



# WORKPLACE ISOLATION IN THE GROWTH TREND OF REMOTE WORKING: A LITERATURE REVIEW

NGUYEN THI THU HA\*

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**Abstract:** *With the rising popularity of remote working, employees has been received many sbenefits, for example, benefits of travel expenses or job performance. Nevertheless, people also have to face to workplace isolation that is a critical challenge of remote work settings. Previous researches discussed about remote work isolation by the form of quantitative researches, or mentioned a small part of the article, so they did not give an overview. Thus, the aim of this essay is to offer a systematic review of literature on workplace isolation in remote working situation, focus on gaining a common understanding about how workplace isolation happened and what its consequences are to the workers. By collating and synthesizing existing literature as well as applying popular theory of social exchange and job characteristics, its causes and effects was clarified. In doing so, It is hoped that it would enrich the knowledge, even attract interest of other scholars and eventually expand this body of essay.*

**Keywords:** *Workplace isolation; remote working; remote work; remote work isolation; isolation at work; review on isolation.*

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## 1. INTRODUCTION

### 1.1. Why is the Current Essay undertaken?

Nowadays, remote working is becoming more and more increasingly popular. According to a survey of 18,000 business professionals across 96 international companies by Switzerland-based IWG, Browne (2018) identified that 70% of people globally work remotely at least once a week. Since 2020, the unprecedented outbreak

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\* National Economics University, Hanoi, Vietnam

of the COVID-19 pandemic has required millions of people across the world into being remote workers (Kniffin et al., 2020). Remote working has become the “new normal,” almost overnight (Wang et al., 2020). In the future, according to the forecast of Global Workplace Analytics, 25-30% of the workforce will be working at home on a multiple-days-a-week basis by the end of 2021.

It is understandable because remote working brings many advantages to all parties, especially business, employees. To businesses, one of the most advantages is helping businesses to minimize operation costs while at the same time offering employees an opportunity to manage their work and families better. (Muhammad Siddique et al., 2014). To employees, for instance, a ConnectSolutions study found that 77 percent of remote workers get more done in fewer hours (Alton, 2017). The increase was due “to fewer distractions like meetings, conversations, and noisy coworkers” (Alton, 2017).

Nevertheless, the negative aspects of remote working can’t be ignored. The increase in remote working leads to a large number of individuals working from home, where there is a lack of daily face-to-face interactions with co-workers (Wei et al., 2019). This lack also represents one of the main differences between working in ordinary times and remote working in the time of COVID-19 (Toscano, 2020). The issues of workplace isolation are seen as major and critical problems that employers will have to deal with, that could disengage them from their work and ultimately disrupt their performance and well-being (Collins, Hislop, and Cartwright, 2016; Marshall et al., 2007).

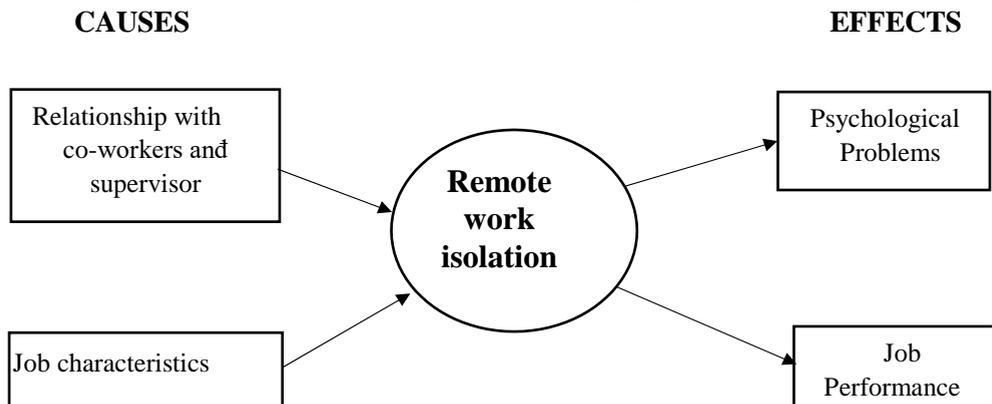
In fact, in the non-stop growth trend of remote working, we all may face to the problem of isolation. Thus, previous researchers have discussed its implications on workers. However, the previous research papers were mostly quantitative ones, or only mentioned a small part of the article, so they did not give an overview of the causes and consequences of remote work isolation. Furthermore, studies have not really put workplace isolation in the new post-covid-19 situation to analyze. Based on these available researches and the above reasons, with the purpose of gaining a common understanding about how workplace isolation happened in remote working situation and what its consequences are to the workers, “**Workplace Isolation in the Growth Trend of Remote working**” is practical and necessary to undertake.

