



Identifying the Effect of Leader-Member Exchange on Workplace Loneliness: The Role Perceived Insider Status

Gülşah GENÇER ÇELİK¹, Erkan TAŞKIRAN², Gökhan AYDINGÜN³ & Gökten ÖNGEL⁴

Keywords

Leader-member exchange, Workplace loneliness, Perceived insider status.

Abstract

The present study focuses to find out the role of perceived insider status on the effect of leader-member exchange on workplace loneliness. The research data were gathered from 200 service and restaurant employees working on a private ship operating in cruise tourism. The full census sampling method was preferred since all service employees, which constitute the research population, could be reached. The data obtained were analyzed using SPSS, AMOS and SPSS PROCESS Macro statistical programs. As a result of the research, it was found that the leader-member exchange positively affects workplace loneliness and negatively affects perceived insider status. The other finding is as the insider status perceived by the employees towards feeling themselves from within the organization increases, their workplace loneliness decreases. Another important result of the research findings is that perceived insider status plays a mediating role in the effect of leader-member exchange on workplace loneliness. The last part of the study discusses the theoretical and practical results and presents suggestions for future research.

Article History

Received
20 August, 2023
Accepted
15 October, 2023

1. Introduction

Tourism has a special position in the world economic system as an important driving force of the global economy (Lucia et al., 2021) and in increasing the gross income of countries. As a labor-intensive sector, service quality and efficiency are important issues in serving people with people (Parasuraman, 2010). In addition to some reasons, such as low work-life balance, non-standardization of working conditions, intensive working hours, which are common in the tourism sector (Kang et al., 2021), various practices such as full-time, part-time work and outsourcing in order to meet the labor supply of the sector have been an important factor in the inability of sector employees to develop a sense of belonging to their

¹ ORCID: 0000-0001-8610-3673. Dr. Öğr. Üyesi, İstanbul Beykent Üniversitesi, Meslek Yüksekokulu, İşletme Yönetimi Bölümü, gulsahg@beykent.edu.tr

² Corresponding Author. ORCID: 0000-0001-6073-9710. Doç. Dr., Düzce Üniversitesi, Akçakoca Turizm İşletmeciliği ve Otelcilik Yüksekokulu, Turizm İşletmeciliği Bölümü, erkantaskiran@duzce.edu.tr

³ ORCID: 0009-0003-4068-9551. Doktora Öğrencisi, Düzce Üniversitesi, Lisansüstü Eğitim Enstitüsü, Turizm ve Otel İşletmeciliği Bölümü, gokhanaydingun@hotmail.com

⁴ ORCID: 0000-0002-4165-3601. Dr., İstanbul Eğitim ve Araştırma Hastanesi, goktenkorkmaz@yahoo.com

organizations and weakening the psychological bond to the organization they work for (Raub, 2018).

This situation leads to negativities in achieving the desired goals in the sector and achieving organizational success (Stamper & Masterson, 2002). In order to eliminate undesirable negative consequences, there is a need for leaders who recognize the talents of employees and guide them in their development (Kang et al., 2021). Managers with leadership qualities can effectively solve existing organizational problems by exhibiting behaviors that improve employees' belonging to their organizations and their psychological perception as a part of the organization (Van Breukelen et al., 2006). In terms of developing a positive effect on employees, applying different communication solutions for each employee, strengthening the psychological bond in the employee through the implementation of intra-organizational incentive and support programs (Ilies et al., 2007), achieving the desired market share of the organization, contributing to the organizational image, achieving maximum efficiency and productivity from the employee can contribute to the formation of a sustainable business life.

Within this framework, the main purpose of this study is to investigate the effect of leader-member exchange on workplace loneliness and to examine whether perceived insider status has a mediating role in this relationship. The main contribution points of the study can be stated as follows: Since no study addresses the research variables on the examined sample, the study's results are expected to contribute to the existing literature. In addition, determining the priorities that will ensure the differentiation of a variable such as loneliness in the workplace, which can directly affect employees' work outcomes, is of great importance in determining the measures that can be taken in an organizational sense. In this context, the research results are expected to contribute theoretically and practically.

The study is analyzed under three sections. In the first section, the conceptual framework reached as a result of the literature review is stated, and the hypotheses developed are explained. The second section explains the research procedure, sampling, scales used and the analysis process. In the last part, after presenting the findings, the research results are discussed, implications and limitations are presented, and future research suggestions are emphasized.

2. Literature Review and Hypotheses Development

2.1. Leader-Member Exchange (LMX)

LMX emphasizes that leaders establish closer relationships with a group of subordinates and categories of relationships within the organization. In order to establish a strong leader-member relationship, both the leader and subordinates need to invest in the relationship (Robbins & Judge, 2010). In LMX, the leader exhibits some persuasive and motivating behaviors towards the employees instead of making them do the existing jobs by using the power arising from their authority (Sparrowe et al., 2006). It is important for the members to feel that they are actively supported by the leaders in the organization (Sparrowe & Liden, 2005). In addition to its motivating effect on the member's professional career

success, it also constitutes an important factor in developing the level of commitment to the organization (Scandura & Schriesheim, 1994).

LMX is a working relationship based on mutual trust (Johnson et al., 2009), respect, and fulfilling obligations between leader and member (Graen & Uhl-Bien, 1995; Scandura & Graen, 1984). LMX develops and changes over time as it replaces the formal rules and status-based relationships established by the organization (Schriesheim et al., 2001). In the formation of this change process, the personality traits of the leader and the member (Liden et al., 1997), as well as the self-evaluation of the leader's behavior by comparing it with the group members to which the member belongs, play an important role (Henderson et al., 2009).

2.2. Perceived Insider Status (PIS)

PIS is the individual's assimilation of the organization, its vision and mission in his/her self (Chunping, 2022) and, in other words, signing a psychological agreement with the organization (Stamper & Masterson, 2002). This agreement is a tacit contract that is not formalized but consists of the perceptions of both parties regarding their obligations (Masterson & Stamper, 2003). While the employees, one of the parties of this psychological agreement, shapes themselves in line with the goals of the organization, the organization aims to create the perception that the employee is important to the organization by providing rights, incentives and sometimes non-work-related social support to the employee, and to carry out activities to make the individual a more effective and efficient employee within the organization. The employees work by taking on additional responsibilities related to their job or by motivating themselves more (Stamper et al., 2009). Employees must integrate the role behavior required by their job with their values and well-being (Kang et al., 2021). At the same time, it is a priority to create a personal space within the organization and to be accepted by colleagues (Pan, 2016). In addition, the formation of PIS can also occur through establishing personal relationships with other employees in the organization and sharing their thoughts (Lapalme et al., 2009).

