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Research Article / *Araştırma Makalesi*

THE EFFECT OF WORKPLACE LONELINESS ON BURNOUT: THE MODERATING ROLE OF EXTRAVERSION PERSONALITY TRAIT

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ABSTRACT

Workplace loneliness has garnered increasing attention from both researchers and practitioners recently due to its widespread prevalence and significant negative consequences. The rapid changes in work arrangements following the COVID-19 pandemic have further intensified this interest. However, compared to studies on loneliness in general life, research on workplace loneliness remains limited. Unlike previous studies, this research examines extraversion, a personality trait, as a moderating variable and investigates whether this personality trait impacts the relationship between workplace loneliness and burnout. Based on data collected from 467 employees across Türkiye, the study found that workplace loneliness positively affects burnout; extraversion moderates this effect; and as employees' extraversion increases, the impact of workplace loneliness on their burnout decreases. In other words, extraverted employees experience less burnout than introverted employees when experiencing loneliness in the workplace. This finding is consistent with research conducted in Canada but contrasts with a study conducted in China. Considering the individualism/collectivism cultural characteristics of the societies in China, Türkiye, and Canada, this study suggests that the moderating factor is not solely extraversion or introversion, but rather whether the personality trait in question is one that is accepted by the society to which the individual belongs.

Keywords: *Workplace Loneliness, Burnout, Extraversion, Individualism/collectivism*

JEL Classification Codes: *M10, M12, M54*

İŞ YAŞAMINDA YALNIZLIĞIN TÜKENMİŞLİĞE ETKİSİ: DIŞADÖNÜKLÜK KİŞİLİK ÖZELLİĞİNİN DÜZENLEYİCİ ROLÜ

ÖZET

İş yaşamında yalnızlık, yaygınlık oranı ve ciddi olumsuz sonuçları sebebiyle son yıllarda hem araştırmacıların hem de uygulayıcıların ilgisinin giderek arttığı bir konu olmuştur. COVID-19 pandemisi ve sonrasında çalışma düzenlerinde yaşanan hızlı değişiklikler bu ilgiyi daha da artırmıştır. Ancak genel yaşamda yalnızlık konusunda yapılan araştırmalarla karşılaştırıldığında, iş yaşamında yalnızlık üzerine

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yapılan araştırmalar halen sınırlı sayıdadır. Diğer çalışmalardan farklı olarak bu çalışmada bir kişilik özelliği olan dışadönüklük düzenleyici değişken olarak ele alınmakta ve söz konusu kişilik özelliğinin, iş yaşamında yalnızlık ile tükenmişlik ilişkisinde herhangi bir etkiye sahip olup olmadığı incelenmektedir. Türkiye genelindeki 467 çalışandan elde edilen verilere dayanan araştırma sonucunda; iş yaşamında yalnızlığın tükenmişliği olumlu yönde etkilediği, dışadönüklük kişilik özelliğinin söz konusu bu etki üzerinde düzenleyici etkisinin bulunduğu ve çalışanların dışadönüklük özelliği arttığında, iş yaşamındaki yalnızlıklarının tükenmişliklerine olan etkisinin ise azaldığı yani dışadönük çalışanların iş yaşamında yalnızlık çektiklerinde, içedönük çalışanlara göre daha az tükenmişlik hissettikleri bulgusuna ulaşılmıştır. Bu sonuç Kanada örnekleminde gerçekleştirilmiş bir araştırma sonucuna benzerlik gösterirken, Çin'de gerçekleştirilmiş bir araştırma sonucundan ise ayrışmaktadır. Çin, Türkiye ve Kanada toplumlarının bireycilik/kolektivizm kültürel özellikleri dikkate alındığında, bu çalışma dışadönüklük ya da içedönüklüğün tek başına düzenleyici bir faktör olmadığını; söz konusu kişilik özelliğinin bireyin ait olduğu toplum tarafından kabul görüp görmediğinin de belirleyici bir unsur olduğunu ileri sürmektedir.

Anahtar Kelimeler: *İş Yaşamında Yalnızlık, Tükenmişlik, Dışadönük Kişilik, Bireycilik/kolektivizm*

JEL Sınıflandırması: *M10, M12, M54*

1. Introduction

The transition from agrarian to industrial society has given rise to an individualistic, urban lifestyle. Industrialization and urbanization have led to significant changes in individuals' social lives. Technological advancements, including the development of communication and internet technologies, have further accelerated these social changes. The individualistic lifestyle resulting from these developments has contributed to an increase in feelings of loneliness, which has become one of the most significant issues in both individual and organizational life (Aşık, 2016; Çetin & Alacalar, 2016; Jung et al., 2022; Öztürk Çiftçi, 2021; Zhou, 2018). Loneliness in everyday life and its impact on human health have been subjects of study in fields such as psychology and sociology for many years. Research on loneliness has proliferated since the 1970s, following the publication of Robert Weiss's book on emotional and social isolation in 1973 (Wright, 2005).

The workplace can also be a place where loneliness occurs. Indeed, an individual who does not experience loneliness in daily life may feel lonely in their work life due to difficulties in establishing social relationships and obtaining social support (Doğan et al., 2009). Workplace loneliness has become an increasingly prominent topic of interest for both researchers and practitioners over the past two decades due to its prevalence and serious negative individual consequences (Sirbu & Dumbrava, 2019). The rapid changes in work arrangements during and after the COVID-19 pandemic have further amplified this interest (Bryan et al., 2023; Kloutsiniotis et al., 2022).

Compared to research on loneliness in general life, it can be stated that studies on workplace loneliness remain limited in number (Bryan et al., 2023; Jung et al., 2022; Özçelik & Barsade, 2018; Wright & Silard, 2021; Zhou, 2018). Nevertheless, workplace loneliness has been drawing growing attention in the contemporary organizational literature as a significant psychosocial risk factor that adversely affects employees' psychological well-being, organizational commitment, and performance (Wright & Silard, 2021). Research has shown that personality traits influence loneliness in the workplace (Çetin & Alacalar, 2016; Sîrbu & Dumbravă, 2019; Wright, 2005), with extraversion being identified as the most significant personality trait in this

context (Wright & Silard, 2021). Studies examining the consequences of workplace loneliness further show that burnout is among its most salient outcomes (Anand & Mishra, 2021; Aşık, 2016; Jung et al., 2022; Kloutsiniotis et al., 2022; Özdemir, 2021; Öztürk Çiftçi, 2021; Sîrbu & Dumbravă, 2019). Burnout syndrome is known to have serious implications for employee health and job performance and is closely associated with chronic job stressors (Maslach et al., 2001). The fact that loneliness and burnout constitute two mutually reinforcing threats from an organizational behavior perspective underscores the need to investigate the individual differences that underlie this relationship. In this context, personality traits—particularly extraversion, which shapes individuals' social orientation and interpersonal interaction needs—play a pivotal role in shaping experiences of loneliness (Wright & Silard, 2021) and stress responses like burnout (Alarcon et al., 2009). Considering extraversion's association with social support seeking, emotional resilience, and positive emotion regulation, research exploring its potential moderating role in the relationship between workplace loneliness and burnout would address an important theoretical and practical gap. Accordingly, examining the moderating effect of extraversion in this relationship is expected to provide valuable contributions to the development of organizational interventions aimed at enhancing employee well-being and to the advancement of personality-based work psychology models.