## 1.2. Methodology

On the subject of the research methodology, an iterative strategy of expert consultation and literature searching is used. The conceptual frame-work was also validated through lecturer consultation. The author searched the Web of Science database using terms suggested by the lecturer and subsequently identified further

relevant studies through review articles and by reading full texts and reference lists of included studies. In addition, the latest documents and studies were prioritized to use to ensure the current essay to be up to date.

According to the fundamental previous research, 2 groups of causes leading to the workplace isolation were found, including supervisor - co-workers related and job characteristics related. Likewise, 2 groups of its effects on remote workers were also found, including mental problems and job performance. To clarify these points, the conceptual framework for this essay is mainly grounded in the social exchange theory of Emerson (1976), job characteristics model of Hackman and Oldham (1980). Research model is demonstrated as the below picture:



**Diagram 1. Proposed Research Mode**

Source: according to the author's synthesis

## 2. DEFINITIONS

### 2.1. Remote working

The concept of remote working is not new to many businesses in both domestic and international level and It was labeled in many ways. Revenio and Almalinda (2019) defined remote working as a work completed in an environment other than the employer workplace. Afterward, its definition was widened *as a flexible work arrangement whereby workers work in locations, remote from their business, the worker has no personal contact with co-workers there, but is able to communicate with them using technology* (Wang, 2020).

### *Workplace isolation*

One of the major impacts of remote working to employees is the workplace isolation which can be defined as a circumstance when a remote worker experiences the belief of being ignored (Bandara, W. M. H. K., and Senanayaka, S. G. M. S. D., 2020). It means that although individuals have the subjective intention to become members of the group, they are still ignored and crowded out of the organizational support network. The particular issue of workplace isolation was that when this situation happens, remote workers may face to loneliness and encounter a decrease in their performance on the job (Gallup, 2017).

Based on the above opinions, in this literature review, author defines *workplace isolation as simply the state of being disconnected emotionally and physically from colleagues and work, and it leads to psychological problems or negative emotions such as lack of security, loneliness stress.*

Sahai (2020) suggested that ***workplace isolation*** can be of three types: *professional isolation, social isolation and physical isolation*:

- *Professional isolation* is defined as reduced opportunity of promotion and other rewards that are available in the organization (Kane, 2014, Grantland, 2020).
- *Social isolation* is the deprivation of informal interactions and relationships with colleagues and friends in the organization (Kane, 2014, p.6; De Jong Gierveld et al., 2016; Syed A. Raza et al., 2021).
- *Physical isolation* is defined as employees' experience of working in settings in which they are not co-located with fellow organization members. (Bandara, W. M. H. K., and Senanayaka, S. G. M. S. D., 2020, Wang, 2020).

## **3. CAUSES OF WORKPLACE ISOLATION**

The inevitability of isolation from remote working have been mentioned in previous researches. By document synthesis and analysis, It is argued that there are 2 groups of causes leading to the workplace isolation: supervisor and co- workers related and job characteristics related.

### **3.1. Cause 1: Supervisor/Leadership and Co-workers related**

Strongly related to the social isolation – type 2 of workplace isolation mentioned above, the inevitability of isolation can be explained based on the relationships in the workplace.

*Firstly*, related to the supervisor, Gallatin (2018) in a qualitative research concluded that supervisor and low trust between remote worker and supervisor can

lead to the workplace isolation. Continuously, remote worker's trust is considered to be strongly impacted by the leadership (Munir et al., 2016). In other words, the purpose of leadership is building the trust of workers about the operation strategy to make them follow the task assigned and act as the organizational goals. However, It is more difficult to build the trust of remote workers because the geographical distance creates the difficulty in communication, precisely in emotion expression. For example, If there are no the intonation of voice and facial expression, remote workers will not know exactly which tasks are urgent and which can be completed later. Subsequently, It is disadvantaged to complete tasks better and in a systematic manner, increase the professional isolation.

