

## THE EFFECTS OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL IDENTIFICATION, WORKPLACE LONELINESS, PSYCHOLOGICAL WITHDRAWAL

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### Abstract

*This study investigates how clan culture, defined as a collaborative, family-like environment, influences employee outcomes, focusing on workplace loneliness and psychological withdrawal, through the mediating role of organizational identification. Data were collected from 340 employees across various industries through a structured survey. The results support all three hypotheses, confirming that a strong clan culture enhances organizational identification, which subsequently decreases feelings of loneliness and reduces psychological withdrawal behaviors. These findings emphasize the crucial role of fostering a supportive, team-oriented organizational culture in promoting employee well-being and mitigating negative outcomes. Overall, this research enhances our comprehension of the ways in which organizational culture and identity-driven mechanisms affect important psychological experiences in the workplace. More precisely, the findings demonstrate that a clan-oriented culture and a strong sense of organizational belonging act as buffers, helping to prevent feelings of isolation and disengagement among employees. These conclusions offer valuable guidance for both academic researchers and business professionals aiming to foster healthier and more connected work environments. By strengthening employees' emotional attachment to their organizations, companies can cultivate more engaged, connected, and resilient workforces. The study contributes to the broader understanding of how organizational culture shapes employee experiences. The findings along with the limitations and future research directions are discussed.*

**Keywords:** Organizational Culture, Clan Culture, Organizational Identification, Workplace Loneliness, Psychological Withdrawal.

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## ÖRGÜT KÜLTÜRÜNÜN ÖRGÜTSEL ÖZDEŞİM, İŞ YERİNDE YALNIZLIK VE PSİKOLOJİK GERİ ÇEKİLME ÜZERİNDEKİ ETKİLERİ

### Öz

*Bu çalışma, işbirlikçi ve aile benzeri bir örgütsel ortam olan klan kültürünün çalışan sonuçları üzerindeki etkisini, örgütsel özdeşimin aracılık rolü üzerinden, işyeri yalnızlığı ve psikolojik geri çekilme odaklı olarak incelemektedir. Veriler, çeşitli sektörlerde çalışan 340 çalışandan yapılandırılmış bir anket yoluyla toplanmıştır. Sonuçlar, üç hipotezin de desteklendiğini göstermiş ve güçlü bir klan kültürünün örgütsel özdeşim duygusunu artırarak yalnızlık hissini azalttığını ve psikolojik geri çekilme davranışlarını düşürdüğünü doğrulamıştır. Bu bulgular, destekleyici ve ekip odaklı bir örgütsel kültürün çalışanların iyi oluşunu teşvik etmedeki ve olumsuz sonuçları azaltmadaki kritik rolünü vurgulamaktadır. Genel olarak bu araştırma, örgütsel kültür ve kimlik odaklı süreçlerin işyerindeki temel psikolojik deneyimler üzerindeki etkilerine dair anlayışımızı derinleştirmektedir. Daha spesifik olarak, bulgular, klan odaklı bir kültürün ve güçlü bir örgütsel aidiyet duygusunun, çalışanların yalnızlık ve işten kopuş hislerini önleyici koruyucu faktörler olduğunu ortaya koymaktadır. Bu sonuçlar, hem akademik araştırmacılar hem de iş dünyası profesyonelleri için daha sağlıklı ve bağlı iş ortamları oluşturma konusunda önemli çıkarımlar sunmaktadır. Çalışanların örgütlerine duygusal bağlılıklarının güçlendirilmesiyle şirketler, daha bağlı, etkileşimli ve dirençli işgüçleri geliştirebilir. Çalışma, örgüt kültürünün çalışan deneyimlerini nasıl şekillendirdiğine ilişkin literatüre katkı sağlamaktadır. Bulgular, çalışmanın sınırlılıkları ve gelecekteki araştırma önerileriyle birlikte tartışılmaktadır.*

**Anahtar Kelimeler:** Örgüt Kültürü, Klan Kültürü, Örgütsel Özdeşim, İş Yerinde Yalnızlık, Psikolojik Geri Çekilme.

### Introduction

Culture, in a broad sense, refers to the collective values, beliefs, norms, and practices that characterize a group or society. Within companies, organizational culture encompasses the shared norms, principles, and behavioral patterns that shape how employees interact and perform their roles. It covers the common knowledge and social actions that mold people's interactions and interpretation of their surroundings (Scheppingen et al., 2015, p. 9). Individuals negotiate their social reality and make meaning of their experiences under a framework provided by culture (Kumar & Bülow, 2011, p. 352). Organizational culture in the context of companies refers to the common values, beliefs, and behaviors that influence the conduct of people working for a company (Egan et al., 2004, p. 282). Employees' relationships, decision-making practices, and general organizational performance (Kulović et al., 2022, p. 51) are bound together by this social glue, which also shapes and often reflects the organization's identity and ideals. Organizational culture is shown via rituals, symbols, and tales (Yazıcı, 2009, p. 16).

Organizational culture can be classified into several distinct types. Each type has unique values, assumptions, and practices that influence organizational behavior and effectiveness. One widely recognized theoretical model that elucidate these cultural typologies is Quinn and Rohrbaugh's (1983, p. 363) Competing Values Framework (CVF). CVF, delineates organizational culture into four core types: Clan, Adhocracy, Market, and Hierarchy. Each type is associated with specific leadership styles, organizational structures, and interaction norms. Every one of these cultural forms has unique traits and affect organizational performance and behavior (Kassem et al., 2019, p. 123).