In a study that addressed extraversion, workplace loneliness, and burnout together (Sîrbu & Dumbravă, 2019), extraversion was treated as an independent variable. The results of that study indicated that extraversion negatively affects both workplace loneliness and burnout. However, a review of the relevant literature reveals that there are no studies addressing the moderating role of personality in the relationship between workplace loneliness and burnout. In this regard, this study, whose main objective is to determine whether the levels of burnout experienced by employees who face loneliness in the work environment vary according to their extraversion personality trait, is considered to be of significant importance in terms of the literature on workplace loneliness.

2. Theoretical Framework and Hypotheses

2.1. Workplace Loneliness

Humans, as social beings, have a fundamental need to establish fulfilling and healthy relationships with others. Individuals who feel inadequate in their social relationships and experience loneliness often face emotional stress, along with significant physical health issues (Doğan et al., 2009). Lam & Lau (2012) note that in various studies on loneliness, it is defined as "insufficient or unsatisfactory social relationships."

The workplace can also be a place where loneliness occurs. For instance, individuals who do not experience loneliness in their daily lives may still feel lonely in their work life due to difficulties in establishing social relationships and obtaining social support (Doğan et al., 2009). Wright et al. (2006) describe workplace loneliness as the "distress caused by the perceived lack of quality interpersonal relationships among workers in the workplace." Özçelik & Barsade (2018) define workplace loneliness as "employees' subjective emotional evaluations and feelings about whether their belongingness needs are met by the people they work with and the organization they work for.." Research on workplace loneliness largely began with Wright et al. (2006), who characterize it as emotional deprivation and a lack of social companionship.

Emotional loneliness is associated with one-to-one relationships, whereas social loneliness is linked to an individual's relationships with groups. Emotional loneliness refers to the sense of deprivation experienced when a person lacks the perception of a desired friendship or personal bond within the work environment. Establishing a close relationship with another individual at work can meet employees' emotional needs, fostering trust, loyalty, and social support. Social loneliness, on the other hand, pertains to feelings related to one's connections with groups, such as the sense of belonging to a circle of friends. Individuals experiencing social loneliness often feel that they do not belong to a social group (Wright, 2005). Emotional deprivation is a qualitative measure that refers to the lack of meaningfulness and satisfaction in relationships with coworkers. Social companionship deficiency, on the other hand, is a quantitative measure that describes individuals' perception of the adequacy of their social network size (Sirbu & Dumbravă, 2019).

This conceptual framework necessitates a more comprehensive examination of the dynamics that contribute to the emergence of workplace loneliness. Factors affecting workplace loneliness can be classified into three groups: individual, work-related, and organizational factors. Personality, social intelligence, and work values are individual factors; working hours and workload are work-related factors; and organizational climate, organizational support, and person-organization fit are organizational factors. Emotional stability and extraversion, among personality traits, adversely influence workplace loneliness. More extraverted and emotionally stable employees are more successful in establishing positive relationships with others (Zhou, 2018).

Although the effects of these factors on workplace loneliness have become clearer, debates regarding the outcomes of this phenomenon continue. For example, some studies suggest that burnout causes workplace loneliness, while others indicate that workplace loneliness leads to burnout (Zhou, 2018). While workplace loneliness can lead to burnout, low job satisfaction, and decreased performance, burnout, low job satisfaction, and decreased performance can, in turn, trigger loneliness. Longitudinal studies are needed to better understand these relationships (Bryan et al., 2023).

2.2. Burnout

Early pioneering studies on burnout were conducted by psychiatrist Freudenberger (1975) and social psychologist Maslach (1976), who focused on emotions in the workplace (Maslach et al., 2001). Burnout is a psychological syndrome observed in workers who interact with people in sectors such as education and healthcare, characterized by emotional exhaustion, depersonalization, and diminished personal accomplishment (Maslach & Goldberg, 1998; Maslach & Jackson, 1981). The three components of burnout can be described as follows (Çetin et al., 2011; Maslach & Goldberg, 1998): Emotional exhaustion, the primary stress component of burnout, is defined by a depletion of energy and a sense that one's emotional resources are exhausted. The principal causes of this exhaustion are interpersonal difficulties and excessive workload in the workplace. Individuals experiencing emotional exhaustion feel that they lack the energy to face others or come to work the next day. Depersonalization, the interpersonal dimension of burnout, is characterized by negative, indifferent, or excessively distant responses toward others. Employees adopt a detached and emotionally insensitive attitude, often displaying a cynical attitude toward clients, coworkers, or the organization. Diminished personal accomplishment signifies the self-assessment aspect of burnout and can be defined

by a propensity for negative self-evaluation. Factors contributing to emotional exhaustion and depersonalization can reduce sentiments of achievement and increase feelings of inadequacy. As a result, employees experience a decline in their sense of competence at work and their success in interactions with others.

This early theoretical framework laid the groundwork for subsequent research examining whether the phenomenon of burnout is confined to specific occupational groups. Early studies primarily addressed burnout in human-centered professions that involve face-to-face interaction. However, subsequent research revealed that burnout is not limited to such professions and is applicable to other job fields as well (Çapri, 2006). As a result, burnout research has expanded to include various professions (Maslach et al., 2001). In this context, measurement tools like Pines & Aronson's (1988) "Burnout Scale" (Çapri, 2006) were developed to be applicable across all professions. Similarly, the general version of the Maslach Burnout Inventory, initially developed for human-centered workers in fields such as healthcare and education, was later expanded for use with all professional groups by Maslach et al. (1996) (Maslach et al., 2001).