Two perspectives contribute to the definition of PIS. Firstly, it is a situation in which the employee and his/her colleagues are in mutual communication for a purpose higher than their interests. Secondly, based on the definition of PIS, the employee needs to socialize, that is, to act in order to ensure the stability of the work environment and the continuation of the social order (Miles, 2016). With LMX, the leader develops a mutual exchange understanding by establishing correct communication with the employees in order to motivate them, while in PIS, there is a formation that reflects the unilateral abstract free will of the employee (Dai & Chen, 2015; Liu et al., 2014). Employees who have PIS within the organization tend to exhibit work behaviors beyond accepting their responsibilities (Xiao et al., 2021). These employees show increased commitment to their organizations (Liu et al., 2022) and positive organizational citizenship and dedication (Rose, 2018). In addition, they develop creative ideas about work and suggest new methods to increase the production process (Zhang et al., 2022).

2.3. Workplace Loneliness (WL)

WL is the subjective interpretation of the level of satisfaction of the employee's psychological needs by the organization and colleagues (Ozcelik & Barsade, 2018). WL may be defined as a situation in which an employee feels deprived of social relationships and perceives the lack of opportunities to establish social relationships as a feeling of loneliness (D'Oliveira & Persico, 2023). This perception is an individual situation that can vary from person to person (Wright et al., 2006).

WL can have significant effects on employees of organizations. It is seen that loneliness in the workplace, which can be specific to an employee or spread to the entire organization in a collective structure (Yang & Wen, 2021), can cause cognitive, psychological and physiological disorders in employees (D'Oliveira & Persico, 2023). In addition, the extent of organizational support perceived by the employee causes atrophy in creativity (Ahsan & ul Haq, 2021), inability to show the desired job performance (Șîrbu & Dumbravă, 2019; Peng et al., 2017), and decrease in work motivation (Dor-Haim, 2021). WL the employee feels can also lead to negativities outside the organization. Loneliness in the workplace can cause mental and emotional burnout in the employee, and as a result, it can negatively affect the employee's work-family balance (Firoz & Chaudhary, 2021).

2.4. Development of Hypotheses

2.4.1. Leader-Member Exchange and Workplace Loneliness

Establishing a positive interaction between leaders and employees in organizations causes employees to develop positive attitudes toward their work (Jung et al., 2021). Therefore, when leaders act as an important situational force that gives confidence to employees and provides them with emotional support, they have the potential to get positive results from their employees' work (Anand & Mishra, 2021). When the opposite occurs, it may lead to an increase in the perception of WL due to the psychological pressure process caused by the relational deficiencies perceived by the employee in the workplace (Wright & Silard, 2021). Similar findings stand out when the studies conducted in this context are analyzed. For instance, Peng et al. (2017) found that if LMX is high, there is a significant decrease in employees' feeling of loneliness. Arslan et al. (2020) found that LMX negatively affected WL. Chen et al. (2016) also claimed that there was a significant decrease in WL in employees depending on the harmony of the bilateral exchange between the leader and the member. Within the framework, it can be assumed that there is a negative relationship between LMX and WL, and this relation can be hypothesized as follows:

H₁: Leader-member exchange negatively affects workplace loneliness.

2.4.2. Leader-Member Exchange and Perceived Insider Status

Organizations expect their employees to be productive, loyal, self-sacrificing individuals who have internalized the organization's goals. On the other hand, employees expect a material return for their labor due to a process-oriented social exchange environment. In addition to material expectations, employees want to feel that they are valued and cared for socio-psychologically by their organizations,

especially their managers. This perception will be an important factor in the development of the psychological bond of the employee to the organization (Eisenberger et al., 1990). The quality of interaction between the leader and the member constitutes a critical situation for the employee to exhibit the desired role behavior for the business (Henderson et al., 2008). In the quality of the exchange between the leader and the member, the level of perception of the employee will cause the employee to react differently in perceiving himself/herself as an insider in the organization. That is to say, the negative behaviors of the leader towards subordinates in the work environment may be learned by the employee over time, which may cause the PIS of the employee with low leader-member interaction to evolve from negative to positive (Liu et al., 2014). Wang et al. (2010) explored that the psychological trust of the employees towards their organizations and managers increased in the extent of the benevolent leadership style exhibited by the managers and that there was a relative increase in innovative working behaviors in the workplace. As a result, they identified themselves with the workplace by creating a psychological environment. Shah et al. (2022) revealed a significant positive effect of leadership effectiveness on PIS. Within these explanations, the second hypothesis of the study can be stated as follows:

H₂: Leader-member exchange positively affects perceived insider status.

2.4.3. Perceived Insider Status and Workplace Loneliness

A positive organizational culture motivates employees to have a happy and positive psychological state. This positive motivation has an important effect on the realization of mutual assistance harmony in the workplace and prevents WL from occurring in employees (Wang & Liu, 2020). As a social being, deprivation of long-term communication in the society in which people live triggers WL of the employee. It may cause the perception of not being a part of the group to which he/she is attached (Marshall et al., 2007). A good relational climate in the workplace can affect the employee's PIS. As a result, a supportive working environment can reduce loneliness and psychological pressure perception (Bowers et al., 2022). Kanbur & Kanbur (2020) revealed a negative relationship between PIS and WL. Wang & Liu (2020) found out that they felt less loneliness in the workplace compared to the current organizational culture and their PIS. Within the framework of this information, it can be assumed that there is a negative relationship between PIS and WL, and it can be hypothesized as follows:

H₃: Perceived insider status negatively affects workplace loneliness.