The clan culture is characterized by a familial and collaborative atmosphere, where cohesion, employee involvement, and teamwork are important. Organizations having this culture often report elevated levels of employee engagement, loyalty, and job satisfaction, as interpersonal relationships and participative decision-making are emphasized (Lund, 2003, p. 229).

In contrast, adhocracy culture thrives on innovation, risk-taking, and dynamism. It is particularly prevalent in entrepreneurial and technology-driven environments where adaptability, creativity, and external focus are vital for success (Owusu, 2019, p. 72). It encourages employees to challenge conventional boundaries and experiment with novel ideas, thereby enhancing organizational agility and innovation capacity.

Market culture, as the name suggests, is oriented toward competitiveness, achievement, and outcome-based performance. It stresses goal attainment, productivity, and measurable success, often cultivating a high-pressure environment that rewards efficiency and results (Bashayreh, 2014, p. 45; Owusu, 2019, p. 74). Although effective in driving performance, it may also increase stress and reduce cooperation if not counterbalanced with supportive practices.

Lastly, hierarchy culture values order, structure, and control. It relies on well-defined policies, formalized procedures, and clear authority lines to ensure stability and efficiency. It is typically effective in large, bureaucratic organizations where predictability and risk mitigation are central concerns (Lund, 2003, p. 231). However, it may inhibit innovation and flexibility due to its rigid structure.

Many organizational outcomes, including work satisfaction, performance, and commitment, depend critically on organizational culture. While good leadership is very important in creating and maintaining a great organizational culture, employee engagement, performance, and creativity are fostered by this culture itself (Mohr et al., 2024, p. 301). Organizational culture and employee commitment have been shown in several studies to be closely correlated (Kurnianingsih & Dharmanegara, 2024, pp. 460-461; Hidayat et al., 2024, p. 466; Nikpour, 2017, p. 67). Apart from that, organizational culture is directly correlated to reaching organizational

objectives and effectiveness (Putri & Chalidyanto, 2020, p. 5; Acar & Acar, 2014, p. 20; Kholifah & Mulyana, 2023, p. 661). Furthermore, organizational culture and person-organization fit are important elements in raising work satisfaction and commitment (Silverthorne, 2004, pp. 593-594). Achieving ambidexterity in the banking industry emphasizes the need for cultural values like discipline and trust (Yunita et al., 2023, p. 6).

Although organizational culture has favorable relationships with the previously listed elements, it is crucial to investigate its impact on unfavorable employee attitudes. Little is known from the literature on how organizational culture influences psychological disengagement and job loneliness.

Workplace loneliness is a complicated emotional condition characterized by a person's view of insufficient social contacts in their workplace. It is unique from general loneliness as it relates especially to the office environment and may greatly influence employee well-being, job performance, and general organizational success (Silard & Wright, 2020, p. 392). Organizations trying to create a motivated and involved staff must first understand the origins and effects of workplace loneliness. Reducing its effect and enhancing general workplace dynamics depend on strategies that strengthen social contacts, foster psychological resilience, and solve the stigma around loneliness.

Conversely, psychological retreat is characterized by disengagement from job responsibilities and less emotional commitment in the workplace. Reduced effort, lack of passion, and emotional detachment from professional obligations are just a few of the many ways this behavior could show itself. On occasion, it's a coping strategy (Ilsev et al., 2024, p. 882).

Reducing emotions of occupational loneliness and psychological disengagement depends critically on organizational identification—that is, the degree to which workers identify with their company. A psychological term, organizational identification indicates the degree to which people connect themselves with their company and incorporate its aims and ideals into their self-concept. Social identity theory, which holds that people get part of their identity from the organizations to which they belong, including their employment, grounds these types of events (Mihci & Uzun, 2020, p. 31; Carballo-Penela et al., 2024, p. 187). Strong identification with their company increases workers' likelihood of displaying good attitudes and behaviors, including higher job satisfaction, dedication, and performance (Lee et al., 2015, p. 769).

This study aims to fill the gap in the relationship between organizational culture and detrimental employee behaviors. On that ground, this study explores the effects of organizational culture, specifically clan culture, on workplace loneliness, psychological withdrawal, and organizational identification.

## **1. THEORETICAL FRAMEWORK**

Organizational culture constitutes a base for shared values, beliefs, and behavioral norms and therefore, it shapes employee attitudes and actions within the workplace. Among the typologies of culture, clan culture plays a central role in influencing employees' psychological and social experiences at work, since it is characterized by supportive relationships, collaboration, trust, and a family-like atmosphere. This study links clan culture to employee outcomes. The existence of such a culture in an organization may contribute to organizational identification and hence may reduce the employee outcomes such as workplace loneliness and psychological withdrawal. Therefore, the theoretical framework of this study proposes a model in which clan culture indirectly shapes detrimental employee behaviors through organizational identification.