2.3. Personality and Extraversion Personality Trait

Personality, in general, refers to the consistent and psychological traits that explain the reasons behind an individual's behavior. These traits determine the individual's overall emotional, behavioral, and cognitive style, reflecting who they are (Mount et al., 2005). Due to its complexity, there are numerous theories in the literature attempting to explain personality. Among these, the "Big Five Personality Model" is the most commonly used model in the literature, providing a detailed explanation of personality traits. Although different researchers may use different terminology, neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness (Costa & McCrae, 1995) are the most commonly used labels for these five dimensions. We can explain the five personality traits as follows:

The neuroticism personality trait includes elements such as difficulty in dealing with anxiety, depression, and stress (Piedmont, 1998). Being anxious, insecure, introverted, and irritable indicates a high level of neuroticism, while calmness, self-confidence, and being balanced suggest a low level of this trait (Burger, 2006; Çetin & Basım, 2015). The openness to experience personality trait emphasizes qualities like questioning traditional values, imagination, and openness to new ideas (Piedmont, 1998). Individuals who possess independent and non-traditional thoughts have a high degree of openness to experience, while those who avoid change and are more conservative possess the opposite personality trait (Burger, 2006; Çetin & Basım, 2015). The agreeableness personality trait involves elements such as yielding to others' opinions, humility, selflessness, and honesty (Piedmont, 1998). Agreeable individuals prefer cooperation over competition. In contrast, individuals with the opposite personality trait are distrustful, enjoy competition, display hostile attitudes, and tend to be stubborn (Burger, 2006; Çetin & Basım, 2015). The conscientiousness personality trait represents a sense of responsibility, organization, achievement motivation, and caution (Piedmont, 1998). Highly conscientious individuals are organized, plan-oriented, careful, and determined, with a high sense of accomplishment. Individuals at the other end of this spectrum tend to be careless, disorganized, and lazy (Burger, 2006; Çetin & Basım, 2015). The extraversion personality trait, which is the focus of this study, refers to positive emotions, self-confidence, activity, a desire for excitement,

interpersonal closeness, and a preference for communal living (Piedmont, 1998). Extraverted individuals are positive, cheerful, energetic, and social, whereas introverts prefer solitude and tend to be more reserved. Extraverted individuals spend more time in social settings and have more friends (Burger, 2006; Çetin & Basım, 2015).

2.4. The Effect of Workplace Loneliness on Burnout

The relationship between workplace loneliness and burnout can be explained by Self-Determination Theory (SDT). SDT says that everyone has a natural tendency toward psychological growth, internalization, and well-being. To make these natural tendencies come true, three basic psychological needs must be met: autonomy, competence, and relatedness (Sîrbu & Dumbravă, 2019). Being autonomous means being able to start and control your actions; being competent means knowing how to get different internal and external results and being able to do what you need to do; and being related means making safe and satisfying connections with people in your social environment (Deci et al., 1991). Among these three basic needs, the need for relatedness is a concept that can be directly associated with loneliness. The need for relatedness can be fulfilled when individuals perceive themselves as members of a group, experience a sense of community, and develop close relationships. These characteristics highlight the close relationship between the need for relatedness and loneliness in the workplace (Sîrbu & Dumbravă, 2019). Research (Hoferichter et al., 2023; Pacewicz et al., 2020) has shown that individuals who satisfy their need for relatedness experience less burnout. Consequently, the association between the need for relatedness and burnout makes it reasonable to assume that loneliness is also related to burnout (Sîrbu & Dumbravă, 2019).

The relationship between workplace loneliness and burnout can also be explained through the Conservation of Resources (COR) Theory and the Job Demands–Resources (JD-R) Theory. The Conservation of Resources (COR) Theory is a prominent stress theory proposing that individuals possess a fundamental motivation to preserve, maintain, and avoid the loss of the resources they value (Hobfoll, 1989). The Job Demands–Resources (JD-R) Theory, on the other hand, argues that employees' levels of burnout are determined by the interaction between job demands and job resources (Demerouti et al., 2001). According to the theory, social relationships—including supervisor and coworker support—are considered essential "job resources," and the lack of such resources leads to burnout (Demerouti, 2018). In this context, workplace loneliness can be viewed as "resource deprivation" from a JD-R perspective, and as "resource loss" from the COR perspective. Therefore, when the two theories are considered together, it can be argued that workplace loneliness increases employees' burnout levels by depleting their resources.

These two theoretical frameworks provide a basis for a better understanding of empirical findings regarding the impact of workplace loneliness on employees' levels of burnout. Studies examining the impact of workplace loneliness on burnout have identified a positive relationship between the two. For instance, a study conducted in Greece with 459 hotel employees found that workplace loneliness has a positive impact on burnout (Kloutsiniotis et al., 2022). Similarly, Sîrbu & Dumbravă (2019), based on a study of 265 employees in Romania, concluded that workplace loneliness has a positive effect on burnout. In a study conducted by Jung et al. (2022) involving 300 hotel employees in South Korea, where burnout was assessed solely through the emotional exhaustion dimension, it was found that workplace loneliness

positively affects emotional exhaustion. Anand & Mishra (2021), in their study involving 1247 participants from nursing and call center sectors in India, also demonstrated the impact of workplace loneliness on emotional exhaustion. Furthermore, a study conducted in Türkiye, with 402 employees working in shopping centers located in the Central and South Black Sea regions, found that workplace loneliness has a positive effect on emotional exhaustion (Öztürk Çiftci, 2021).

In addition to these general findings, some studies have also provided more detailed insights into the relationships between the sub-dimensions of loneliness and the sub-dimensions of burnout. Özdemir (2021) did a study with 362 teachers in Türkiye that looked at the sub-dimensions of workplace loneliness and burnout. He found that social loneliness only affects the diminished personal accomplishment dimension of burnout, but emotional loneliness affects all three dimensions of burnout. Additionally, a study conducted in Balıkesir province of Türkiye, with 143 hotel employees, found that workplace loneliness affects all dimensions of burnout with social loneliness being the most influential dimension in relation to burnout (Aşık, 2016).

Based on the findings of the studies outlined above, the following hypothesis has been formulated regarding the relationship between workplace loneliness and burnout:

Hypothesis 1: Workplace loneliness has a significant positive effect on burnout.

2.5. The Moderating Role of Extraversion in the Relationship Between Workplace Loneliness and Burnout

Personality traits define how individuals differ from one another psychologically and reveal the underlying causes of their behaviors. Individuals with different personality traits may perceive or react differently to the same emotional experience. In other words, personality is one of the key factors that moderate the relationship between individuals' emotional experiences and their outcomes. Among various personality theories, the "Big Five Personality Model" is the most commonly used model in the literature. In this study, extraversion, one of the Big Five personality traits, is considered as a moderating variable, and the study investigates whether this personality trait impacts the relationship between workplace loneliness and burnout. Extraversion and neuroticism are the personality traits most commonly associated with loneliness (Sîrbu & Dumbravă, 2019; Wright, 2005).

Extraversion is the most significant personality trait influencing loneliness (Wright & Silard, 2021). Studies (Çetin & Alacalar, 2016; Sîrbu & Dumbravă, 2019) show that the personality trait of extraversion has a negative effect on workplace loneliness. Extraverted individuals, being more proficient in establishing positive interpersonal relationships, experience less loneliness in the workplace (Zhou, 2018). In a study (Sîrbu & Dumbravă, 2019) examining the relationship between workplace loneliness and burnout, the personality trait of extraversion was treated as an independent variable. The results of the study indicated that extraversion negatively affects both workplace loneliness and burnout. Extraverted individuals tend to avoid being alone, desire to be part of large social networks, and consistently strive to develop quality relationships with others. Such behavior may prevent them from feeling lonely and, consequently, from experiencing burnout (Sîrbu & Dumbravă, 2019).

