

The Effect of Emotional Deprivation and Social Isolation on Employee Well-Being

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Submitted: 05/06/2026; Accepted: 12/06/2026; Published: 30/06/2026

Abstract-This study examines the effects of Emotional Deprivation and Social Isolation on employee Well-Being within the context of workplace loneliness. Workplace loneliness has emerged as a significant organizational issue due to changing work patterns, communication systems, and interpersonal relationships. A quantitative survey approach was employed involving 102 employees as respondents. Data were collected using a structured questionnaire measured on a five-point Likert scale and analyzed using descriptive statistics, correlation analysis, and multiple linear regression. The results indicate that Social Isolation has a significant negative effect on Well-Being, whereas Emotional Deprivation does not have a significant partial effect. Simultaneously, Emotional Deprivation and Social Isolation significantly influence Well-Being. However, the coefficient of determination (R^2) of 17.8% suggests that a substantial proportion of Well-Being is explained by factors outside the proposed model. The insignificant effect of Emotional Deprivation may be associated with the availability of emotional support from sources outside the workplace and the collectivist cultural context that characterizes Indonesian society. These findings suggest that workplace social connectedness plays a more critical role in employee Well-Being than emotional attachment within workplace relationships. Organizations are therefore encouraged to implement strategies that strengthen employee interaction, inclusion, and social support to enhance workplace well-being.

Keywords: Emotional Deprivation; Social Isolation; Well-Being; Workplace Loneliness; Employee Well-Being

1. INTRODUCTION

Human resources are valuable organizational assets that contribute significantly to the success of an organization. Beyond technical competence, the psychological condition of employees plays a crucial role in determining the overall productivity, engagement, and performance of the organization. One of the psychological problems that is getting increasing attention in organizational studies is loneliness in the workplace.

Loneliness at work refers to an unpleasant emotional experience that results from a lack of social relationships at work. Employees may feel disconnected from colleagues, excluded from social interactions, or not emotionally supported despite being surrounded by others. Such experiences can reduce job satisfaction, organizational commitment, and psychological well-being.

Loneliness in the workplace is generally represented through two dimensions: Emotional Deficiency and Social Isolation. Emotional Deficiency reflects the absence of meaningful emotional support and interpersonal closeness, while Social Isolation refers to a lack of social interaction and belonging in the workplace.

Employee well-being has become an important concern for organizations as it affects performance, creativity, and retention. Employees with high levels of well-being tend to show better psychological resilience, stronger engagement, and higher job satisfaction. Therefore, understanding the factors that affect well-being is essential for the sustainability of the organization.

Although workplace loneliness has received increasing attention in organizational research, limited studies have examined Emotional Deprivation and Social Isolation as separate dimensions influencing employee Well-Being. Furthermore, empirical evidence from Indonesia remains limited, particularly among employees in South Tangerang. Given the collectivist cultural characteristics of Indonesian society, the influence of workplace loneliness dimensions may differ from findings reported in Western contexts. Therefore, this study aims to investigate the individual and simultaneous effects of Emotional Deprivation and Social Isolation on employee Well-Being.

The contribution of this study lies in its examination of Emotional Deprivation and Social Isolation as separate dimensions of workplace loneliness. Unlike previous studies that frequently treat workplace loneliness as a single construct, this study investigates the unique influence of each dimension on employee Well-Being within the Indonesian context. The findings are expected to enrich the workplace loneliness literature and provide practical insights for organizations seeking to improve employee well-being through enhanced workplace relationships.

This study investigated the influence of Emotional Deficiency and Social Isolation on Well-being in the context of Loneliness at Work. These findings are expected to provide insights for organizations in developing supportive work environments that promote employee well-being.

2. RESEARCH METHODS

Loneliness in the workplace is considered a multidimensional construct that consists of emotional and social aspects. Employees who experience emotional deficiencies may feel unsupported and cut off from meaningful workplace

relationships. Likewise, employees who experience social isolation may consider themselves excluded from workplace interactions. Previous studies have shown that the quality of relationships in the workplace significantly contributes to employee well-being. Supportive social interactions can reduce stress, improve psychological health, and improve the overall work experience.