### **1.1. Clan Culture as Organizational Culture**

Within an organization, organizational culture is the set of common values, beliefs, and practices that mold individual behavior and interactions. It provides a structure for comprehending staff relationships to the company and one another, therefore impacting everything from employee happiness and performance to decision-making procedures (Lund, 2003, p. 222). Many elements influence organizational culture, including the past of the company, leadership style, and surroundings (Jofreh & Masoumi, 2013, p. 2462). By modeling desirable actions, expressing ideals, and therefore strengthening cultural norms, leaders significantly help to define and preserve the company culture (Kantabutra, 2021, p. 5). Furthermore, the culture of a company develops with time in reaction to both internal and outside developments, therefore, constant evaluation and adaptation become more important (Assens-Serra et al., 2021, p. 3). Many systems have been created to classify and examine corporate culture. The CVF, which distinguishes four main forms of culture: clan, adhocracy, market, and hierarchy, is one often acknowledged model (Bashayreh, 2014, p. 120). This research focuses on the consequences of clan culture.

Clan culture is defined by a strong focus on cooperation, teamwork, and a family-like atmosphere. Internal emphasis and adaptability characterize this culture; it prioritizes employee well-being and creates a supportive atmosphere in which people feel appreciated and connected (Heritage et al., 2014, p. 4). Since this kind of culture promotes honest communication and mutual support among team members, it is usually connected with great degrees of employee engagement, loyalty, and dedication (Alias et al., 2022, p. 1737). Strong community, shared ideals, and a group approach to reaching corporate objectives define the fundamental components of clan life. Usually encouraged to participate in decision-making procedures, clan cultures help employees to feel more like ownership and belonging within the company (Heritage et al., 2014, p. 2). This participatory approach not only creates a

good workplace but also encourages innovation and creativity as staff members feel free to provide ideas and help the company to grow. Studies show that clan culture may result in better organizational performance, especially in settings requiring great degrees of interpersonal contact and cooperation (Acar & Acar, 2014, p. 20). Companies with strong clan cultures often have lower turnover rates and better degrees of employee satisfaction as workers are more likely to feel linked to their colleagues and the overall company (Lam et al., 2021, p. 5). Furthermore, clan cultures may help to share information and solve group problems, thus improving organizational learning and adaptation (Dari et al., 2021, p. 441).

Though clan culture offers numerous benefits, it is not without difficulty either. For instance, a too strong focus on harmony and agreement could occasionally result in groupthink, in which case dissident views and critical thinking are discouraged (Acar & Acar, 2014, p. 19). This might impede creativity and cause the company to fail in properly handling problems or adjusting to changes in the external surroundings. Moreover, clan culture may not be appropriate for every company, especially those in very competitive or fast-changing sectors where a more market-oriented or hierarchical strategy might be required (Maharani, 2021, p. 86). Clan culture has been noted in the healthcare industry, for example, to promote cooperation among medical experts, thereby improving patient care and results (Acar & Acar, 2014, p. 25).

On the other hand, companies that give efficiency and performance criteria top priority might gain more from a market culture stressing competitiveness and outcomes (Maharani, 2021, p. 86). Therefore, the degree of efficacy of clan culture might change greatly depending on the organizational setting and the particular difficulties the company faces. Moreover, a clan culture is shaped and maintained in great part by the leadership. Leaders who show emotional intelligence, empathy, and a dedication to staff growth are more likely to foster a good clan culture (Prati et al., 2009, p. 369). Such leaders create conditions wherein staff members feel free to share ideas and opinions, hence strengthening organizational identification and commitment (Prati et al., 2009, p. 371). On the other hand, leaders who fail to live up to these ideals might unintentionally jeopardize the clan culture, which would cause discontent among staff members (Jabeen & Isakovic, 2018, pp. 1038-1040).

Clan culture creates a conducive atmosphere where people feel free to share knowledge and experience without regard to competition or criticism, therefore promoting a culture of learning (Wiewiora et al., 2014, p. 49). Studies show that companies with strong clan cultures often have better degrees of employee knowledge sharing. For example, the values ingrained in clan societies—such as participation, cohesiveness, and commitment—help to share and use tacit knowledge, which is very vital for project success (Wiewiora et al., 2014, pp. 49-50). By use of efficient knowledge management

systems, one may create the required infrastructure for information acquisition, storage, and distribution around the company (Lin, 2007, p. 644). Using technology to enable knowledge exchange will help companies improve their access to pertinent data and create an always learning environment (Yi, 2019, pp. 595-597). In the fast-paced corporate environment of today, where retaining a competitive advantage depends on the capacity to adapt and innovate, this technological assistance is especially vital. Organizations may help staff members to freely share their knowledge and experience by creating a climate of trust, teamwork, and honest communication. Strong leadership styles, efficient incentive systems, and helpful knowledge management systems all help to foster this culture. In the end, companies that give knowledge exchange top priority are more suited to be creative, evolve with the times, and get durable competitive advantages in their particular sectors.