However, no research has been identified that examines the moderating role of extraversion in the relationship between workplace loneliness and burnout. Nevertheless, in the

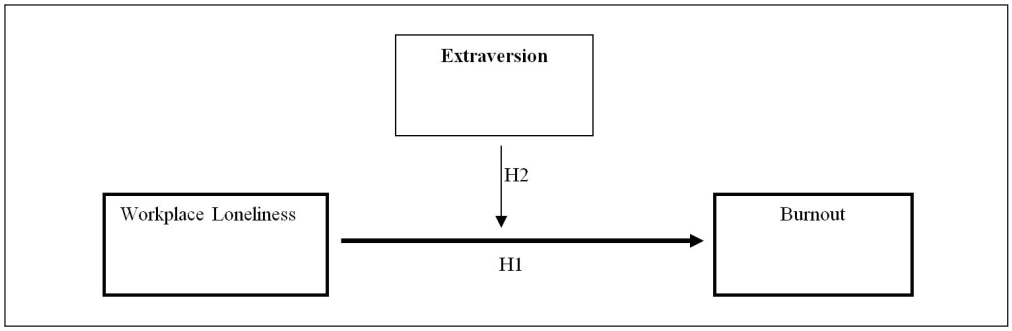
literature on loneliness, there is evidence of the moderating role of extraversion. For instance, a study conducted with 332 employees in China (Tian et al., 2023) found that extraversion plays a moderating role in the relationship between workplace loneliness and performance. According to the study, the negative effect of workplace loneliness on the performance of extraverted individuals is greater. This may be due to the fact that in situations where social relationships are weak or insufficient, extraverted individuals may feel more anxious or disappointed. In other words, individuals with high levels of extraversion may experience more pressure when interpersonal relationships are inadequate (Tian et al., 2023). Given the close relationship between performance and burnout, Tian et al.'s (2023) study can be presented as evidence for the hypothesis that the personality trait of extraversion may have a moderating role in the relationship between workplace loneliness and burnout.

Based on the information outlined above, the second hypothesis of the study has been formulated as follows:

Hypothesis 2: The personality trait of extraversion has a moderating role in the effect of workplace loneliness on burnout. That is, as employees' levels of extraversion increase, the impact of workplace loneliness on burnout also increases. In other words, when faced with loneliness in the workplace, extraverted employees experience higher levels of burnout compared to introverted employees.

Figure 1 presents the research model, which is based on the hypotheses developed in response to the research findings discussed above.

Figure 1: Research Model



In this model, workplace loneliness is defined as the independent variable, extraversion as the moderating (moderator) variable, and burnout as the dependent variable.

3. Method

This study, designed as a quantitative research, tests the hypotheses regarding the relationships between workplace loneliness, burnout, and extraversion using a correlational survey model. The study is cross-sectional in terms of the time period it addresses. The study

employed convenience sampling and snowball sampling methods. Convenience and snowball sampling are among the non-probability sampling methods frequently employed in the social sciences. Convenience sampling refers to a technique in which the researcher collects data from individuals who are easily accessible (Etikan et al., 2016). Snowball sampling, on the other hand, is a method in which a few participants selected at the outset of the study expand the sample by recommending additional participants from within their own social networks (Biernacki & Waldorf, 1981). Non-probability sampling methods generally offer advantages in terms of time and cost. However, because the probability of selecting participants is not random in such methods, they may lead to sampling bias by overrepresenting certain characteristics or excluding particular groups entirely, thereby limiting the generalizability of the findings to the broader population (Etikan et al., 2016). Indeed, as a result of employing convenience and snowball sampling methods in our study, the majority of participants (71.3%) were employees in the public sector. It can be argued that this disproportion in the public–private sector distribution limits the generalizability of the findings.

The data for the study were collected online through a Likert-type survey created using Google Forms. An informed consent form was added to the first page of the online data collection tool. Participants who agreed to take part in the study were asked to read the form, provide voluntary consent, and then proceed to the subsequent pages of the data collection tool. Using the convenience and snowball sampling methods, the survey was disseminated across Türkiye through social networks and social media, such as email, WhatsApp, or Facebook. Confirmatory factor analyses were used to check if the data were valid, and Cronbach's alpha coefficients were used to check if they were reliable.

The research was conducted under the ethical approval of the Social and Human Sciences Ethics Committee of Balıkesir University, with the decision dated 29/11/2024 and numbered 2024/11-26. All phases of the study were conducted in accordance with research and publication ethics principles.

3.1. Participants

The survey encompassed public and private sector employees throughout Türkiye. According to the latest labor force statistics announced on October 10, 2024, the number of employed individuals in Türkiye in August 2024 was 32 million 776 thousand (Strategy and Budget Directorate, 2024). For a population of 32 million 776 thousand, the sample size was determined to be 384 using the formula provided by Krejcie & Morgan (1970).

Data were collected from 467 participants working in both the public and private sectors across Türkiye between December 16, 2024, and January 23, 2025. The participants represent all 7 geographical regions of Türkiye.

3.2. Measurement Tools

There are four sections in the questionnaire: socio-demographic characteristics, workplace loneliness, burnout, and extraversion items. The socio-demographic characteristics assessed include gender, age, marital status, education level, work sector, length of service, number of employees at the workplace, and the geographical region of current employment.

3.2.1. Workplace Loneliness Scale

The scale developed by Wright et al. (2006) was used to measure workplace loneliness. The scale, prepared in a 5-point Likert format (1 = Strongly Disagree, 5 = Strongly Agree), includes a total of 16 items: 9 items for the "emotional deprivation" dimension and 7 items for the "social companionship" dimension. Out of these 16 items, 8 are reverse coded. High scores on the scale indicate a high level of loneliness. For example, the item "I often feel alienated from my co-workers" is representative of the emotional deprivation dimension, while the item "There is no one at work I can share personal thoughts with if I want to" is an example of the social companionship dimension.

In his doctoral study, Wright (2005) stated that scale comprises two dimensions—emotional deprivation and social companionship. However, while analyzing the relationships between workplace loneliness and various demographic, antecedent, and outcome variables, he treated workplace loneliness as a single variable formed by the sum of these two dimensions. In several other studies that employed this scale (Aşık, 2016; Çetin & Alacalar, 2016; Öztürk Çiftci, 2021; Sîrbu & Dumbravă, 2019), workplace loneliness was likewise used as a single variable formed by the sum of these two dimensions. In our study, the two-dimensional structure of the workplace loneliness scale was also acknowledged, and the factor analysis results were confirmed accordingly. In the research model and analyses, workplace loneliness was operationalized as a single variable formed by the sum of emotional deprivation and social companionship dimensions.