In the growth trend of remote working, researchers have discussed about the transformational leadership which emphasizes the giving job autonomy over specific jobs, the inspiration and setting a moral example for workers (Gözükara, İ. and Şimşek, O. F., 2015). Thus, in the case that the distance working environment requires employees to proactively work, this leadership style is suitable for remote working and increasingly needs to be focused on improvement. Transformational leadership is a complicated leadership method, requires supervisor to take maximum advantages of technology media for job arrangement and communication. Moreover, the less supervisor is democratic with access to information and willing to keep an open communication, the more the working isolation increases (Montgomery et al., 2016).

*Secondly*, Gallatin (2018) also asserted that workplace isolation results from her/his perceptions of lack of availability of support and recognition, missed opportunities for informal interactions with co-workers, for example, having meaningful conversation with them, and not being part of the group. For remote workers, they have less chance to meet and interact with co-workers, thus, these situations occur more commonly.

This state can be supported by social exchange theory of Emerson (1976) that the majority of the scholars has examined as the conceptual foundation of remote work isolation.

Firstly, to have a grasp on the theory, social exchange theory proposes that social behavior is the result of an exchange process that Emerson described as "the economic analysis of noneconomic social situations" (Emerson, 1976, p. 336). The purpose of this exchange is to maximize benefits and minimize costs. Redmond (2016) explained the different elements of social exchange theory: (1) Costs involve things that are seen as negatives to the individual such as having to put money, time, and effort into a relationship; (2) The benefits are things that the individual gets out of the relationship such as fun, friendship, companionship, and social support.

According to this theory, people weigh the potential benefits and risks of social relationships to secure their self-interest. When the risks outweigh the rewards, people will terminate or abandon that relationship (Redmond, 2016).

Thus, in this essay, the exchange would be considered to occur between remote workers and their colleagues or organization (Emerson, 1976). For example, as mentioned above about transformational leadership, transformation leaders trust their employees and reversely, that trust also inspires employees to do their jobs well (Islam et al., 2020). This also makes perfect sense when looking at social exchange theory.

Specifically, in this case, for remote workers, the lack of interaction forces them to put more effort to get the rewards (support, recognition...), then they decided to take time to themselves instead of putting much effort to the relationship with co-workers. It leads to the distance between people and then remote work isolation, from physical to psychological isolation. More seriously, this could lead to an increasing negative emotional spiral of workplace isolation, as coworkers of isolated remote workers, may likely withdraw as a result of their (accurate) perception that the isolated employees are less affectively committed, thus offering even less connection for the isolated employees (Hakan O. and Sigal B., 2018). That makes the workplace isolation to become more serious.

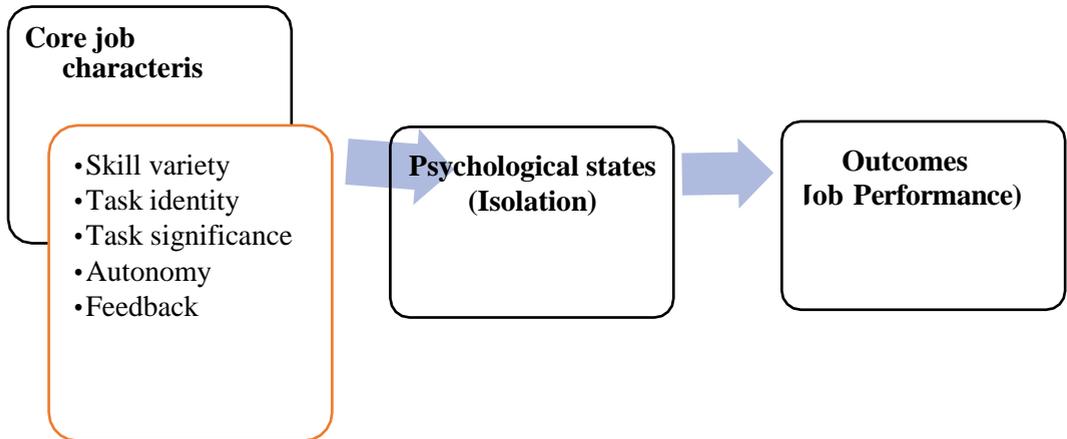
In fact, both companies and employees have adopted quickly to the work environment since the outbreak of the COVID-19 pandemic, especially thanks to the technology support. For instance, Corporate Vice President for Microsoft 365 - Jared Spataro (2020) indicated that before the pandemic, Microsoft had released an announcement that Microsoft Teams owns 44 million daily active users. However, just a short time later, when COVID-19 truly became a global pandemic, Microsoft Teams recorded a 70% increase in the number of online video calling service users, reaching an average of 75 million daily active users, even more than 200 million Microsoft Teams meeting participants in a single day, generating more than 4.1 billion meeting minutes (data in 08/2020). It shows that the technology support helps people around the world, included Viet Nam, to “chat, calls, meetings, and collaboration”, reduce the lack of working interaction, then gradually reduce the state of workplace isolation.