## **1.2. Organizational Identification**

Organizational identification is a psychological construct that reflects the extent to which an individual aligns their self-concept with the values, goals, and identity of their organization. This alignment fosters a sense of belonging and attachment to the organization, which can significantly influence various employee outcomes, including job satisfaction, commitment, and performance (Hassan et al., 2012, p. 175). The concept is rooted in social identity theory, which posits that individuals derive part of their self-esteem and identity from their membership in social groups, including organizations (Lam et al., 2015, p. 267). As such, when employees identify strongly with their organization, they are more likely to internalize its values and goals, leading to enhanced motivation and engagement in their work (Hassan et al., 2012, p. 177; De Roeck et al., 2016, p. 1142). Research has shown that organizational identification is positively correlated with affective commitment, which is the emotional attachment an employee feels towards their organization (Hassan et al., 2012, p. 176). Employees who identify strongly with their organization are more likely to exhibit behaviors that benefit the organization, such as organizational citizenship behaviors (OCBs), which include voluntary actions that contribute to the overall functioning of the organization (Hassan et al., 2012, p. 176; Umphress et al., 2010, p. 771). Conversely, a lack of organizational identification can lead to disengagement and negative behaviors, such as workplace deviance or reduced job performance (Chen & Wen, 2016, p. 202; De Roeck et al., 2016, pp. 1142-1143).

The antecedents of organizational identification include factors such as perceived organizational support, workplace culture, and leadership styles (Lam et al., 2015, p. 267). For instance, when employees perceive that their organization values and supports them, they are more likely to develop a strong sense of identification with the organization. This relationship is

further influenced by the organization's alignment with employees' values and goals, which can enhance their emotional connection to the workplace (De Roeck et al., 2016, p. 1144; Muavia et al., 2023, p. 5361). Additionally, mentoring relationships have been shown to foster organizational identification by promoting acceptance of organizational values and enhancing job embeddedness (Chen & Wen, 2016, p. 204). Moreover, organizational identification can serve as a buffer against negative workplace experiences. Employees who strongly identify with their organization may be less affected by workplace ostracism or negative gossip, as their attachment to the organization provides a protective mechanism against such adverse experiences (Gkorezis et al., 2016, p. 2382; Xie et al., 2022, p. 717). This suggests that fostering a strong sense of organizational identification can enhance employee resilience and well-being, ultimately benefiting the organization as a whole. The impact of organizational identification is not uniform across all contexts; it can vary based on situational factors and individual characteristics. For example, the strength of organizational identification may be moderated by situational cues, such as the level of discretion employees have in their roles (Collins et al., 2018, pp. 68-71). Additionally, individual differences, such as collectivism or personal values, can influence how employees perceive their relationship with the organization and, consequently, their level of identification (Li et al., 2021, p. 2).

Affective Events Theory (AET), proposed by Weiss and Cropanzano (1996, p. 10) provides a framework for understanding how specific events in the workplace trigger emotional responses, which can significantly influence employees' attitudes, behaviors, and overall job performance. This theory emphasizes that affective experiences are central to the workplace environment, suggesting that distinct events elicit discrete emotional reactions that can have both positive and negative effects on subsequent employee behaviors and organizational outcomes.

According to the AET, workplace events and features of the organizational environment trigger affective reactions (Weiss & Cropanzano, 1996, p. 12), which in turn shape attitudes such as organizational identification. A clan culture that promotes emotional support, open communication, and interpersonal warmth generates positive affective experiences (e.g., feeling valued or supported), which reinforce employees' emotional attachment and identification with the organization. These positive experiences encourage employees to internalize organizational values as part of their self-concept. A positive organizational culture fosters employees' sense of belonging and pride, enhancing their identification with the organization (Yue et al., 2021, p. 176). For instance, Yue et al. (2021) highlight that a supportive emotional culture can strengthen employees' organizational identification by promoting feelings of gratitude and pride, essential for building a cohesive workforce (p. 177). Moreover, the

dimensions of organizational culture, such as values, norms, and practices, directly impact employees' commitment. A positive perception of organizational culture correlates with increased organizational commitment, which in turn enhances identification (Nikpour, 2017, p. 67). Therefore, it was hypothesized that;

*H1: Clan culture positively affects organizational identification.*

### **1.3. Workplace Loneliness**

In recent years, workplace loneliness has attracted more attention, especially about employee well-being and organizational output. It is described as the sense of insufficient social ties in the job; loneliness in the office might show itself as emotional depletion and a lack of social interaction (Tabancalı, 2016, p. 266). Emotional deprivation is the state of interpersonal interactions at work wherein workers may feel alone or alienated from their colleagues, therefore resulting in a sensation of loneliness (Tabancalı, 2016, pp. 270-272; Basit & Nauman, 2023, pp. 2-3). This emotional component of loneliness is especially noticeable in professional environments, where the expectations for social interaction and teamwork are usually high, but the reality may fall short, leading to emotions of loneliness unique from personal loneliness experienced outside of employment (Tabancalı, 2016, p. 266; Bryan et al., 2023, p. 558).

Beyond personal emotional experiences, the consequences of workplace loneliness greatly influence corporate results. Studies show that lonely workers typically suffer from worse well-being and occupational functioning, which could cause burnout, lower job performance, and lower job satisfaction (Bryan et al., 2023 p. 564; Firoz & Chaudhary, 2022, p. 1225). For example, a systematic study underlined that compared to their non-lonely colleagues, lonely workers are more prone to take sick leave and could even suffer unemployment (Bryan et al., 2023, p. 564). Moreover, office loneliness has been connected to bad behaviors like higher turnover intentions and lower organizational commitment, thereby highlighting its possible disturbance of workplace dynamics and productivity (Firoz & Chaudhary, 2022, pp. 1224-1226; Basit & Nauman, 2023, p. 6). Organizational culture, leadership styles, and the kind of social contacts among workers all affect the complicated causes of occupational loneliness (LaBella & Knippenberg, 2024, p. 629; Silard & Wright, 2020, p. 392). For instance, reducing loneliness mostly depends on the kind of leader-member interactions and colleague connections (Jung et al., 2021, p. 2). Employees who believe their interactions with colleagues and superiors to be encouraging are less likely to feel lonely, therefore improving their engagement and dedication to the company (Jung et al., 2021, pp. 4-5).

