,016	-0,171

16	I have a strong bond with Pomegranate	-0,196	0,269	0,656	0,194	-0,054	-0,252
17	I feel secure in Pomegranate	-0,3	0,14	0,268	0,161	-0,616	-0,324
18	I am proud to say that 'this is my organisation' to people that I meet	-0,1	0,696	0,329	0,118	0,056	-0,515
19	I feel that I belong in Pomegranate	-0,333	0,451	0,218	0,295	-0,21	-0,433
20	I feel as if Pomegranate is 'my' organisation	-0,043	0,305	0,025	0,006	0,122	-0,21
21	Most of the people that work for Pomegranate feel as though they own the company	0,106	0,458	0,189	-0,174	0,195	-0,298
22	I feel the need to defend my organisation to outsiders when it is criticised	-0,068	0,26	-0,27	0,201	-0,478	-0,523
23	I feel the need to protect my intellectual property from being used by others in Pomegranate	0,12	-0,063	0,228	0,005	0,197	-0,142
24	I feel I need to defend my work environment from others in Pomegranate	0,101	-0,086	-0,085	-0,194	-0,034	-0,019
25	It is hard for me to think about Pomegranate as MINE	-0,055	0,118	0,297	0,233	-0,212	-0,263
26	My social life is poor when working remotely	-0,09	0,285	0,482	0,028	-0,302	-0,569
27	I know how to socialise using technology	0,017	-0,215	-0,214	-0,241	-0,172	0,16
28	I often feel abandoned by my co-workers when I am under pressure at work	-0,109	-0,061	-0,147	0,004	-0,34	-0,134

29	I feel satisfied with the relationships I have at work	-0,016	-0,18	-0,107	0,076	-0,068	-0,141
30	There is a sense of camaraderie at Pomegranate	-0,389	0,246	0,074	0,286	0,416	-0,433
31	I often feel disconnected from others at work	-0,118	0,246	-0,242	0,099	-0,369	-0,079
32	There is someone at work I can talk to about my day-to-day work problems if I need to	0,169	0,039	-0,063	-0,271	-0,082	0,117
33	I have someone at work I can spend time with on my breaks if I want to	-0,421	0,16	0,187	0,246	0,055	-0,113
34	I feel included in the social aspects of work	-0,116	-0,048	-0,118	0,067	-0,062	-0,189
35	I have the opportunity to develop close friendships in my job	-0,328	0,049	-0,013	0,342	0,473	-0,318
36	My supervisor is concerned about the welfare of the people that work for them	-0,233	0,124	0,026	0,181	0,152	-0,294
37	People I work with take a personal interest in me	-0,672	0,202	0,061	-0,133	-0,175	-0,172
38	I feel lonely at my workplace	-0,153	-0,014	-0,162	0,09	-0,288	-0,07
39	I feel left out of activities and meetings that could enhance my career	-0,35	-0,038	0,003	0,224	-0,191	-0,415
40	I miss out on opportunities to be mentored	-0,304	-0,067	0,406	0,019	0,007	-0,409
41	I miss face-to-face contact with co-workers	-0,547	0,269	0,328	0,129	-0,326	-0,175
42	I feel isolated	-0,542	0,031	0,030	0,380	-0,110	-0,286
43	I miss the emotional support	-0,588	0,004	0,178	0,321	0,05	-0,404

	of co-workers						
44	I miss informal interaction with others	-0,437	0,103	0,258	0,181	-0,032	-0,502

Note. Extraction method: Principal Component Analysis. Rotation Method: Direct Oblimin.