The Turkish adaptation of the scale, including its validity and reliability study, was conducted by Doğan et al. (2009). The study confirmed the Turkish version's factor structure, and the Cronbach's alpha reliability coefficients were 0.90 for the whole scale, 0.87 for the emotional deprivation dimension, and 0.83 for the social companionship dimension (Doğan et al., 2009). The confirmatory factor analysis results of our study (χ^2=275.293, χ^2/sd=2.898≤3; CFI=0.957>0.95, NFI=0.937>0.90, GFI=0.932>0.90, RMSEA=0.064<0.08) also support the factor structure of the scale. The reliability coefficient (Cronbach's alpha) was found to be 0.929 for the overall scale, 0.909 for the emotional deprivation dimension, and 0.864 for the social companionship dimension, indicating acceptable levels of reliability.

3.2.2. Burnout Scale

The most commonly used measurement tool in studies on burnout is the "Maslach Burnout Inventory," developed by Maslach & Jackson (1981). The perspective of this inventory is based on the idea that burnout is a psychological syndrome that occurs in professions that require face-to-face interaction with people, such as nursing and teaching. However, research has shown that burnout is no longer confined to professions requiring face-to-face interaction but is also relevant to other occupational fields. In this context, Pines & Aronson (1988), who argue that burnout cannot be limited to specific professional groups, developed a 21-item Burnout Measure (BM) with an approach that includes all professions (Çapri, 2006; 2013). Subsequently, for ease of use, Pines (2005) adapted a one-dimensional and 10-item short form (BMS) of the scale. The BMS is a seven-point scale (1 = Never, 7 = Always) that includes items such as "tired, hopeless, helpless." In his study, Pines (2005) found internal consistency coefficients ranging from 0.85 to 0.92 for different ethnic, professional, and student groups (Çapri, 2013). The validity and reliability study for the Turkish adaptation of the scale was conducted by Ça-

pri (2013). It was proven that the Turkish form has a factor structure with a Cronbach's alpha reliability coefficient of 0.91 and a test-retest correlation coefficient of 0.88 after four weeks.

The confirmatory factor analysis results of this study (χ^2=80.014, χ^2/sd=2.667≤3, CFI=0.985>0.97, NFI=0.976>0.95, GFI=0.966>0.90, RMSEA=0.06≤0.06) also validate the factor structure of the scale. The reliability coefficient (Cronbach's alpha) was found to be 0.927, indicating an acceptable level of reliability.

3.2.3. Extraversion Scale

To measure the participants' extraversion personality trait, the "Extraversion" subdimension from the "Big Five Inventory" (BFI), developed by Benet-Martínez & John (1998), was used. The scale in the 5-point Likert format (1 = Strongly Disagree, 5 = Strongly Agree) contains a total of 44 items for the five dimensions of personality. Examples of items in the extraversion dimension include phrases such as "Talkative" and "Has an assertive personality." The Turkish adaptation of the scale was conducted by Sümer & Sümer (2005) as part of a large-scale study that included 56 countries, carried out by Schmitt et al. (2007) (Basım et al., 2009). In that study, the Cronbach's alpha reliability values for extraversion, neuroticism, openness to experience, agreeableness, and conscientiousness dimensions were found to be 0.77, 0.79, 0.76, 0.70, and 0.78, respectively (Schmitt et al., 2007). The validity and reliability of the scale were further tested in another study by Basım et al. (2009).

In the present study, the results of the confirmatory factor analysis conducted for the 8-item extraversion dimension (χ^2=38.344, χ^2/sd=2.396≤3; CFI=0.985>0.90, NFI=0.975>0.95, GF=0.981>0.97, RMSEA=0.055<0.06) confirm the factor structure of the scale. The reliability coefficient (Cronbach's alpha) was found to be 0.861, indicating an acceptable level of reliability.

3.3. Statistical Analysis

In this study, the AMOS statistical software was used for confirmatory factor analysis, the SPSS statistical software was used for correlation and regression analyses, and the Process Macro application was used for regression analysis to examine moderating effect. Model 1 was chosen for the Process Macro application, and tests were run with a 95% confidence interval and a resampling (bootstrap) number of 5,000 (Gürbüz, 2021). It was also possible to look more closely at the moderating effect using the slope graph that was gotten from the Process Macro application. For the regression analyses conducted in SPSS and the Process Macro application, a significance level of $p<0.05$ was considered.

4. Results

4.1. Descriptive Statistics of the Sample

Data were collected from 467 participants. The participants represent all 7 geographical regions of Türkiye, with the highest participation coming from the Central Anatolia (27.8%) and Marmara (25.3%) regions, and the lowest participation from the Eastern Anatolia (7.5%) and Black Sea (7.9%) regions. A majority of the participants work in the public sector (71.3%). Of the participants, 63% are male, and 37% are female. The majority of participants are in the 31-50 age range (75.4%), are married (70.9%), have a bachelor's or postgraduate degree

(84.6%), and work in organizations with 50 or more employees (61.2%).The socio-demographic characteristics of the participants are shown in Table 1.

Table 1: The Socio-Demographic Characteristics of The Participants

Variable		N	%
Gender	Female	173	37.0
	Male	294	63.0
Age	18-30	67	14.3
	31-40	120	25.7
	41-50	232	49.7
	51 and over	48	10.3
Marital Status	Married	331	70.9
	Single	136	29.1
Education Level	Primary and Secondary Education	38	8.1
	Associate Degree	34	7.3
	Bachelor's Degree	225	48.2
	Master's Degree	121	25.9
	Doctorate (PhD)	49	10.5
Work Sector	Public	333	71.3
	Private	134	28.7
Length of Service	0-5 year	141	30.2
	6-10 year	86	18.4
	11-15 year	84	18.0
	16 and over	156	33.4
Number of Employees in the Workplace	Fewer than 10	62	13.3
	10-49	119	25.5
	50-249	71	15.2
	250 and over	215	46.0
Geographical Region Currently Worked in	Mediterranean	56	12.0
	Eastern Anatolia	35	7.5
	Aegean	42	9.0
	Southeastern Anatolia	49	10.5
	Central Anatolia	130	27.8
	Black Sea	37	7.9
	Marmara	118	25.3

4.2. Descriptive Analyzes

Before proceeding with the regression analyses, the study aimed to identify the socio-demographic variables that influence burnout—the dependent variable—and to control for these variables in the regression models. To this end, independent samples t-tests were conducted to examine the effects of gender, marital status, and sector on burnout, while one-way analyses of variance (ANOVA) were performed for age, level of education, length of service, number of employees, and geographic region. In addition, for the variables that yielded significant ANOVA results, post hoc multiple comparison tests were carried out to determine between which groups the differences occurred. The analyses revealed that age and gender significantly affect burnout. According to the post hoc test results, individuals aged 51 years and older experience lower levels of burnout compared with all other age groups. The t-test results for the gender variable are presented in Table 2, and the one-way ANOVA results for the age variable are presented in Table 3.