2.4.4. The mediating role of Perceived Insider Status

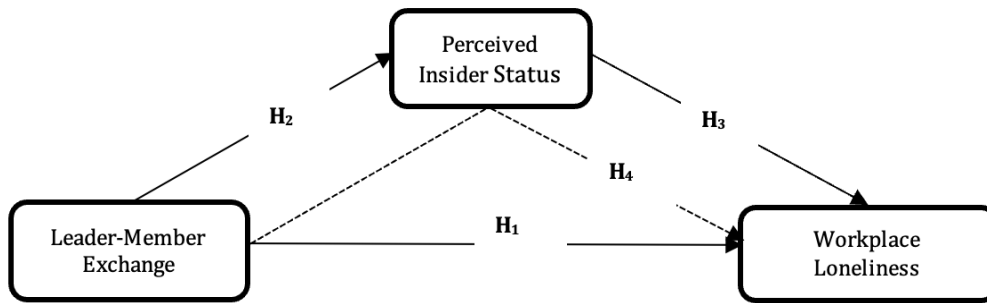
In the input-process-output equation offered by the organizational environment, all employees must have organizational commitment and focus on their work to chain to function correctly (Pan, 2016). In this context, the role of PIS, which will enable employees to see themselves from within the organization, should be considered. Previous studies examined this relationship in empirical studies. For instance, Wang et al. (2019) studied 186 employees. They found out that in LMX, employees work more efficiently to the extent of their trust in their organizations. In addition, they found evidence that employees' seeing themselves as a part of the business and creating a psychological space for themselves is effective to the

extent of the leadership behavior exhibited by managers. Shen et al. (2017) revealed that the leadership behavior exhibited by managers has a mediating effect on PIS of the employees in developing creative ideas in their work. In this context, the fourth hypothesis of the study was developed as follows:

H4: Perceived insider status has a mediating role in the effect of leader-member exchange on workplace loneliness.

The research model proposed for the hypotheses formed within the scope of the relationships between the variables above is shown in Figure 1 below.

Figure 1: The Proposed Research Model



3. Research Methodology

Under this subheading, the study's sample selection and data collection procedure, the scales used in the research and the methods used to analyze the data obtained are explained.

3.1. Sample and Research Procedure

The data of this study, in which the mediating role of perceived insider status in the effect of leader-member exchange on workplace loneliness was examined, were obtained from 200 employees working on a private ship operating in the tourism sector and engaged in international cruise tourism activities. The main reason for selecting the employees of a private ship engaged in cruise tourism activities as the study area is those cruise tourism employees, who are away from their social environment for certain and long periods of the year within the scope of working conditions, have a high level of workplace loneliness, which is one of the research variables. Variables such as leadership and insider status may reduce the attitudes of employees who experience workplace loneliness. Since all employees were included in the study, the entire study population was reached with the full census sampling method. In order to collect the research data, scales were created in Google Forms format that can be filled in an online environment, and all cruise ship employees participated in the study through the individual contacts of the researchers and the support of the relevant managers. Research data were collected between February and April 2023 within three months. All answered questionnaire forms were included in the analysis since they were filled out in a proper structure. The statistics describing the demographic structures of the employees presented below.

Table 1: Demographic Characteristics of Participants (N=200)

Gender	%	Education Level	%	Marital Status	%
Female	50.5	Voc. School	32.0	Married	53.0
Male	49.5	College	68.0	Single	47.0
Age	%	Professional Experience	%	Experience in the Current Workplace	%
25 and below	11.0	< 1 year	5.5	< 1 year	16.0
26 - 35	41.0	1-5 years	30.5	1-5 years	30.0
36 - 45	27.5	6-10 years	42.0	6-10 years	36.5
46 - 55	15.0	11-15 years	14.0	11-15 years	13.5
56 and above	5.5	> 16 years	8.0	> 16 years	4.0

According to the findings in Table 1, it was found out that most of them are between 26-35 years old (41%) and college graduates (68%). There is a relatively balanced situation in terms of gender and marital status. In this context, 50.5% of the participants were female, and 53% were married. When the findings were evaluated regarding professional experience, it was found that 42% of the participants had a professional experience between 6-10 years, while 30% had a relatively balanced distribution between 1-5 years and 36.5% between 6-10 years.

3.2. Scales

The data required to realize the aim of the study were collected by questionnaire method. The questionnaire method is considered an effective data collection method, especially when researchers know exactly what is required and how to measure the variables of interest (Sekaran & Bougie, 2009). The scale formed in this context consists of four parts. The scales used in the other three sections to measure the research variables are explained below.

The leader-member exchange scale: LMX scale used by Liden & Maslyn (1998) in their study, consisting of 12 questions, was used to measure the participants' evaluations of LMX.

Perceived insider status scale: PIS scale developed by Stamper and Masterson (2002), consisting of 10 questions, was used to determine PIS of the participants in the study.

Workplace loneliness scale: The UCLA Loneliness Scale, developed by Allen and Oshagan (1995) and consisting of 7 questions, was used to measure the participants' evaluations of WL. The questions for the variable in question represent a single dimension of loneliness.

3.3. Data Analysis Method

The obtained data were analyzed by SPSS, AMOS and SPSS PROCESS Macro statistical programs. SPSS PROCESS Macro was used to test the hypotheses developed for the research within the scope of the modern approach proposed by Gürbüz and Bayık (2018) to provide more reliable results.

4. Findings

4.1. Factor and Reliability Analysis

Firstly, factor analysis was performed to analyze the data obtained. Factor analysis is used to determine the dimensions that explain the variables (Sipahi et al., 2008). In this context, the results obtained from the explanatory factor analysis are shown in Tables 2, 3 and 4 below.