2.1 Research Framework

This study examines the influence of Emotional Deprivation (X1) and Social Isolation (X2) on Employee Well-Being (Y). Emotional Deprivation and Social Isolation are treated as independent variables representing dimensions of workplace loneliness, while Employee Well-Being serves as the dependent variable.

Based on the literature review, the following hypotheses were proposed:

H1: Emotional Deprivation significantly affects Employee Well-Being.

H2: Social Isolation significantly affects Employee Well-Being.

H3: Emotional Deprivation and Social Isolation simultaneously affect Employee Well-Being.

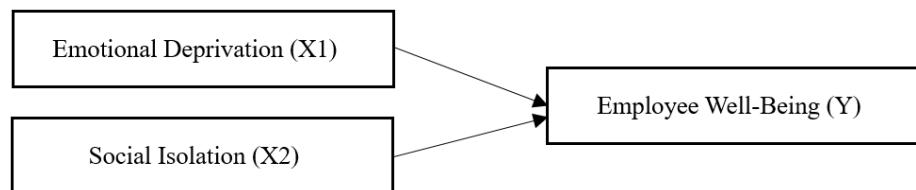


Figure 1. Research Framework

2.2 Research Hypothesis:

H1: Emotional Deficiency affects Well-Being.

H2: Social Isolation affects Well-being.

H3: Emotional Deprivation and Social Isolation simultaneously affect Well-being.

This study employed a quantitative research approach using a survey method. The quantitative approach was chosen because the purpose of the study was to examine the relationships between variables using statistical techniques. The study was conducted among employees working in South Tangerang, Banten, Indonesia. The target population consisted of active employees from various occupational backgrounds. A total of 102 respondents participated in this study.

The sampling technique used was non-probability sampling, specifically purposive sampling. Respondents were selected based on the following criteria: (1) currently employed in an organization or company, (2) having at least six months of work experience, and (3) willing to participate voluntarily in the study.

Data were collected using a structured questionnaire distributed online through Google Forms. The questionnaire was measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

The research variables consisted of:

- a. Emotional Deprivation (X1)
- b. Social Isolation (X2)
- c. Well-Being (Y)

The measurement instruments used in this study were adapted from established scales in previous workplace loneliness and employee well-being research. Emotional Deprivation and Social Isolation were measured as dimensions of workplace loneliness, while Well-Being was measured using indicators reflecting employees' psychological well-being and positive work-related experiences. All measurement items were adapted to fit the Indonesian workplace context.

Prior to hypothesis testing, validity and reliability tests were conducted to ensure the quality of the research instrument. Validity was assessed using Corrected Item-Total Correlation (CITC), while reliability was evaluated using Cronbach's Alpha coefficient.

Data analysis included descriptive statistics, correlation analysis, and multiple linear regression. These analyses were conducted to examine both the partial and simultaneous effects of Emotional Deprivation and Social Isolation on employee Well-Being.

3. RESULTS AND DISCUSSION

3.1 Characteristics of Respondents

This study involved 102 respondents who were employees from various work backgrounds. The characteristics of the respondents were analyzed to provide an overview of the profile of the individual who became the object of the study. These characteristics include gender, age, and occupation.

Respondent characteristics are important to analyze because they can provide context in understanding the phenomenon of workplace loneliness experienced by employees. Differences in age, work experience, and type of work can affect the level of emotional deprivation, social isolation, and well-being felt by individuals in the work environment.

The diversity of respondent characteristics shows that the phenomenon of workplace loneliness can occur in various groups of employees and is not limited to certain groups. Therefore, the results of this study are expected to be able to provide a broader picture of the relationship between emotional deprivation, social isolation, and well-being in the work environment.

3.2 Descriptive Statistical Analysis

Descriptive statistical analysis was carried out to find out the general picture of respondents' responses to the variables Emotional Deprivation, Social Isolation, and Well-Being.