Table 2: t-Test Results by Gender

	Gender	N	Mean	SD	Mean Dif.	F	p	t	df	p
Burnout	Female	173	3.6665	1.18338	.35593	.183	.669	3.038	465	**.003**
	Male	294	3.3105	1.24541						

Table 3: ANOVA Test Results by Age

	Age	Sum of Squares	df	Mean Square	F	p	Levene Statistic	p
Burnout	Between Groups	18.490	3	6.163	4.132	**.007**	1.045	.372
	Within Groups	690.630	463	1.492				
	Total	709.121	466					
Group:	18-30 (N: 67, Mean: 3.5940)							
	31-40 (N:120, Mean: 3.5083)							
	41-50 (N:232, Mean: 3.4841)							
	51+ (N:48, Mean: 2.8646)							

4.3. Correlation Analysis

Due to the normal distribution of all variables, the Pearson correlation analysis coefficients were utilized. Table 4 presents the correlation values, as well as the mean and standard deviation values for the variables. The results of the correlation analysis revealed a positive and significant relationship ($r=0.542$, $p<0.01$) between the independent variable of workplace loneliness and the dependent variable of burnout. Additionally, a negative and significant relationship was found between the moderating variable of extraversion and both workplace loneliness ($r=-0.461$, $p<0.01$) and burnout ($r=-0.313$, $p<0.01$).

Table 4: Correlation Coefficients, Means, and Standard Deviations

Variables	1	2	3
1. Workplace Loneliness	1		
2. Extraversion	-.461**	1	
3. Burnout	.542**	-.313**	1
MEAN	2.3264	3.4221	3.4424
STD. DEVIATION	0.72261	0.63542	1.23358

4.4. Regression Analyzes

The results of the regression analysis conducted to determine the effect of workplace loneliness on burnout are presented in Table 5. As a first step in the regression analysis, gender (t=3.038, p=0.003) and age (F=4.132, p=0.003) were used to control for the effects of demographic variables. These variables were found to have an effect on the dependent variable, burnout, in previous t-test and ANOVA analyses. In the second step, the independent variable, workplace loneliness, was included in the model.

Table 5: Hierarchical Regression Analysis Explaining the Effect of Workplace Loneliness on Burnout

Dependent Variable: Burnout									
Independent Variables	**B**	**SE**	**Beta**	**t**	**p**	**95,0% Confidence Interval for B**		**F**	**R^2 (Adj.)**
						Lower	**Upper**		
Model 1									
Constant	4.225	.232		18.199	.000	3.769	4.682	(2, 464) =6.063 p=0.003	0.021
Gender	-.299	.122	-.117	-2.456	**.014**	-.538	-.060		
Age	-.116	.068	-.081	-1.692	.091	-.250	.019		
Model 2									
Constant	1.923	.257		7.474	.000	1.417	2.429	(3, 463) =69.022 p=0.000	0.305
Gender	-.171	.103	-.067	-1.659	.098	-.373	.032		
Age	-.127	.058	-.089	-2.209	.028	-.241	-.014		
Workplace L.	.913	.066	.535	13.784	.000	.783	1.043		

B =Unstandardized coefficients, SE = Standard error, Beta=Standardized coefficients

The information in Table 5 shows that the demographic variables (F=6.063, R^2=0.021, p<0.01) and workplace loneliness (F=69.022, R^2=0.305, p<0.01) significantly predict burnout. In the second model, which looks at both demographic factors and workplace loneliness, age (B=-0.127, p<0.05) and workplace loneliness (B=0.913, p<0.01) both significantly predict

burnout. This finding supports the first hypothesis of the study, which suggests that workplace loneliness has a significant positive effect on burnout.

The Process Macro application was performed for regression analysis to examine the moderating role of extraversion in the relationship between workplace loneliness and burnout. In the regression analysis for the moderating effect, the variables of workplace loneliness and extraversion were centered. As was already said, the demographic variables of gender (t=3.038, p=0.003) and age (F=4.132, p=0.003) were also taken into account during the analysis. These variables were found to have an effect on the dependent variable of burnout through t-test and ANOVA analyses. The results of the regression analysis are presented in Table 6.

Table 6: Regression Analysis Explaining the Moderating Effect

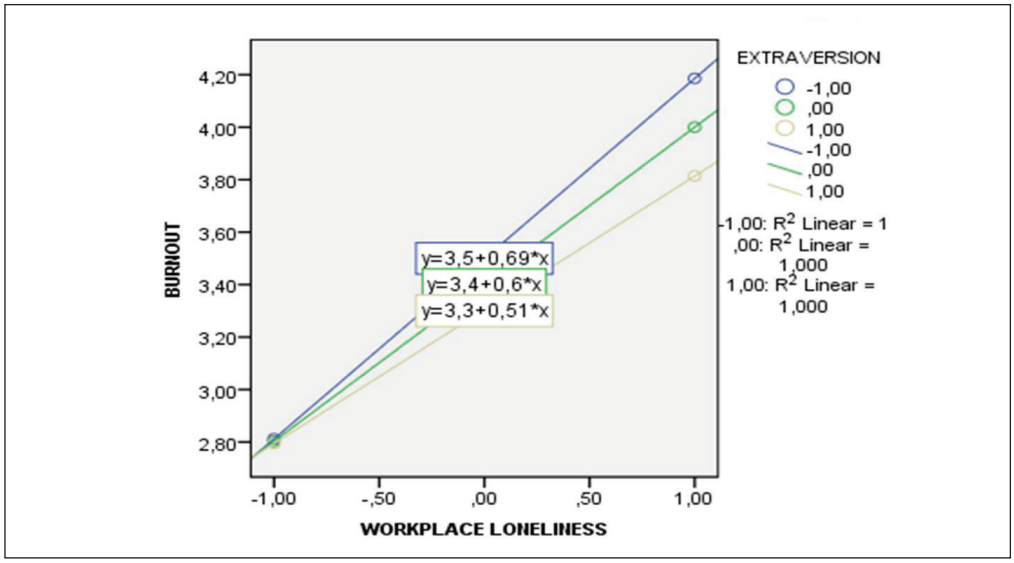
	B	SE	t	p	95.0% Confidence Interval	
					Lower	Upper
Constant	4.063	0.196	20.756	0.000	3.678	4.448
Workplace Loneliness	0.598	0.054	11.064	0.000	0.492	0.705
Extraversion	-0.097	0.055	-1.782	0.075	-0.205	0.010
Interaction Variable (Workplace Loneliness x Extraversion)	-0.088	0.042	-2.098	**0.036**	-0.171	-0.006
Gender	-0.212	0.104	-2.046	0.041	-0.416	-0.008
Age	-0.123	0.057	-2.148	0.032	-0.236	-0.011
R^2=0.322; F (5, 461)=43.801; p=0.000						
ΔR^2=0.006; F (1, 461)=4.402; p=0.036						