Table 2: Results of Explanatory Factor Analysis and Reliability Analysis Applied for LMX Scale

Leader-Member Exchange Scale				
	Items	Factor Loadings	Extraction Sums of Squared L. (%)	Cronbach's Alpha
Leader-Member Exchange (LMX)	LMX3	0,864	67,131	0,955
	LMX2	0,862		
	LMX10	0,843		
	LMX1	0,840		
	LMX5	0,833		
	LMX4	0,832		
	LMX9	0,814		
	LMX11	0,811		
	LMX7	0,809		
	LMX6	0,801		
	LM8	0,762		
	LMX12	0,753		
			KMO	,933
			Bartlett Test sig.	2153,870 ,000

Table 3: Results of Explanatory Factor Analysis and Reliability Analysis Applied for PIS Scale

Perceived Insider Status Scale				
	Items	Factor Loadings	Extraction Sums of Squared L. (%)	Cronbach's Alpha
Perceived Insider Status (PIS)	PIS6	0,902	57,721	0,707
	PIS9	0,880		
	PIS10	0,853		
	PIS7	0,815		
	PIS3	0,811		
	PIS1	0,593		
	PIS2	0,589		
	PIS5	0,532		
			KMO	,849
			Bartlett Test sig.	1300,218 ,000

Table 4: Results of Explanatory Factor Analysis and Reliability Analysis Applied for WL Scale

Workplace Loneliness Scale				
	Items	Factor Loadings	Extraction Sums of Squared L. (%)	Cronbach's Alpha
Workplace Loneliness (WL)	WL1	0,851	60,927	0,891
	WL2	0,838		
	WL7	0,822		
	WL3	0,814		
	WL5	0,794		
	WL6	0,721		
	WL4	0,593		
	WL1	0,851		
			KMO	,862
			Bartlett Test sig.	803,702 ,000

When Tables 2, 3 and 4 were analyzed, it was found that all scales were gathered in a single dimension by preserving their original structure. The KMO value of LMX scale was 0.933 ($p < 0.005$; 67.131%); the KMO value of PIS scale was 0.849 ($p < 0.005$; 57.721%), and the KMO value of WL scale was 0.862 ($p < 0.005$; 60.927%). As a result of KMO values above 0.80, it was determined that the related scales were at an excellent level of suitability for factor analysis (Sipahi et al., 2008). Only questions 4 and 8 of PIS scale were excluded from the analysis as their factor loadings were below 0.50. In addition, the data obtained from the factor analysis were also examined regarding anti-image values, and it was determined that all findings were suitable for factor analysis.

On the other hand, the reliability analysis results of the scales used in the study were also reviewed. According to the results found out, the reliability of LMX scale was 0.955, the reliability of the PIS scale was 0.707, and the reliability of WL scale was 0.891. As a result of the reliability values obtained for the scales being above 0.70 (Nunnally & Bernstein, 1994), the generally accepted minimum limit in the literature, it was determined that all scales used were reliable.

Table 5: Fit Values for the Scales

Scale	X ² / df	GFI	CFI	NFI	RMSEA
Leader-member exchange	2,478	0,916	0,968	0,947	0,085
Perceived insider status	2,455	0,957	0,983	0,972	0,086
Workplace loneliness	1,775	0,972	0,988	0,974	0,062

In order to determine the compatibility of the factor structures obtained after the exploratory factor analysis with the measurement model, confirmatory factor analysis was performed with the help of AMOS. In order to ensure that the values obtained as a result of the analysis were within acceptable limits, the recommended modifications were made and generally accepted fit values in the literature were reached. Table 5 above presents the fit values obtained as a result of confirmatory factor analysis for the relevant scales and the fit values accepted in the literature.

4.2. Correlation Analysis

Correlation analysis was performed to test whether the relationships between the scales used in the research are significant. Correlation analysis is an analysis to monitor the mutual effects of variables on each other (Sekaran & Bougie, 2009). In this context, the averages, standard deviation values and correlations of the research variables are presented in Table 6 below.

Table 6: Means, Standard Deviations and Correlation Values of Variables

Variables	1	2	3	s.d.	Mean
1. Leader-Member Exchange	-	,172*	-,435**	0,646	3,64
2. Perceived Insider Status		-	-,042*	0,532	2,85
3. Workplace Loneliness			-	0,575	2,29

4.3. Testing of Hypotheses

4.3.1. The effect of Leader-Member Exchange on Workplace Loneliness

The study's first hypothesis was that "Leader-member exchange negatively affects workplace loneliness". The results of the analyses conducted to test this hypothesis are declared in Table 7.

Table 7: The Effect of Leader-Member Exchange on Workplace Loneliness

	Workplace Loneliness	
	β	s.e.
Leader-Member Exchange	- 0,227	0,086
	$R^2 = 0,033$	
	$F = 6,922; p = 0,009 < 0,05^{**}$	

** $p < 0,05$

The findings in Table 7 revealed that LMX negatively and significantly affects WL ($\beta = -,227; p < 0,05$). As LMX between employees and their superiors increases, their WL decreases. Drawing from these findings, **H₁ is supported**.

4.3.2. The effect of Leader-Member Exchange on Perceived Insider Status

The study's second hypothesis was that "Leader-member exchange positively affects perceived insider status". Table 8 exhibits the results of the analyses to test this hypothesis.

Table 8: The Effect of Leader-Member Exchange on Perceived Insider Status

	Perceived Insider Status	
	β	s.e.
Leader-Member Exchange	0,141	0,057
	$R^2 = 0,029$	
	$F = 6,029; p = 0,014 < 0,05^{**}$	

** $p < 0,05$

According to the findings in Table 8, LMX has a positive and significant effect on PIS ($\beta = ,141; p < 0,05$). As LMX between the employees and superiors increases, their PIS increases. Based on these findings, **H₂ was supported**.

4.3.3. The effect of Perceived Insider Status on Workplace Loneliness

The third hypothesis of the study was that "Perceived insider status negatively affects workplace loneliness". The results of the analyses carried out to test this hypothesis are presented in Table 9.

Table 9. The Effect of Perceived Insider Status on Workplace Loneliness

	Workplace Loneliness	
	β	s.e.
Perceived Insider Status	- 0,046	0,077
$R^2 = 0,042$		
$F = 6,390; p = 0,000 < 0,05^{**}$		

The results in Table 9 exhibited that PIS negatively and significantly affects WL ($\beta = -0,046; p < 0,05$). As the employees' PIS increases, their WL decreases. Drawing from these findings, **H₃ is supported.**

4.3.4. The Mediating Role of Perceived Insider Status

The fourth hypothesis of the study was established as "Perceived insider status has a mediating role in the effect of leader-member exchange on workplace loneliness". The mediation test results are shown in Table 10.