The results of the analysis showed that most of the respondents had a level of Emotional Deprivation in the medium to high category. This condition indicates that there are still employees who feel that they lack emotional support, attention, and meaningful interpersonal relationships at work. These feelings can arise when individuals feel less understood by colleagues or superiors in carrying out their duties and responsibilities.

In the Social Isolation variable, the results showed that respondents experienced a relatively moderate level of social isolation. This shows that some employees still feel limited in interacting, communicating, or building close social relationships with colleagues. These conditions can be influenced by organizational culture, work systems, and the characteristics of the work carried out.

Meanwhile, the Well-Being variable showed a relatively good level. However, there are still some respondents who show a level of psychological well-being that is not optimal. This indicates that organizations need to pay more attention to factors that can improve employee well-being.

In general, the results of descriptive statistics provide an idea that workplace loneliness is still a phenomenon that needs attention in organizations because it has the potential to affect employee welfare and productivity.

3.3 Validity and Reliability Tests

Before hypothesis testing, the research instrument is first tested for validity and reliability to ensure that the instrument is able to measure research variables accurately and consistently.

Based on the results of the validity test using Corrected Item-Total Correlation (CITC), all indicators in the variables Emotional Deprivation, Social Isolation, and Well-Being had values above 0.30. The CITC value is in the range of 0.729 to 0.870. Thus, all statement items are declared valid and suitable for use in the research.

Next, reliability tests were carried out using Cronbach's Alpha. The test results showed that the Emotional Deprivation variable had a Cronbach's Alpha value of 0.959, the Social Isolation variable of 0.952, and the Well-Being variable of 0.978. All of these values are above the minimum limit of 0.70 so it can be concluded that the research instrument has a very good level of reliability.

The results of the validity and reliability test showed that the research instrument was able to measure the constructs being studied accurately and consistently. Therefore, the data obtained is worth using for further analysis.

3.4 The Effect of Emotional Deprivation on Well-Being

The first hypothesis test was carried out to determine the effect of Emotional Deprivation on employee Well-Being. The results of the analysis showed that Emotional Deprivation did not have a significant effect on Well-Being. These findings suggest that although employees experience a lack of emotional support in the work environment, they do not necessarily directly lower their levels of well-being.

There are several possibilities that could explain these results. First, employees may have other sources of emotional support outside of the work environment, such as family, friends, or social communities. Such support can help individuals maintain psychological well-being despite experiencing limitations in emotional relationships at work.

Second, an individual's ability to manage emotions and deal with work pressure can also be a factor that affects the level of well-being. Employees who have a high level of resilience tend to be able to adapt to various work environment conditions so that the impact of emotional deprivation on well-being is smaller.

These findings suggest that emotional deprivation is not the only factor that determines employee well-being. Other factors such as job satisfaction, organizational support, work culture, and individual characteristics can also play a role in shaping employee well-being.

3.5 Influence Social Isolation terhadap Well-Being

The second hypothesis test was carried out to determine the effect of Social Isolation on Well-Being. The results of the study show that Social Isolation has a significant influence on Well-Being. These findings indicate that the higher the level of social isolation that employees feel, the lower the level of well-being they have.

These results show the importance of social relationships in the work environment. Employees who have good interpersonal relationships with co-workers and superiors tend to have higher levels of well-being than those who feel socially isolated.

Social isolation can cause individuals to feel lonely, lack social support, and feel like they don't belong in the organization. In the long term, these conditions can reduce work motivation, job satisfaction, and employee mental health.

These findings are in line with previous studies that have shown that positive social relationships are one of the important factors in improving individual well-being in the workplace. Therefore, organizations need to create a work environment that supports social interaction and collaboration between employees.

The present findings are consistent with previous studies conducted by Lam and Lau (2022) and Hu et al. (2023), which reported that social disconnection in the workplace significantly reduces employee well-being and engagement. These studies similarly emphasize the importance of workplace relationships in supporting employees' psychological functioning.