### **3.2. Cause 2: Job characteristics related**

With the increase in task virtuality, workplace isolation also increases (Orhan et al., 2016). The relationship between job characteristics and remote work isolation has also discussed in many researches (see Srivastava et al., 2013, Mc Carthy et al., 2017). Specifically, there are jobs that match the form of remote working such as programmer, freelancer copywriter, digital marketer,... that mainly lead to the physical isolation. Reversely, almost kinds of jobs still require face-to-face

interaction. Thus, if they have to work virtually, they have to take time to get used to the new form of work and that leads to working difficulties, even professional and social isolation.

This state can be supported by Job Characteristics Model (JCM) of Hackman and Oldham (1980). Applying this model in this case is showed below:



**Diagram 2. JCM**

Source: According to the author's synthesis

As the names imply, the JCM was designed to evaluate and improve the “jobs” of those employed by others. The primary purpose is to diagnose existing jobs and evaluate the effects of job changes on employees for mental states and outcomes such as motivation, productivity, and satisfaction (Hackman and Oldham, 1980; John H. Batchelor et al., 2014). For this reason, the JCM is applied in this essay to explain the effect of job change (from traditional to remote working) on workplace isolation of remote workers.

According to the research of Panagiota Koutsimani et al. (2019), the tenets of this approach are the core job characteristics have an influence on critical psychological states, which in turn influence personal and work outcomes, given the strength of the employee’s growth needs.

- The core job characteristics are skill variety, task identity, task significance, autonomy, and feedback (Hackman and Oldham, 1980).
- Critical psychological states are experienced meaningfulness knowledge of results. of work, experienced responsibility for outcomes or work (Hackman and Oldham, 1980).

- Personal and work outcomes are high internal work motivation, high quality work performance, high satisfaction with work, and low absenteeism and turnover (Hackman and Oldham, 1980).

However, in this part, the first period of the above process will be mainly discussed: 5 core job characteristics lead to psychological states that is the workplace isolation.

First, *skill variety* refers to the degree to which a job requires a variety of different activities in carrying out the work, which involves the use of a number of different skills and talents of the employee (Hackman and Oldham, 1980). In this case, remote workers are required to use technology media, not only communication apps such as Zoom, Microsoft Teams, Skype, but also online working platform such as Office 365, job management software. Meanwhile, a large number of workers did not have proper equipment and resources to work from home and this situation is nearly inextricable and costly to solve (Vasic, 2020). Since COVID-19 pandemic, traditional workers have to quickly get acquainted to many e-platforms to avoid the working disruption as well as workplace isolation.

Secondly, *task identity* is defined as the degree to which the job requires completion of a whole and identifiable piece of work – that is to say, doing a job from beginning to end with a visible outcome (Hackman and Oldham, 1980). Normally, traditional worker's tasks may be assigned directly at the office so that employees can exchange information, get answers to questions and ask the help of superiors and colleagues when running up against any problems. But in the new environment of remote working, the limit of communication makes this standard to be disrupted. Instead of using words in face-to-face meeting, people use texts or through calls. Hence, it can lead to misunderstanding of information about their tasks. Even through the task identity does not change remarkably, if remote workers do not clearly understand the tasks, that also impacts on psychological states.