On the other hand, a lack of social support may aggravate emotions of isolation, which starts the cycle of emotional tiredness and disengagement (Öztürk Çiftçi, 2021, p. 95). Furthermore, the development of distant work

schedules brings fresh dynamics to occupational loneliness. Although some workers might gain from the freedom of working from home, others may discover that their lack of in-person contacts with colleagues causes them to feel more alone (Hopmeyer et al., 2022, p. 239). Particularly in distant work environments where social connections are restricted, studies have shown that occupational loneliness might adversely predict organizational citizenship behaviors and emotional commitment (Hopmeyer et al., 2022, p. 241). To counteract the negative consequences of loneliness, companies can use plans that promote social ties—even in virtual environments—even if this emphasizes the necessity of this for them. Furthermore, influencing the link between workplace loneliness and its consequences is the psychological capital of workers. Higher degrees of psychological resilience and self-compassion help employees to handle emotions of loneliness, which may help to lessen its detrimental impacts on well-being and work performance (Firoz & Chaudhary, 2022, p. 1126; Andel et al., 2021, p. 278).

According to Weiss and Cropanzano (1996, p. 14), emotions are responses to events that are relevant to the individual's concerns, particularly social and interpersonal concerns. Organizational identification, by fostering meaningful social connection and belonging, reduces exposure to negative affective experiences (such as exclusion or isolation) and increases positive affect derived from being part of a collective. AET emphasizes the role of affective reactions to work events (p. 12) as mediators of broader psychological states. Thus, frequent positive interpersonal events (e.g., inclusion, support, recognition), which are more likely when one strongly identifies with the organization, reduce the emergence of loneliness. This implies that encouraging psychological capital among employees might help to prevent the negative effects of occupational loneliness. The stigma of loneliness sometimes keeps people from freely sharing their emotions, which might help to prolong the problem in companies (Silard & Wright, 2020, p. 395). Admitting they are lonely might make many workers ashamed or humiliated, which would cause their colleagues and superiors to treat them differently and lack of support. This silence may lead to a poisonous atmosphere where loneliness grows, therefore influencing general workplace morale and production (Silard & Wright, 2020, p. 394). Reducing emotions of office loneliness depends much on workers' degree of organizational identification—that is, their degree of connection to their company. High organizational identification employees are more likely to have a sense of support and belonging, therefore countering loneliness (Tatar et al., 2024, p. 624; Demir & Buğa, 2019, p. 861). Therefore, it was hypothesized that;

*H2: Organizational identification negatively affects workplace loneliness.*

#### **1.4. Psychological Withdrawal**

The behavioral reaction known as psychological withdrawal is one in which a person mentally distances themselves from their workplace. It often

results from a variety of pressures, including job discontent, emotional tiredness, or perceived risks in the workplace, including abusive supervision or a violation of the psychological contract (Bhattarai & Budhathoki, 2023, p. 398; Huang et al., 2020, p. 17). Psychological disengagement shows itself as less effort, less involvement in team events, and a general lack of excitement for duties connected to the office. Differentiating psychological from physical withdrawal—which can include absenteeism or tardiness—is crucial; psychological withdrawal is more about the mental state of the person than about their actual presence at work (Sagie et al., 2002, p. 70).

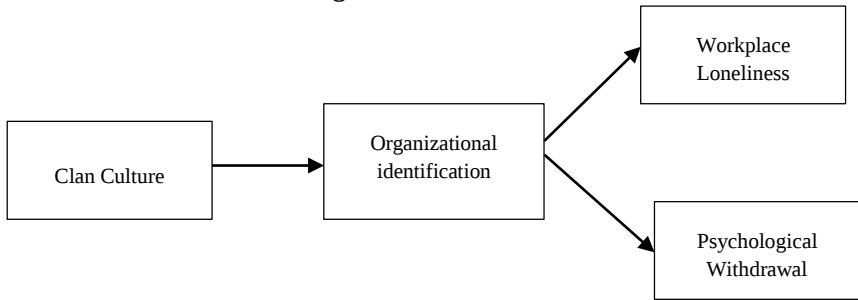
Psychological withdrawal is intimately related to the work demands-resources model, which holds that excessive job expectations may cause stress and burnout, hence motivating employees to retreat mentally as a coping strategy (Huang et al., 2020, p. 20). When confronted with too high work expectations, this retreat might act as a protective mechanism enabling employees to save emotional resources. Though this could provide some temporary respite, it might have negative long-term consequences for the person as well as the company. Psychological withdrawers may suffer in their job performance, feel more isolated, and see a degradation of workplace interactions (Sagie et al., 2002, p. 73; Khawaja et al., 2021, p. 690). Furthermore, influencing psychological disengagement are many psychosocial elements including social support, coping strategies, and the general working surroundings (de Paula et al., 2014, p. 811). Employees who feel unsupported in their employment, for example, may be more prone to retreat psychologically if they believe that colleagues or superiors lack support for them. On the other hand, those with strong social networks at work might be less prone to psychological disengagement as they can rely on these ties for help in trying circumstances (de Paula et al., 2014, p. 811). Psychological disengagement affects not just individual workers but also companies as lower production and higher turnover rates cause major expenses. Studies show that the expenses related to psychological disengagement may be significant; estimates for big companies imply that they might run to millions of dollars yearly. This emphasizes the need to tackle the underlying reasons of psychological disengagement, including bettering workplace culture, increasing communication, and giving staff members more tools (Sagie et al., 2002, p. 72). Moreover, the COVID-19 epidemic has aggravated psychological withdraw behaviors among workers, especially in sectors most affected by social isolation and distant work (Khawaja et al., 2021, p. 688). Increased emotions of loneliness and separation resulting from the move to remote work might aggravate psychological withdrawal. Lack of face-to-face contact with coworkers can make employees find it difficult to completely connect with their job, which would lower their drive and dedication (Khawaja et al., 2021, p. 691).