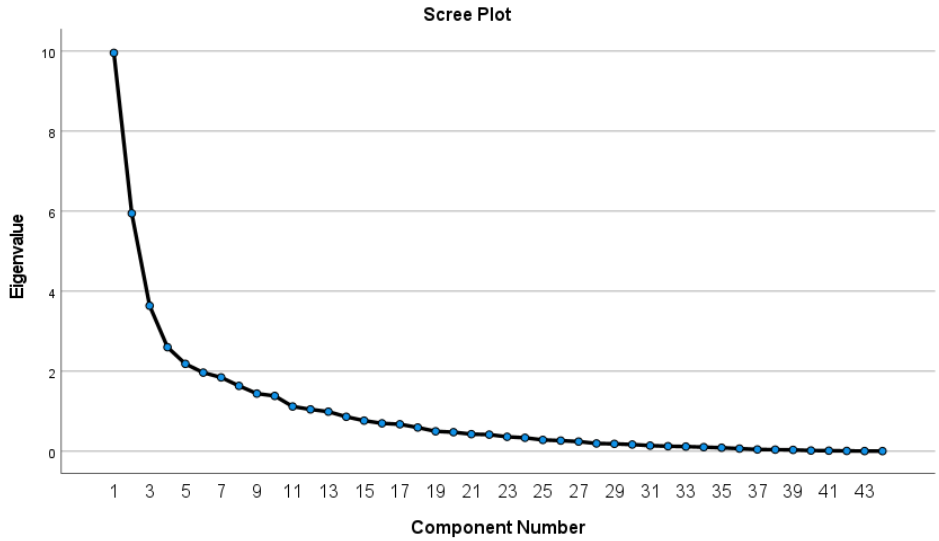

Figure 6. Scree Plot for Exploratory Factor Analysis of a WFH Questionnaire section 3, Loneliness (N = 50)

Table 14.

Component	**1**	**2**	**3**	**4**	**5**	**6**
1	1	-0,106	0,108	-0,066	0,040	-0,274
2	-0,106	1	-0,178	-0,003	0,071	0,148
3	0,108	-0,178	1	-0,169	0,074	-0,078
4	-0,066	-0,003	-0,169	1	0,063	-0,033
5	0,040	0,071	0,074	0,063	1	-0,082
6	-0,274	0,148	-0,078	-0,033	-0,082	1
7	-0,334	0,001	-0,070	-0,038	-0,118	0,186
8	0,045	0,009	0,068	-0,043	0,008	-0,027
9	0,011	0,125	0,101	-0,028	0,109	-0,070
10	0,143	0,052	-0,030	0,089	0,048	-0,136
11	-0,027	0,181	-0,069	-0,072	0,065	0,074
12	-0,204	0,017	-0,162	0,016	-0,094	0,077

	7	8	9	10	11	12
1	-0,334	0,045	0,011	0,143	-0,027	-0,204
2	0,001	0,009	0,125	0,052	0,181	0,017
3	-0,070	0,068	0,101	-0,030	-0,069	-0,162
4	-0,038	-0,043	-0,028	0,089	-0,072	0,016
5	-0,118	0,008	0,109	0,048	0,065	-0,094
6	0,186	-0,027	-0,07	-0,136	0,074	0,077
7	1	-0,107	-0,113	-0,223	0,073	0,165
8	-0,107	1	0,159	0,099	-0,035	-0,178
9	-0,113	0,159	1	0,065	0,001	-0,171
10	-0,223	0,099	0,065	1	0,004	-0,163
11	0,073	-0,035	0,001	0,004	1	0,044
12	0,165	-0,178	-0,171	-0,163	0,044	1

*Factor Correlations for Exploratory Factor Analysis of a WFH Questionnaire (*N = *50)*