3.6 The Effect of Emotional Deprivation and Social Isolation on Well-Being

Based on the results of the simultaneous analysis, Emotional Deprivation and Social Isolation together affect the Well-Being of employees.

These findings show that workplace loneliness is a multidimensional phenomenon consisting of emotional and social aspects. These two aspects are interrelated in influencing the psychological condition of employees.

Although Emotional Deprivation does not show a significant effect partially, its existence still contributes when combined with Social Isolation in explaining Well-Being variations. This shows that employee well-being is not only influenced by a single factor, but by a combination of various social and emotional experiences in the work environment.

Therefore, organizations need to develop strategies that are able to reduce workplace loneliness as a whole, both in terms of emotional relationships and social relationships between employee.

However, the findings differ from those reported by Ozelik and Barsade (2021), who found that emotional loneliness negatively affects employee performance and psychological outcomes. The inconsistency may be explained by cultural differences, organizational contexts, and variations in employee support systems.

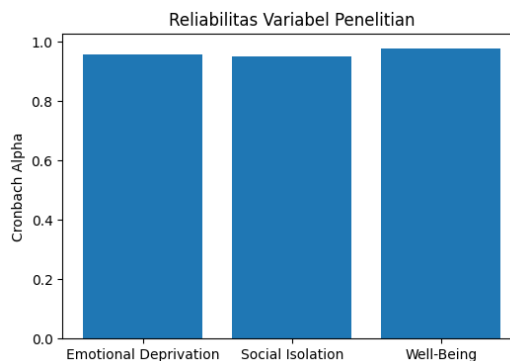


Figure 2. Reliability Test

3.7 Discussion

The findings of this study provide important insights into the relationship between workplace loneliness and employee well-being. The results indicate that Social Isolation significantly influences Well-Being, whereas Emotional Deprivation does not have a significant partial effect. These findings suggest that not all dimensions of workplace loneliness contribute equally to employees' psychological well-being.

The significant effect of Social Isolation on Well-Being highlights the importance of social connectedness in the workplace. Employees who experience limited interaction with colleagues, feel excluded from workplace activities, or perceive a lack of belonging within the organization tend to report lower levels of well-being. This finding supports previous studies suggesting that social relationships serve as an essential psychological resource that enables employees to cope with work demands, reduce stress, and maintain positive emotional states. In modern organizations, where collaboration and communication are increasingly important, social isolation may create barriers to information sharing, emotional support, and teamwork, ultimately reducing employees' overall well-being.

In contrast, Emotional Deprivation was found to have no significant direct effect on Well-Being. Several explanations may account for this finding. First, employees may obtain emotional support from sources outside the workplace, such as family members, close friends, or community networks. Consequently, a lack of emotional closeness within the workplace may not necessarily reduce their overall well-being. Second, cultural factors may play an important role. Indonesia is generally characterized as a collectivist society in which individuals tend to maintain strong social and familial relationships outside the workplace. These external support systems may compensate for emotional deficiencies experienced in the work environment, thereby weakening the direct influence of Emotional Deprivation on Well-Being.

Another possible explanation relates to employees' psychological resilience and adaptability. Individuals with strong coping mechanisms may be able to maintain their well-being despite experiencing limited emotional support from colleagues or supervisors. Therefore, Emotional Deprivation may not directly influence Well-Being unless

accompanied by other unfavorable workplace conditions such as excessive workload, organizational conflict, low job satisfaction, or inadequate organizational support.

An important finding of this study is the relatively low coefficient of determination ($R^2 = 17.8\%$). This result indicates that Emotional Deprivation and Social Isolation together explain only 17.8% of the variance in Well-Being, while the remaining 82.2% is explained by other variables not included in the model. This suggests that employee well-being is a complex and multidimensional construct influenced by numerous organizational, social, and personal factors. Variables such as organizational support, leadership style, job satisfaction, work engagement, work-life balance, psychological resilience, and organizational culture may contribute substantially to employees' well-being and should be considered in future research.