B =Unstandardized coefficients, SE = Standard error

Table 6 shows the results of the study on the moderating effect of extraversion. It shows that all the predictor variables explain 32.2% of the variance in burnout (R^2=0.322). When the interaction term was added to the model, an increase of 0.006 in R^2 was observed. Workplace loneliness (B=0.598, p=0.000), gender (B=-0.212, p=0.041), and age (B=-0.123, p=0.032) significantly affect burnout. Furthermore, the moderating effect of extraversion (the interaction variable) is also significant (B=-0.088, p=0.036<0.05). It is noteworthy that the inclusion of the interaction term in the model resulted in only a 0.006 increase in the R^2 value. However, even when reliable moderator effects are detected, the reduction in model error achieved by adding the interaction term is often remarkably small. For example, Evans (1985) argues that moderator effects are so difficult to detect that even those explaining as little as 1% of the total variance should be considered meaningful (as cited in McClelland & Judd, 1993). In this regard, it would not be inaccurate to conclude that extraversion indeed serves a moderating role.

To visualize the moderating effect and facilitate a more detailed examination, the slope graph used for this purpose is presented in Figure 2.

Figure 2: Moderator Effect Slope Graph



In the graph, burnout is plotted on the Y-axis, and workplace loneliness is plotted on the X-axis. Extraversion is depicted by the slope lines shown in three different colors between the x- and y-axes. The uppermost slope line, coded in blue, represents one standard deviation below the average level of extraversion; the middle slope line, coded in green, represents the average level; and the lowermost slope line, coded in yellow, represents one standard deviation above the average. Upon examining the graph, it can be seen that as the extraversion score moves one standard deviation below the mean (i.e., the upper blue slope line), the relationship between workplace loneliness and burnout strengthens. Conversely, when the extraversion score reaches the mean (i.e., the middle green slope line), the relationship weakens, and when the extraversion score rises one standard deviation above the mean (i.e., the lower yellow slope line), the relationship becomes even weaker. Based on these results, it can be concluded that extraversion has a moderating effect, and as employees' extraversion traits increase, the impact of workplace loneliness on burnout decreases. In other words, extraverted employees experience less burnout when facing workplace loneliness compared to introverted employees.

It is clear that the moderating effect of extraversion is significant when looking at the results from Table 6 for the moderating effect analysis and the slope analysis in Figure 2. However, the results of the analyses conducted reveal findings that are the exact opposite of the study's second hypothesis. According to the second hypothesis, as employees' levels of extraversion increase, the effect of workplace loneliness on burnout is expected to intensify. In other words, when confronted with loneliness in the workplace, extraverted employees are expected to experience higher levels of burnout compared to introverted employees. However, the findings indicate that extraverted employees experience less burnout than introverted employees when faced with workplace loneliness. To explain this unexpected outcome, further in-depth research

on the moderating effect of the personality trait of extraversion is needed. We will discuss the results of subsequent research in detail in the "Discussion" section of our study.

5. Discussion and Implications

5.1. Theoretical Implications

This study aimed to determine whether extraversion plays a moderating role in the effect of workplace loneliness on burnout. In this context, the first hypothesis of the study proposed that workplace loneliness would have a significant positive effect on burnout. The analysis results confirmed that workplace loneliness does have an effect on burnout, thus supporting the first hypothesis. This finding is consistent with the results of other studies that suggest workplace loneliness can lead to burnout (Anand & Mishra, 2021; Aşık, 2016; Jung et al., 2022; Kloutsiniotis et al., 2022; Özdemir, 2021; Öztürk Çiftçi, 2021; Sîrbu & Dumbravă, 2019).

However, our study yielded results that are entirely contrary to what the second hypothesis predicted. That is, while extraverted employees were expected to experience more burnout than introverted employees when confronted with loneliness in the workplace, the opposite was found: extraverted employees experienced less burnout. To explain this contradictory finding, a subsequent in-depth examination was conducted. In a study by Card & Skakoon-Sparling (2023), it was found that when experiencing social loneliness, extraverted individuals feel less unhappy than introverted individuals. Considering the close relationships among variables such as burnout, performance, and happiness, it can be stated that our results resemble the findings of Card & Skakoon-Sparling (2023), which indicate that extraverted individuals feel less unhappy than introverted individuals when experiencing social loneliness, while diverging from the findings of Tian et al. (2023), which suggest that extraverted individuals exhibit lower performance than introverts when facing social loneliness. Tian et al. (2023) argue that extraverted individuals, who tend to value close interpersonal relationships more, are likely to be more disappointed when they experience weak social connections at work, and this disappointment leads to lower performance. Based on our study and the results of Card & Skakoon-Sparling (2023), the reduction of loneliness's impact on burnout or unhappiness in extraverted individuals can be explained by their greater ability to engage in social interactions. Even if strong social connections are lacking at the workplace, extraverted individuals are able to interact more easily with colleagues or through their social lives outside of work, which helps reduce the feelings of isolation they may experience in the workplace. Thus, extraverted individuals' social skills may protect them from the negative effects of loneliness, which is why they may experience lower levels of burnout even when there are no strong social connections at work. Although these two separate interpretations seem reasonable in explaining the results of related studies, when considered holistically, they fail to adequately explain the contrasting results between them. In other words, there must be another underlying factor that causes extraversion to sometimes act as a catalyst, increasing the effect of loneliness on low performance, and other times as a buffer, reducing the effect of loneliness on burnout or unhappiness. When approaching the topic from this perspective, the cultural characteristics of the societies to which the samples in the respective studies belong are noteworthy.

When referring to the cultural characteristics of societies, it is appropriate to provide a brief overview of culture—and particularly the individualism–collectivism cultural dimension, which is most closely related to the personality trait of extraversion. Hofstede initially

conceptualized national culture in four categories: power distance, individualism–collectivism, masculinity–femininity, and uncertainty avoidance. In his later work, he added the dimensions of long-term versus short-term orientation and indulgence versus restraint, thereby expanding the framework to six dimensions (Hofstede, 2011). Within the individualism–collectivism dimension, the fundamental assumption of collectivism is that group membership connects individuals and generates mutual obligations, whereas the core assumption of individualism is that individuals are autonomous and independent from one another (Oyserman et al., 2002). While collectivism is characterized by a strong sense of belonging to the in-group, individualism is marked by individuals prioritizing only themselves and their immediate family members, valuing personal autonomy and achievement, and maintaining relatively weak ties with their broader social environment (Astakhova et al., 2014). In collectivist cultures, children's loyalty to their parents, conformity, sociability, and the willingness to sacrifice personal needs for the well-being of the social group are considered important cultural values (Singh et al., 2015). Conversely, in individualistic cultures, individuals are expected to prioritize their own welfare and that of their immediate family (Hofstede, 2011).