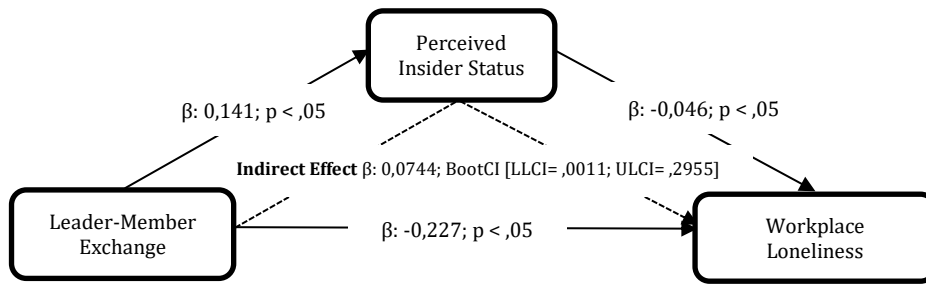
Table 10. The Mediating Role of Perceived Insider Status in the Effect of Leader-Member Exchange on Workplace Loneliness

LMX →	WL	Effect	BootSE	t	Sig.	BootCI	
						LLCI	ULCI
Total Effect		-,2278	,0866	-2,6311	0,009**	-,3986	-,0571
Direct Effect		-,3592	,0693	-5,1841	0,000**	-,4958	-,2225
LMX →	PIS →	WL	Effect	BootSE	BootCI		Mediation Effect
					LLCI	ULCI	
Indirect Effect		,131	,0744	,0011	,2955	Yes	
Tot. Std. Ind. Effic.		,106	,0572	,0009	,2268		
Sobel Test			Z Score		Sig.		
			2,720		0,006**		

LMX= Leader-Member Exchange; WL= Workplace Loneliness; PIS= Perceived Insider Status; LLCI= %95 lower level of confidence interval; ULCI= %95 upper level of confidence interval; ** $p < 0,05$

The bootstrap method developed by Hayes (2017) was applied for the mediation effect between the dependent variable and the independent variable. It was observed that the indirect effect between the variables should not contain a value of 0 (zero) in the 95% confidence interval (CI) in order to mention the mediation effect (Gürbüz, 2019). Based on this information, according to the findings in Table 10, it was determined that there was a mediating effect of PIS on the effect of LMX on WL ($\beta = ,131$; CI [BootLLCI= ,0011; BootULCI= ,2955]). As can be seen, both confidence intervals were determined as positive and therefore did not contain the value 0 (zero). These findings reveal the mediating role of PIS in the effect of LMX on WL. On the other hand, the fact that the z score ($z = 2,720$) obtained as a result of the Sobel test is greater than 1,96 and significant ($p < 0,05$) supports the findings. Based on the findings, the fourth hypothesis of the study, **H₄ was supported.**

Figure 2: The Mediating Role of Perceived Insider Status



According to the findings in Figure 2, PIS has a mediating role in the effect of LMX on WL.

5. Discussion and Conclusion

This study investigated whether the interaction of leaders with their employees in their team affects the employees' feelings of WL. In particular, it has been investigated that PIS, which refers to employees' perceptions of feeling themselves within the organization they work for, plays a mediating role in the effect of LMX on WL.

Overall, the evidence obtained from the analysis conducted on the data collected from employees working in cruise tourism using the study model supported all the proposed hypotheses. Results declared that, as expected, LMX significantly and negatively affected WL. This result supported previous studies in this field (Lam & Lau, 2012; Peng et al., 2017; Cindiloglu et al., 2017; Arslan et al., 2020; Chen et al., 2016). The main conclusion that can be drawn from this finding is that leaders have significant effects on employees' loneliness. Secondly, the effect of LMX on PIS was investigated. LMX positively and significantly affected employees' PIS. These results align with the previous studies (Wang et al., 2010; Chen et al., 2007; Chen & Aryee, 2007). This finding provides evidence that leaders' interaction with their subordinates affects employees' feeling of being an insider of the organization. Finally, within the scope of direct effect analyses, the effect of employees' PIS on their feeling of loneliness in the workplace was examined. As expected, a negative and significant effect was found. This result is consistent with the research in the available literature (Kanbur & Kanbur, 2020; Wang & Liu, 2020). The conclusion drawn from this result is that employees' PIS decreased their feeling of WL.

Within the scope of indirect effect analysis, the main purpose of the research was analyzed. Accordingly, the mediating role of PIS in the effect of LMX on WL was found. A possible explanation for this result may be the effect of the interaction between the employees and their leaders on their experience feeling of WL gains more importance in the presence of the PIS. The effect of leaders on employees experiencing WL is strengthened by the employees' feelings within the organization. Therefore, it has been revealed that LMX affects employees' WL, and the insider status perceived by employees plays a mediating role in this effect.

This study, like the other studies, has some implications. Firstly, leaders' influence on employees' attitudes should be underlined. Today, leaders communicate closely and interact with their employees much more than in past business conditions. It is important to bring appropriate people to leadership positions within the scope of

correct and effective execution of human resources processes. It is also important for existing leaders to receive training on LMX and its effects on employees. Therefore, today's organizations should focus on the leader selection process and training planning. Secondly, when the subject is considered in terms of the tourism sector, the importance of recruiting employees aware of cruise ships' working conditions emerges. Within the service sector, especially cruise tourism, employees are deprived of some advantages of working on land due to the limited social life and working at sea for a long time. These employees should be expected to be motivated by their leaders and to show that they are with them. At this point, the importance of LMX emerges.

On the other hand, this study has some limitations. First, since the study was conducted in a single organization operating in cruise tourism, it is impossible to generalize the results. Therefore, it may be recommended to include more cruise tourism employees in future studies. Secondly, another limitation of the study is that the study was conducted only in a sub-sector of the tourism sector. It can be considered to conduct studies in different tourism sub-sectors, such as hotel management and travel agencies. In addition, since only the effect of the leader on the loneliness of lower-level employees was investigated based on the selection of the study sample, it was ignored whether those who work in higher managerial positions experience loneliness in the workplace. In future research, the loneliness status of those working in higher managerial positions can be analyzed. Finally, future research may focus on studies that can be compared in a cultural context.