AET states that affective experiences at work can produce lasting attitudes and behaviors and specifically links negative affect with withdrawal

behaviors like absenteeism, disengagement, or detachment (Weiss and Cropanzano, 1996, p. 30). Strongly identifying employees with their company often absorb its ideals and objectives, which increases their participation in their job (Ahmed et al., 2023, p. 76). This internalizing helps workers to feel pride and belonging, which inspires them to help the company to reach its goals (Srivastava & Madan, 2016). For example, studies by Ahmed et al. (2023) show that greater degrees of organizational identification correspond with better employee engagement as workers feel satisfied and engaged to their job (p. 76). Commitment and a sense of belonging help to reduce separation and disengagement (Liu et al., 2020, p. 8). Therefore, it was hypothesized that,

*H3: Organizational identification negatively affects psychological withdrawal.*

**Figure 1. Research Model**



**2. METHOD**

This study employed quantitative research and used survey method. Quantitative research allows for objective measurement and statistical analysis of relationships among variables, making it suitable for testing hypotheses regarding the effects of organizational culture on organizational identification, workplace loneliness, psychological withdrawal. The survey method was chosen because it enables the efficient collection of standardized data from a large sample, ensuring reliability and generalizability of the findings.

**2.1. Sampling and Data Collection**

The research model is given in Figure 1. The data is collected via an online survey. The measurements were adapted from pre-established scales; clan culture was adopted from (Cameron & Quinn, 2011), organizational identification was adopted from (Mael & Ashforth, 1992), workplace loneliness was adopted from (Hays & DiMatteo, 1987), and psychological withdrawal was adopted from (Lehman & Simpson, 1992). After pre-testing

the questionnaire with 10 respondents and making necessary adjustments, the final version was implemented.

The sample’s demographic profile was as follows: Gender (40% female, 60% male); Age group: 35-44 (49%), 45-54 (29%), 55 and above (22%). 51% of the respondents were employed in the production industry, and 49% were employed in the service industry. 41% of the respondents have 1-3 years of experience, 39% have 5-6 years of experience, and 20% of the respondents have 7+ years of experience.

**3. RESULTS**

In the study, before testing the research hypotheses, the normality of the data is checked, and then the validity and the reliability were assessed by using statistical analysis. Then the hypotheses were tested via Structural Equation Modeling. The analyses and the results were given below in details.

**3.1. The Validity and Reliability of The Measurement**

The study collected 340 valid questionnaires. Normality was assessed by verifying that skewness and kurtosis values fell within  $\pm 2$  standard errors of their respective measures. Once normality was confirmed, the accuracy of the measurement was evaluated.

Confirmatory factor analysis (CFA) was used to evaluate the structural validity of the scales, while reliability was measured using Cronbach’s alpha ( $\alpha \geq 0.70$ ), composite reliability ( $CR \geq 0.70$ ), and average variance extracted ( $AVE \geq 0.50$ ) (Hair et al., 2019). First, CFA was performed individually for each scale.

The CFA results showed clan culture scale scale fits well with the data (CMIN /df = 4,262; CFI = 0,939; GFI = 0,908; NFI = 0,936; RMSEA = 0,062). All factor loadings are significant at the  $p < .001$  level, and no item was deleted.

The CFA results showed that organizational identification scale fits well with the data (CMIN /df = 3,703; CFI = 0,951; GFI = 0,939; IFI = 0,944; RMSEA = 0,067). All factor loadings are significant at the  $p < .001$  level, and no item was deleted.