Appendix 3: Assumptions of a linear regression analysis

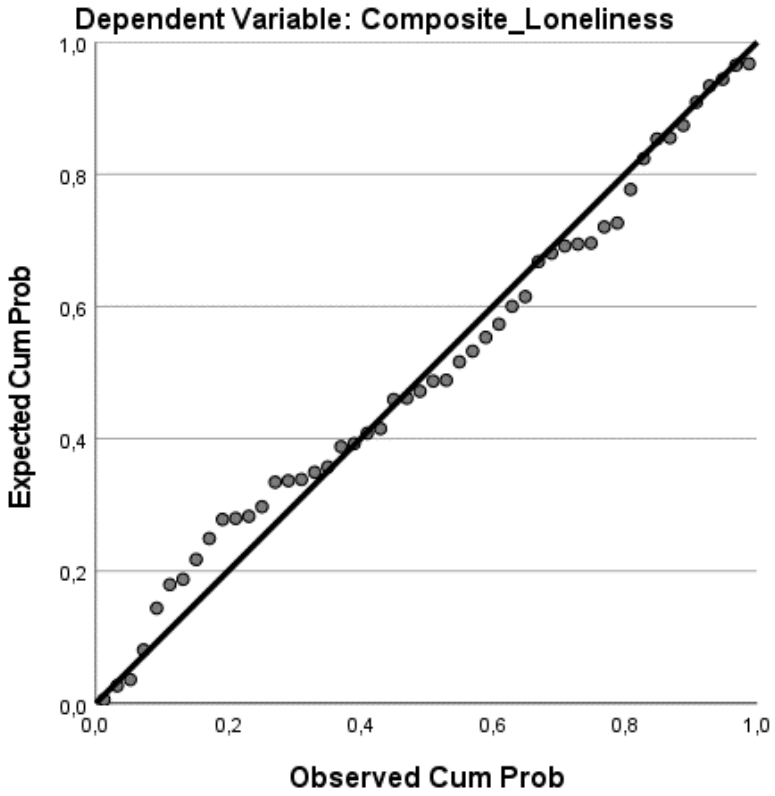

Figure 7. Normal P-P plot of regression standardized residuals

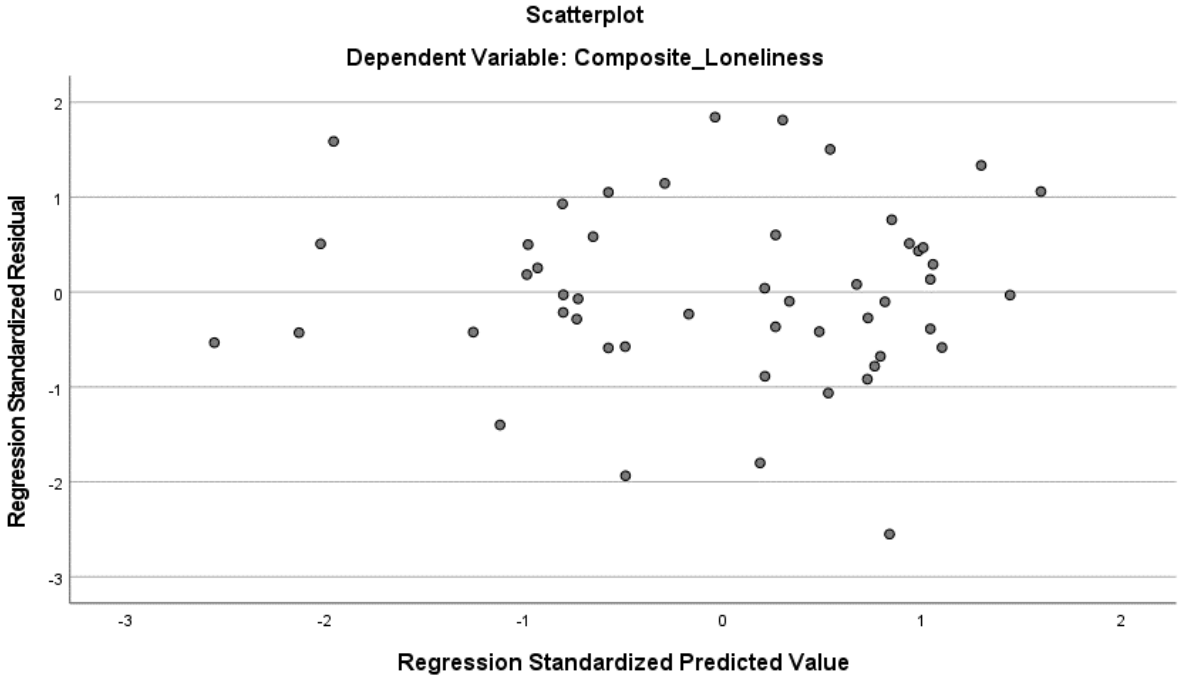

Figure 8. Scatterplot of regression residuals

Table 15.

	Standardized Coefficients Beta	Coefficients Std. Error	t	Sig.	Collinearity Tolerance	Statistics VIF
(Intercept)		1.681	1.169	0.249		
Age	-0.086	0.036	-0.465	0.644	0.422	2.370
Gender	-0.017	0.586	-0.126	0.900	0.813	1.230
Tenure	-0.180	0.037	-1.063	0.294	0.498	2.009
WFH	-0.252	0.262	-1.826	0.075	0.756	1.323
Organisational attachment	0.380	0.137	2.741	0.009	0.746	1.341
Territoriality	-0.271	0.126	-2.143	0.038	0.894	1.119
Organisational identity	0.217	0.162	1.590	0.119	0.771	1.297

Coefficients regression analysis

Table 18.

R^2	Adjusted R^2	Std. Error of the Estimate	Durbin-Watson
0.398	0.297	1.711	1.748

Model summary

Table 19.

	Sum of Squares	Df	F	Sig.
Regression	81.166	7	3.961	0.002
Residual	122.963	42		
Total	204.130	49		

ANOVA. Dependent variable: Loneliness