References

- Ahsan, U., & Ul Haq, M. A. (2021). Perceived Organizational Support, Workplace Loneliness, and Creativity: Mediating Role of Workplace Loneliness, and Moderating Role of Proactive Personality. *Reviews of Management Sciences*, 3(2), pp.147-164. <https://doi.org/10.53909/rms.03.02.092>
- Allen, L. R., & Oshagan, H. (1995) The UCLA Loneliness Scale: Invariance of Social Structural Characteristics. *Personality and Individual Differences*, 19(2), pp.185-195. [https://doi.org/10.1016/0191-8869\(95\)00025-2](https://doi.org/10.1016/0191-8869(95)00025-2)
- Anand, P., & Mishra, S. K. (2021). Linking Core Self-Evaluation and Emotional Exhaustion with Workplace Loneliness: Does High LMX Make the Consequence Worse? *The International Journal of Human Resource Management*, 32(10), pp.2124-2149. <https://doi.org/10.1080/09585192.2019.1570308>
- Arslan, A., Yener, S., & Schermer, J. A. (2020). Predicting Workplace Loneliness in the Nursing Profession. *Journal of Nursing Management*, 28(3), pp.710-717. <https://doi.org/10.1111/jonm.12987>
- Bowers, A., Wu, J., Lustig, S., & Nemecek, D. (2022). Loneliness Influences Avoidable Absenteeism and Turnover Intention Reported by Adult Workers in the United States. *Journal of Organizational Effectiveness: People and Performance*, 9(2), pp.312-335. <https://doi.org/10.1108/JOEPP-03-2021-0076>

- Chen, Y., Wen, Z., Peng, J., & Liu, X. (2016). Leader-Follower Congruence in Loneliness, LMX and Turnover Intention. *Journal of Managerial Psychology*, 31(4), pp.864-879. <https://doi.org/10.1108/JMP-06-2015-0205>
- Chen, Z. G., Lam, W., & Zhong, J. A. (2007). Leader-Member Exchange and Member Performance: A New Look at Individual-Level Negative Feedback-Seeking Behavior and Team-Level Empowerment Climate. *Journal of Applied Psychology*, 92(1), pp.202-212. <https://doi.org/10.1037/0021-9010.92.1.202>
- Chen, Z. X., & Aryee, S. (2007). Delegation and Employee Work Outcomes: An Examination of the Cultural Context of Mediating Processes in China. *Academy of Management Journal*, 50(1), pp.226-238. <https://doi.org/10.5465/amj.2007.24162389>
- Chunping, T., Zhang, J., & Zhang, Y. (2022). The Mechanism of Team-Member Exchange on Knowledge Hiding Under the Background of "Guanxi". *Journal of Business Research*, 148(C), pp.304-314. <https://doi.org/10.1016/j.jbusres.2022.04.063>
- Cindiloğlu, M., Polatçı, S., Özçalık, F., & Gültekin, Z. (2017). The Effects of Workplace Loneliness on Job and Life Satisfaction: The Mediating Role of Leader-Member Exchange. *Ege Academic Review*, 17(2), pp.191-200.
- Dai, L. T., & Chen, Y. W. (2015). A Systematic Review of Perceived Insider Status. *Journal of Human Resource and Sustainability Studies*, 3, pp.66-72. <https://doi.org/10.4236/jhrss.2015.32010>
- D'Oliveira, C. T., & Persico, L. (2023). Workplace Isolation, Loneliness and Wellbeing at Work: The Mediating Role of Task interdependence and Supportive Behaviours. *Applied Ergonomics*, 106, 1-10. <https://doi.org/10.1016/j.apergo.2022.103894>
- Dor-Haim, P. (2021). The Emotional and Functional Consequences of Loneliness in the Workplace Among Vice-Principals. *International Journal of Leadership in Education*, pp.1-19. <https://doi.org/10.1080/13603124.2021.2010284>
- Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived Organizational Support and Employee Diligence, Commitment, and Innovation. *Journal of Applied Psychology*, 75(1), pp.51-59. <https://doi.org/10.1037/0021-9010.75.1.51>
- Firoz, M., & Chaudhary, R. (2021). The impact of Workplace Loneliness on Employee Outcomes: What Role Does Psychological Capital Play? *Personnel Review*, 51(4), pp.1221-1247. <https://doi.org/10.1108/PR-03-2020-0200>
- Graen, G. B., & Uhl-Bien, M. (1995). Relationship-Based Approach to Leadership: Development of Leader-Member Exchange (LMX) Theory of Leadership over 25 Years: Applying a Multi-Level Multi-Domain Perspective. *The Leadership Quarterly*, 6(2), pp.219-247. [https://doi.org/10.1016/1048-9843\(95\)90036-5](https://doi.org/10.1016/1048-9843(95)90036-5)