**Table 1. CFA Results And The Cronbach’s Alpha Coefficients**

| Items                                                                                 | $\lambda$ | C.R.  | AVE   | Square Root of AVE | Cronbach’s Alpha Coef. |
|---------------------------------------------------------------------------------------|-----------|-------|-------|--------------------|------------------------|
| Clan Culture                                                                          |           | 0,959 | 0,674 | 0,821              | 0,914                  |
| My company is like an extended family where I feel free to discuss my personal issues | 0,697     |       |       |                    |                        |
| I see my leader as a mentor                                                           | 0,884     |       |       |                    |                        |

|                                                                                 |       |       |       |       |
|---------------------------------------------------------------------------------|-------|-------|-------|-------|
| The company encourages the employees to work as a team                          | 0,911 |       |       |       |
| Group loyalty holds this company together                                       | 0,824 |       |       |       |
| There is a strong concern for employee growth and development in this company   | 0,769 |       |       |       |
| Organizational Identification                                                   | 0,946 | 0,543 | 0,737 | 0,876 |
| When Someone criticizes “company name,” it feels like a personal insult         | 0,665 |       |       |       |
| I am very interested in what others think about “company name”                  | 0,549 |       |       |       |
| When I talk about this organization, I usually say “we” rather than they        | 0,895 |       |       |       |
| This organization’s successes are my successes                                  | 0,878 |       |       |       |
| When someone praises this hospital, it feels like a personal compliment         | 0,828 |       |       |       |
| If a story in the media, criticized the organization, I would feel embarrassed. | 0,508 |       |       |       |
| Workplace Loneliness                                                            | 0,947 | 0,553 | 0,744 | 0,874 |
| I lack companionship.                                                           | 0,798 |       |       |       |
| There is no one I can turn to.                                                  | 0,871 |       |       |       |
| I feel left out.                                                                | 0,850 |       |       |       |
| I feel isolated from others.                                                    | 0,808 |       |       |       |
| I can find companionship when I want it.                                        | 0,659 |       |       |       |
| People are around me but not with me.                                           | 0,553 |       |       |       |
| Psychological Withdrawal                                                        | 0,924 | 0,564 | 0,751 | 0,893 |
| Thoughts of being absent                                                        | 0,855 |       |       |       |
| Chat with co-workers about nonwork topics                                       | 0,618 |       |       |       |
| Left work station for unnecessary reasons                                       | 0,610 |       |       |       |
| Daydreaming                                                                     | 0,899 |       |       |       |
| Spent work time on personal matters                                             | 0,838 |       |       |       |
| Put less effort into job than should have                                       | 0,744 |       |       |       |
| Thoughts of leaving current job                                                 | 0,674 |       |       |       |
| Let others do your work                                                         | 0,711 |       |       |       |

The CFA results showed that workplace loneliness scale fits well with the data (CMIN /df = 4,473; CFI = 0,979; GFI = 0,973; NFI = 0,974; RMSEA = 0,068). Two items were deleted (lon3 & lon7) due to having lower factor loadings than 0,50. All remaining factor loadings are significant at the  $p < .001$  level.

The CFA results showed that psychological withdrawal scale fits well with the data (CMIN /df = 4,456; CFI = 0,973; GFI = 0,960; IFI = 0,966;

RMSEA = 0,069). All factor loadings are significant at the  $p < .001$  level, an no item was deleted.

Table 1 displays the CFA results, AVE, CR, and Cronbach’s alpha coefficients for the full model. The CFA results showed that the all the scales together fit well with the data (CMIN = 917,13;  $df = 265$ ; CMIN / $df = 3,461$ ; CFI = 0,910; GFI = 0,900; IFI = 0,911; RMSEA = 0,064). Standardized factor loadings for all the items of the range from 0,508 to 0,911 and all factor loadings are significant at the  $p < .001$  level. The measurement model also demonstrated convergent validity, as all constructs exhibited composite reliability (CR) and average variance extracted (AVE) values exceeding the accepted thresholds.

Fornell and Larcker’s (1981) criterion was used as to assess discriminant validity as a commonly used method in SEM. Discriminant validity refers to how clearly a construct is different from other constructs in the model. According to this method, the square root of a construct’s Average Variance Extracted (AVE) should be higher than its correlations with any other constructs. This means the construct explains its own indicators better than it overlaps with other constructs, supporting the model’s discriminant validity (Fornell & Larcker, 1981).

**Table 1. Discriminant Validity Test Results**

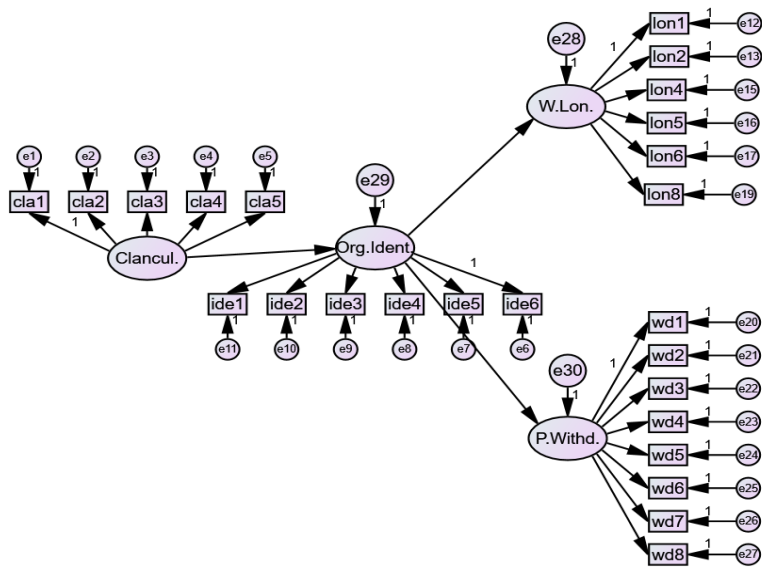
|                     | Clan<br>Culture | Org.<br>Identification | Workp.<br>Loneliness | Psych.<br>Withdrawal |
|---------------------|-----------------|------------------------|----------------------|----------------------|
| Clan Culture        | (0,821)         |                        |                      |                      |
| Org. Identification | 0,583           | (0,737)                |                      |                      |
| Workp. Loneliness   | -0,444          | -0,210                 | (0,744)              |                      |
| Psych. Withdrawal   | -0,340          | -0,339                 | 0,640                | (0,751)              |

**Notes:** Square root of constructs’ AVEs are reported in parenthesis.

**3.2. Hypothesis Testing**

Prior to testing the hypotheses through path analysis, the structural model's goodness-of-fit indices were evaluated.

