

"A man is
great by
deeds, not by
birth"
-Chanakya

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**Workplace loneliness and job outcomes:
The role of value congruence**

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Workplace loneliness and job outcomes: The role of value congruence

Abstract:

Recognizing the growing prevalence of workplace loneliness and its detrimental effects, this research addresses a critical gap in the existing literature on psychological needs at work. While loneliness has been extensively studied, its workplace implications remain relatively underexplored. This study posits that workplace loneliness, driven by a lack of meaningful connections, negatively affects employees' job involvement and task performance. Furthermore, the study examines the moderating role of person-supervisor value congruence (PSVC) on these relationships. Drawing on the need to belong theory, the study argues that incongruence in values with supervisors can exacerbate the adverse effects of workplace loneliness. Data was collected from mid-level IT professionals in two phases. Data was analyzed using PROCESS MACRO, and the results supported the hypothesized model. The study offers strong implications for theory and practice.



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