- Gürbüz, S. (2019). *Aracı, Düzenleyici ve Durumsal Etki Analizleri* (Mediating, Moderating and Conditional Effect Analysis). Ankara: Seçkin Publications.
- Gürbüz, S., & Bayık, M. E. (2018). Aracılık Modellerinin Analizinde Modern Yaklaşım: Baron ve Kenny Yöntemi Artık Terk Edilmeli mi? (The modern Approach to Analyzing Mediation Models: Should the Baron and Kenny Method be Abandoned?) 6. Örgütsel Davranış Kongresi Bildiriler Kitabı (Preceedings Book of 6th Organizational Behavior Congress) (pp.35-52). 2-3 November, Isparta. <https://www.researchgate.net/publication/348430820>
- Hayes, A. F. (2017). *Introduction to Mediation, Moderation, and Conditional Process Analysis: A Guilford Regression-Based Approach*, New York: The Press.
- Henderson, D. J., Liden, R. C., Glibkowski, B. C., & Chaudhry, A. (2009). LMX Differentiation: A multilevel Review and Examination of its Antecedents and Outcomes. *The Leadership Quarterly*, 20(4), pp.517-534. <https://doi.org/10.1016/j.leaqua.2009.04.003>
- Henderson, D. J., Wayne, S. J., Shore, L. M., Bommer, W. H., & Tetrick, L. E. (2008). Leader--Member Exchange, Differentiation, and Psychological Contract Fulfillment: A Multilevel Examination. *Journal of Applied Psychology*, 93(6), pp.1208-1219. <https://doi.org/10.1037/a0012678>
- Ilies, R., Nahrgang, J. D., & Morgeson, F. P. (2007). Leader-Member Exchange and Citizenship Behaviors: A Meta-Analysis. *Journal of Applied Psychology*, 92(1), pp.269-277. <https://doi.org/10.1037/0021-9010.92.1.269>
- Johnson, J., Truxillo, D. M., Erdogan, B., Bauer, T. N., & Hammer, L. (2009). Perceptions of Overall Fairness: Are Effects on Job Performance Moderated by Leader-Member Exchange? *Human Performance*, 22(5), pp.432-449. <https://doi.org/10.1080/08959280903248427>
- Jung, H. S., Song, M. K., & Yoon, H. H. (2021). The Effects of Workplace Loneliness on Work Engagement and Organizational Commitment: Moderating Roles of Leader-Member Exchange and Coworker Exchange. *Sustainability*, 13(2), 948-962. <https://doi.org/10.3390/su13020948>
- Kanbur, E., & Kanbur, A. (2020). Mediating Role of Perceived Internal Status on the Relationship Between Perceived Psychological Empowerment and Loneliness at Workplace. *Business and Economics Research Journal*, 11(1), pp.213-227. <https://doi.org/10.20409/berj.2020.246>
- Kang, H. J., Cain, L., & Busser, J. A. (2021). The Impact of Living a Calling on Job Outcomes. *International Journal of Hospitality Management*, 95, pp.1-13. <https://doi.org/10.1016/j.ijhm.2021.102916>
- Lam, L. W., & Lau, D. C. (2012). Feeling Lonely at Work: Investigating the Consequences of Unsatisfactory Workplace Relationships. *The International Journal of Human Resource Management*, 23(20), pp.4265-4282. <https://doi.org/10.1080/09585192.2012.665070>

- Lapalme, M. È., Stamper, C. L., Simard, G., & Tremblay, M. (2009). Bringing the Outside in: Can "External" Workers Experience Insider Status? *Journal of Organizational Behavior*, 30(7), pp.919-940. <https://doi.org/10.1002/job.597>
- Liden, R. C., & Maslyn, J. M. (1998). Multidimensionality of Leader-Member Exchange: An Empirical Assessment Through Scale Development. *Journal of Management*, 24(1), pp.43-72. [https://doi.org/10.1016/S0149-2063\(99\)80053-1](https://doi.org/10.1016/S0149-2063(99)80053-1)
- Liden, R. C., Sparrowe, R. T., & Wayne, S. J. (1997). Leader-Member Exchange Theory: The Past and Potential for the Future. In G. R. Ferris (Ed.), *Research in Personnel and Human Resources Management*, 15, 47-119. Elsevier Science/JAI Press.
- Liu, Y., Xiao, N., Liu, X., & Liu, J. (2014). Abusive Supervision and Neglect: The Effects of Leader-Based Perceived Insider Status and Perceived Organizational Support. *Frontiers of Business Research in China*, 8(4), pp.550-570. <https://doi.org/10.3868/s070-003-014-0024-9>
- Liu, D., Bakari, H., Niaz, M., Zhang, Q., & Shah, I. A. (2022). Impact of Managerial Trustworthy Behavior on Employee Engagement: Mediating Role of Perceived Insider Status. *Frontiers in Psychology*, 13:942697. <https://doi.org/10.3389/fpsyg.2022.942697>
- Lucia, D. M., Dimanche, F., Giudici, E., Camargo, B. A., & Winchenbach, A. (2021). Enhancing Tourism Education: The Contribution of Humanistic Management. *Humanistic Management Journal*, 6(3), 429-449. <https://doi.org/10.1007/s41463-021-00111-3>
- Marshall, G. W., Michaels, C. E., & Mulki, J. P. (2007). Workplace Isolation: Exploring the Construct and its Measurement. *Psychology & Marketing*, 24(3), pp.195-223. <https://doi.org/10.1002/mar.20158>
- Masterson, S. S., & Stamper, C. L. (2003). Perceived Organizational Membership: An Aggregate Framework Representing the Employee-Organization Relationship. *Journal of Organizational Behavior*, 24(5), pp.473-490. <https://doi.org/10.1002/job.203>
- Miles, J. A. (2016). *Management and Organization Theory*. San Francisco: A Jossey-Bass. <https://doi.org/10.1108/S2059-65612016023>
- Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric Theory*. 3rd Edition, New York: McGraw Hill.
- Ozcelik, H., & Barsade, S. G. (2018). No Employee an Island: Workplace Loneliness and Job Performance. *Academy of Management Journal*, 61(6), pp.2343-2366. <https://doi.org/10.5465/amj.2015.1066>
- Pan, P. (2016). The Influence of Perceived Insider Status on New Employee Engagement. *Journal of Research in Business, Economics and Management*, 7(2), 1069-1070. <http://scitecresearch.com/journals/index.php/jrbem/article/view/912/641>