From a theoretical perspective, the findings indicate that Social Isolation appears to be a more influential dimension of workplace loneliness than Emotional Deprivation in predicting employee Well-Being. This finding contributes to the workplace loneliness literature by suggesting that the absence of social integration and belonging may have stronger consequences for employee well-being than the absence of deep emotional attachment in workplace relationships. Therefore, future studies should further investigate the relative importance of different loneliness dimensions and explore potential mediating or moderating variables that may strengthen or weaken these relationships.

From a managerial perspective, the results imply that organizations should prioritize efforts to reduce social isolation among employees. Rather than merely encouraging general social interaction, organizations should implement specific initiatives aimed at strengthening workplace connectedness. These initiatives may include structured mentoring programs, cross-functional teamwork, onboarding buddy systems for new employees, regular team-building activities, collaborative projects, and open communication forums. Such initiatives can help employees develop meaningful workplace relationships, enhance their sense of belonging, and improve their overall well-being.

Organizational leaders also play a critical role in reducing social isolation. Managers should actively foster inclusive work environments where employees feel respected, heard, and involved in organizational activities. By promoting a culture of collaboration and psychological safety, organizations can create conditions that support both employee well-being and organizational effectiveness.

This study has several limitations that should be acknowledged. First, the sample size was limited to 102 respondents, which may restrict the generalizability of the findings. Second, the relatively low R^2 value indicates that the model does not fully capture the factors influencing employee Well-Being. Third, the use of self-reported questionnaires may introduce response bias. Therefore, future research is encouraged to involve larger and more diverse samples, include additional explanatory variables, and employ more comprehensive analytical approaches to better understand the determinants of employee well-being in the workplace.

The relatively low explanatory power of the model should not be interpreted as a failure of the study. Instead, it reflects the complexity of employee Well-Being as a multidimensional construct. Previous organizational behavior research has consistently demonstrated that employee Well-Being is influenced by a wide range of factors beyond workplace loneliness, including leadership quality, organizational support, career development opportunities, workload, compensation, and work-life balance. Therefore, the present findings should be interpreted as identifying one important aspect of employee Well-Being rather than providing a complete explanation of the phenomenon.

Table 1. Descriptive Statistical Table of Research Variables

Variabel	Number of Items	Red	Standard Deviation	Minimum	Maximum
Emotional Deprivation (X1)	10	3,81	1,05	1	5
Social Isolation (X2)	10	3,94	0,99	1	5
Well-Being (Y)	12	3,61	1,30	1	5

4. CONCLUSION

This study investigated the influence of Emotional Deprivation and Social Isolation on employee Well-Being in the context of workplace loneliness. The findings revealed that Social Isolation significantly affects Well-Being, while Emotional Deprivation does not demonstrate a significant partial effect. Simultaneously, both variables significantly influence Well-Being. The results indicate that Social Isolation represents a more dominant dimension of workplace loneliness in explaining employee Well-Being than Emotional Deprivation. This finding suggests that employees' sense of belonging, social interaction, and connectedness within the workplace are critical factors in maintaining positive psychological well-being. Despite the significant simultaneous effect, the coefficient of determination (R^2) of 17.8% indicates that the proposed model explains only a limited proportion of the variance in Well-Being. Therefore, employee Well-Being is likely influenced by numerous additional factors, including organizational support, leadership style, job satisfaction, work engagement, work-life balance, and individual psychological characteristics. From a managerial perspective, organizations should focus on reducing social isolation through structured mentoring programs, team-building activities, collaborative work practices, onboarding buddy systems, and inclusive communication strategies. Such initiatives may strengthen employees' social connectedness and contribute to improved Well-Being. This study is limited by its relatively small sample size and the exclusion of several potential determinants of Well-Being. Future

studies are recommended to involve larger and more diverse samples and incorporate additional organizational and psychological variables to develop a more comprehensive understanding of employee Well-Being.

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