Figure 2. The Structural Model



Accordingly, goodness of fit values was found as: CMIN= 674,374; df = 219; CMIN/df = 3,09, CFI = 0,933; GFI = 0,873; IFI = 0,934; RMSEA = 0,078. As these values indicated an acceptable model fit, the path analysis was performed and the hypotheses were subsequently tested. The structural model is given in Figure 2.

The findings from the hypothesis test are displayed in Table 3. According to the data, clan culture positively affects organizational identification ( $\beta= 0,566$ ,  $p<0.005$ ); while organizational identification negatively affects both workplace loneliness ( $\beta= -0,195$ ,  $p<0.005$ ) and psychological withdrawal ( $\beta= 0,364$ ,  $p<0.005$ ). The explained variance ( $R^2$ ) was 0,423 for organizational identification, 0,029 for workplace loneliness, and 0,110 for psychological withdrawal.

Table 3. The Hypotheses Testing Results

|            |    |          | $\beta$ | S.E.  | C.R.   | P     |              |
|------------|----|----------|---------|-------|--------|-------|--------------|
| Org.Iden.  | <- | Cl. Cul. | 0,566   | 0,068 | 8,346  | 0,000 | H1 supported |
| W.Lon.     | <- | Org.Ide. | -0,195  | 0,066 | -2,957 | 0,003 | H2 supported |
| Psy.Witd.. | <- | Org.Ide. | -0,364  | 0,068 | -5,373 | 0,000 | H3 supported |

\*  $R^2$  Org.Identification= 0,423;  $R^2$  Worp.Loneliness= 0,029;  $R^2$  Psych. Withdrawal= 0,110.

## **Conclusion**

The aim of this study was to investigate the interplay between clan culture, organizational identification, workplace loneliness, and psychological withdrawal. The findings offer meaningful contributions to the organizational behavior literature, particularly in the context of the modern workplace where social connection and emotional investment are increasingly vital.

First, the results confirmed that clan culture is negatively associated with workplace loneliness. This supports prior findings on clan cultures, which foster teamwork, trust, and open communication (Cameron & Quinn, 2011). Such cultures reduce isolation by encouraging strong interpersonal connections among employees. In such environments, employees are more likely to feel included and emotionally connected, which directly reduces feelings of loneliness (Ozcelik & Barsade, 2018). This result supports the view that cultural frameworks emphasizing interpersonal cohesion can serve as a buffer against the isolating tendencies often observed in contemporary work settings.

Second, the study validated that organizational identification is also negatively related to workplace loneliness. Employees who see their values and identities reflected in the organization tend to experience a stronger sense of belonging, which is critical in mitigating loneliness (Bartels et al., 2006; Srivastava & Madan, 2016). This finding highlights the emotional and psychological benefits of identification. Employees who internalize organizational values experience reduced social isolation and stronger psychological connections with their co-workers.

Third, consistent with expectations, organizational identification was found to have a negative effect on psychological withdrawal. This supports the argument that strong identification leads to higher levels of emotional engagement and commitment to the organization (Ahmed et al., 2023, p. 71). Employees who perceive a strong alignment between their own values and those of the organization are more motivated to remain actively involved in their roles, even under pressure. This finding is particularly significant given the growing concerns about employee disengagement and quiet quitting across industries.

In sum, this study contributes to a deeper understanding of how organizational culture and identity-related processes influence key psychological outcomes in the workplace. Specifically, it reveals that clan culture and organizational identification serve as protective factors against workplace loneliness and psychological withdrawal. These insights carry significant implications for both scholars and practitioners.

These findings have practical implications for organizations seeking to enhance employee well-being and productivity. By cultivating a clan culture—characterized by collaboration, support, and shared values—organizations can strengthen employees' attachment to the workplace,

thereby reducing loneliness and disengagement. These findings suggest that organizational culture and identification play a critical role in shaping employees' emotional and psychological experiences at work. When the organizational environment fosters relational closeness and identity alignment, it not only enhances employee well-being but also reduces harmful behaviors such as psychological withdrawal.

This study has several limitations that could inform future studies. First of all, the impact of clan culture may vary across cultural contexts. Future studies could explore how cultural differences influence the relationship between clan culture, organizational identification, and employee behaviors. Moreover, A longitudinal approach would help assess how changes in organizational culture over time affect identification and employee outcomes. Also, given the rise of remote work, future research could investigate how clan culture and organizational identification function in virtual environments, where face-to-face interactions are limited. Lastly, exploring potential moderators, such as leadership styles or individual personality traits, could provide a deeper understanding of the mechanisms underlying these relationships.

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