Following this brief explanation of culture and the individualism–collectivism cultural dimension, the cultural comparison of the three aforementioned studies can be understood more clearly. Tian et al. (2023) conducted their research with a Chinese sample, our study with a Turkish sample, and the research by Card & Skakoon-Sparling (2023) with a Canadian sample. China is a country with an extremely low individualism cultural characteristic (Hofstede, 2001). Türkiye possesses an emerging individualism cultural characteristic, accompanied by growth opportunities brought by a liberal economy and rapidly increasing industry (Aycan & Fikret-Pasa, 2003). Canada, on the other hand, is a country with an extremely high culture of individualism (Hofstede, 2001). According to Tychmanowicz et al.'s (2021) study on the role of culture in personality development, societal culture has a big impact on how people develop their personalities within a society. They also found that extraversion is positively linked to both horizontal and vertical individualism and negatively to vertical collectivism. Other studies (Kim et al., 2018; Schimmack et al., 2002) have also determined that extraversion contributes to higher life satisfaction for individuals in societies with a high individualism cultural characteristic. These research results show that extraversion is supported by the individualism cultural trait and that it is more accepted in societies with a strong individualism cultural trait. Moreover, if an individual's personality trait is one that is valued and accepted by the culture of the society they belong to, this trait can also enhance the individual's well-being (Kim et al., 2018). After these explanations, the contrasting results regarding the moderating role of extraversion in the studies can be interpreted as follows: The characteristic that creates the moderating effect is not solely extraversion or introversion, but rather the possession of a personality trait that is accepted by the individual's society. In other words, the reason why extraversion acts as a catalyst, increasing the effect of loneliness on low performance in Tian et al.'s (2023) study, may be that extraversion is not a personality trait that is accepted in the collectivist culture prevalent in Chinese society, where the study was conducted. In contrast, the reason why extraversion has a buffering effect, reducing the impact of loneliness on burnout or unhappiness in both the studies by Card & Skakoon-Sparling (2023) and ours, might be because extraversion is a personality trait that is more accepted in the relatively higher individualism cultures of Türkiye and Canada, where the research was conducted. Future studies that take into account societal culture could make significant contributions to the field through cross-cultural comparative research.

5.2. Practical Implications

This research demonstrates that workplace loneliness has a significant positive effect on burnout. We also know that burnout has negative consequences for employee performance and, thus, the achievement of organizational goals (Maslach et al., 2001). Therefore, preventing workplace loneliness is crucial from a managerial perspective. Management can address this by providing social support to employees (Stănescu & Romașcanu, 2024) and considering work-life balance (Aytac & Basol, 2019). Social support refers to an individual's belief that he or she is loved and cared for, valued and esteemed, and a part of a network or relationship group (Cobb, 1976). The equitable distribution of resources among employees, perceptions of supervisory support regarding the extent to which managers appreciate and care about their employees, as well as organizational rewards and job conditions—such as pay, promotions, job security, autonomy, recognition, role stressors, and training opportunities—also play a prominent role in the perceived organizational support process (Rhoades & Eisenberger, 2002). By acting in accordance with the principles of fairness, supervisory support, and reward and job conditions outlined above, managers can provide social support to employees. Additionally, enabling employees to work in teams, creating interaction spaces such as break or lounge areas where they can engage with one another, and implementing mentorship programs based on master–apprentice relationships can help foster a sense of group membership and thereby provide social support. Excessive workload is also one of the factors that leads to loneliness in the workplace (Aytac & Basol, 2019). To address this, management should ensure that workload is distributed evenly and give due consideration to issues such as vacation entitlements and flexible working hours to protect employees' work–life balance.

This research's results also demonstrate that extraversion does have a moderating effect and that as employees' extraversion traits increase, the effect of workplace loneliness on burnout decreases. In other words, extraverted employees experience less burnout when experiencing workplace loneliness compared to introverted employees. This finding is consistent with research (Card & Skakoon-Sparling, 2023) conducted in Canada but contrasts with a study (Tian et al., 2023) conducted in China. Considering the individualism/collectivism cultural characteristics of the societies in China, Türkiye, and Canada, this study suggests that the moderating factor is not solely extraversion or introversion, but rather whether the personality trait in question is one that is accepted by the society to which the individual belongs. Thereby, in light of these explanations regarding employees' personality traits and societal cultural values, the following recommendations can be made to managers, especially in multinational organizations: Some personality traits are valued more in certain national cultures (Kim et al., 2018; Schimmack et al., 2002; Tychmanowicz et al., 2021). In particular, during the personnel selection and assignment process, care should be taken to ensure that the candidate's personality traits align with the national cultural values of the organization they will be joining. For instance, in individualistic cultures, traits such as self-confidence and independence may be prioritized, while in collectivist cultures, traits such as harmony and cooperation may be more important (Astakhova et al., 2014; Hofstede, 2011; Oyserman et al., 2002; Singh et al., 2015). Furthermore, when assigning tasks, personality and cultural fit should be taken into account. For example, in an individualistic culture, tasks requiring leadership and autonomy can be given to employees with a more extraverted personality, while in collectivist cultures, tasks requiring cooperation and group harmony may be better suited for individuals with more humble personality traits.

6. Limitations

In addition to the findings, the study has several limitations. One limitation is the use of non-probability sampling methods, which may lead to the possibility that the sample does not represent the research population. Another limitation of the study is its reliance on a cross-sectional design. Because the data were collected at a specific point in time, the results can only be interpreted within a limited time frame. Future studies could provide more insights by tracking changes in the researched topic longitudinally over time. Due to the survey method used in the study, social desirability effects based on participants' individual perceptions should also be considered when evaluating the results. Furthermore, the utilization of an online survey in the research may result in sample bias.

7. Conclusion

In conclusion, this study is important because it is the first to look at how personality may affect the relationship between workplace loneliness and burnout. Its main goal is to find out if the level of burnout in employees who are lonely at work is related to their level of extraversion. The research findings reveal that workplace loneliness positively affects burnout and that the extraversion personality trait has a moderating effect on this relationship. Specifically, as employees' level of extraversion increases, the impact of workplace loneliness on their burnout decreases. In other words, extraverted employees experience less burnout than introverted employees when facing loneliness in the workplace. The results obtained from the Turkish sample are consistent with the findings of Card & Skakoon-Sparling (2023) from Canada, which show that extraverted individuals experience less unhappiness than introverted individuals when experiencing social loneliness. However, they differ from the findings of Tian et al. (2023) from China, which suggest that extraverted individuals' performance is lower than that of introverted individuals when experiencing social loneliness. Because these three studies were done in three different countries—China, Türkiye, and Canada—with different levels of individualism and collectivism, it is concluded that extraversion or introversion is not simply responsible for the moderating effect. It is also important to consider whether the person has a personality trait that is valued and accepted by the culture of that society.

Declaration of Conflicting Interests

The author declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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