- Parasuraman, A. (2010). Service Productivity, Quality and Innovation: Implications for Service-Design Practice and Research. *International Journal of Quality and Service Sciences*, 2(3), pp.277-286. <https://doi.org/10.1108/17566691011090026>
- Peng, J., Chen, Y., Xia, Y., & Ran, Y. (2017). Workplace Loneliness, Leader-Member Exchange and Creativity: The Cross-Level Moderating Role of Leader Compassion. *Personality and Individual Differences*, 104, pp.510-515. <https://doi.org/10.1016/j.paid.2016.09.020>
- Raub, S. P. (2018). Perceived Insider Status and Job Design Predict Job Attitudes and Work Performance of Restaurant Employees. *Journal of Hospitality & Tourism Research*, 42(6), pp.880-903. <https://doi.org/10.1177/1096348016654974>
- Robbins, S. P. & Judge, T. A. (2010). *Organizational Behavior*. 14th Edition, London: Pearson Education, Inc.
- Scandura, T. A., & Graen, G. B. (1984). Moderating Effects of Initial Leader-Member Exchange Status on the Effects of a Leadership Intervention. *Journal of Applied Psychology*, 69(3), pp.428-436. <https://doi.org/10.1037/0021-9010.69.3.428>
- Scandura, T. A., & Schriesheim, C. A. (1994). Leader-Member Exchange and Supervisor Career Mentoring as Complementary Constructs in Leadership Research. *Academy of Management Journal*, 37(6), pp.1588-1602. <https://doi.org/10.2307/256800>
- Sekaran, U., & Bougie, R. (2009). *Research Methods for Business: A Skill Building Approach*. 5th Edition, United Kingdom: John Wiley & Sons Publications.
- Shah, H. J., Ou, J. P., Attiq, S., Umer, M., & Wong, W. K. (2022). Does Inclusive Leadership Improve the Sustainability of Employee Relations? Test of Justice Theory and Employee Perceived Insider Status. *Sustainability*, 14(21), pp.1-19. <https://doi.org/10.3390/su142114257>
- Shen, Y., Chou, W., Wei, L., & Zhang, Q. (2017). Benevolent Leadership and Subordinate Innovative Behavior: The Mediating Role of Perceived Insider Status and the Moderating Role of Leader-Member Exchange Differentiation. *Acta Psychologica Sinica*, 49(8), pp.1100-1112. <https://doi.org/10.3724/SP.J.1041.2017.01100>
- Schriesheim, C. A., Castro, S. L., Zhou, X. T., & Yammarino, F. J. (2001). The Folly of Theorizing "A" But Testing "B": A Selective Level-of-Analysis Review of the Field and a Detailed Leader-Member Exchange Illustration. *The Leadership Quarterly*, 12(4), pp.515-551. [https://doi.org/10.1016/S1048-9843\(01\)00095-9](https://doi.org/10.1016/S1048-9843(01)00095-9)
- Sipahi, B., Yurtkoru, E.S. ve Çinko, M. (2008). *Sosyal Bilimlerde SPSS'le Veri Analizi* (Data Analysis with SPSS in Social Sciences). 2nd Edition İstanbul: Beta Publications.

- Sîrbu, A. A., & Dumbravă, A. C. (2019). Loneliness at Work and Job Performance: The Role of Burnout and Extraversion. *Psihologia Resurselor Umane*, 17(1), pp.7-18. <https://doi.org/10.24837/pru.v18i1.458>
- Sparrowe, R. T., & Liden, R. C. (2005). Two Routes to Influence: Integrating Leader-Member Exchange and Social Network Perspectives. *Administrative Science Quarterly*, 50(4), pp.505-535. <https://doi.org/10.2189/asqu.50.4.505>
- Sparrowe, R. T., Soetjito, B. W., & Kraimer, M. L. (2006). Do Leaders' Influence Tactics Relate to Members' Helping Behavior? It Depends on the Quality of the Relationship. *Academy of Management Journal*, 49(6), pp.1194-1208. <https://doi.org/10.5465/amj.2006.23478645>
- Stamper, C. L., & Masterson, S. S. (2002). Insider or Outsider? How Employee Perceptions of Insider Status Affect Their Work Behavior. *Journal of Organizational Behavior*, 23(8), pp.875-894. <https://doi.org/10.1002/job.175>
- Stamper, C. L., Masterson, S. S., & Knapp, J. (2009). A Typology of Organizational Membership: Understanding Different Membership Relationships through the Lens of Social Exchange. *Management and Organization Review*, 5(3), pp.303-328. <https://doi.org/10.1111/j.1740-8784.2009.00147.x>
- Wang, L., Chu, X., & Ni, N. (2010). Leader-Member Exchange and Organizational Citizenship Behavior: A New Perspective from Perceived Insider Status and Chinese Traditionality. *Frontiers of Literary Studies in China*, 4(1), pp.148-169. <https://doi.org/10.1007/s11782-010-0007-1>
- Wang, H. J., Le Blanc, P., Demerouti, E., Lu, C. Q., & Jiang, L. (2019). A Social Identity Perspective on the Association Between Leader-Member Exchange and Job Insecurity. *European Journal of Work and Organizational Psychology*, 28(6), pp.800-809. <https://doi.org/10.1080/1359432X.2019.1653853>
- Wang, D., & Liu, H. (2020). Effects of Job Autonomy on Workplace Loneliness Among Knowledge Workers. *Chinese Management Studies*, 15(1), pp.182-195. <https://doi.org/10.1108/CMS-04-2020-0175>
- Wright, S. L., Burt, C. D., & Strongman, K. T. (2006). Loneliness in the Workplace: Construct Definition and Scale Development. *New Zealand Journal of Psychology*, 35(2), pp.59-68. <https://psycnet.apa.org/record/2006-12284-001>
- Wright, S., & Silard, A. (2021). Unravelling the Antecedents of Loneliness in the Workplace. *Human Relations*, 74(7), pp.1060-1081. <https://doi.org/10.1177/0018726720906013>
- Van Breukelen, W., Schyns, B., & Le Blanc, P. (2006). Leader-Member Exchange Theory and Research: Accomplishments and Future Challenges. *Leadership*, 2(3), pp.295-316. <https://doi.org/10.1177/1742715006066023>

- Yang, F., & Wen, D. (2021). Combating Workplace Loneliness Climate and Enhancing Team Performance: The Roles of Leader Humor and Team Bureaucratic Practices. *Journal of Business Research*, 136(C), pp.305-315. <https://doi.org/10.1016/j.jbusres.2021.07.053>
- Xiao, X., Zhou, Z., & Yang, F., & Wang, S. (2021). I am Not Proactive but I Want to Speak Up: A Self-Concept Perspective. *Current Psychology*, 24, pp.11234-11239. <https://doi.org/10.1007/s12144-021-02404-0>
- Zhang, G., Zhang, X., & Wang, Y. (2022). Perceived Insider Status and Employees' Innovative Behavior: The Role of Knowledge Sharing and Organizational Innovation Climate. *European Journal of Innovation Management*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/EJIM-03-2022-0123>

© Copyright of Journal of Current Researches on Social Science is the property of Strategic Research Academy and its content may not be copied or emailed to multiple sites or posted to a listserv without the copyright holder's express written permission. However, users may print, download, or email articles for individual use.