Thirdly, *task significance* represents the degree to employees feel which the job has a substantial impact on the lives or work of other people, whether in the immediate organization or in the external environment (Hackman and Oldham, 1980). However, since COVID-19 pandemic, employees who work from home or perform quarantine have less face-to-face interaction with both colleagues and customers. Thus, It is inconvenient for them to observe their task's impact.

Forth, *autonomy* represents the extent to which the job allows the employee substantial freedom, independence, and discretion in scheduling the work and in determining the procedures to be used in carrying it out (Hackman and Oldham, 1980). In fact, the job autonomy is along with the grow trend of remote working and It is also

the main point of transformational leadership mentioned above (Gözükara, İ. and Şimşek, O. F., 2015). Gözükara (2015) indicated that job autonomy plays a vital role for transformational leaders to enhance the effectively management of their remote workers. In contrast, if job autonomy is too much, it will make employees lose their direction when doing their job and need help. Accordingly, they will feel isolated.

Fifth, *feedback* refers to the extent to which performing the work activities required by the job results in the employee obtaining direct and clear information from the job about the effectiveness of her or his performance (Hackman and Oldham, 1980). Feedback related to workplace isolation, especially professional isolation. If remote workers receive positive feedback such as reward, recognition, they will feel that although working remote, they are still respected and cared about, then they will make more effort at work. Reversely, remote working creates the lack of communication, difficulty to express emotion so that the *feedback* is not communicated clearly. It may lead to the workplace isolation. This situation is also supported by social exchange theory of Emerson (1976).

To conclude, 5 above dimensions, if achieved, will create the meaningfulness and interestingness as well as the responsibility at work (Hackman and Oldham, 1980). However, in the face of the COVID-19 pandemic, the above criteria were changed dramatically, workers could not respond promptly, but had to take time to find out, as explained. As a result, psychological state was affected, precisely, led to remote work isolation.

#### 4. EFFECTS OF WORKPLACE ISOLATION

Previous researches have discussed about isolation and its effects, but almost focused on social isolation that happens in COVID-19 quarantine situation and workplace isolation that happens in traditional working environment such as bullying. (John W. and Sons, 2020; Toscano, 2020; Syed A. Raza et al., 2021). Reversely, few studies have focused on workplace isolation in remote work situations. However, through synthesis and analysis of accessible documents, 2 critical effects on remote workers were also found, including psychological problems and job performance.

##### 4.1. Effect 1: Psychological Problems

Workplace isolation is known to cause psychosocial problems, especially for those recognized as vulnerable ( John Wiley, Sons, 2020). To illustrate, lasting workplace isolation gradually increases loneliness, which is a crucial risk factor for

mental disturbances, including anxiety, depression, and addiction disorders (Takahiro A. Kato et al., 2020).

### *Mental disturbances*

Rohde N. et al. (2016) found that the only small increases in feelings of isolation are likely to have large negative consequences on mental health problems. Likewise, Vasic (2020) in a quantitative research indicated that in factors researched, workplace isolation influences the most mental stress and anxiety. A recent systematic review (Brooks et al., 2020) also revealed that remote workers reported various mental health problems, such as work-related stress symptoms, anxiety, insomnia, and physical, emotional exhaustion.

An example about work-related stress mentioned, if remote workers are not able to seek and get feedback, share and receive information, and ask and offer help, especially from their e-leader, work-related stress and insecurity will happen. They need to feel and they know that their efforts and work performance must be noticed, measured, and appraised. Generally, inadequate measuring of work performance and lack of information in remote working imposes additional stress on workers (Vasic, 2020). Besides, to reduce remote work isolation, technology tools have been used for communication such as e-mails. As a result, the bulk of e-mails, which makes us to overloaded with information, also leads to the work-related stress. This kind of stress occurs when an employee tries to process the amount of information when there is the inability to perform because of the limited human information processing capacity (Delpechitre et al., 2019, p. 321).

Another example, because remote workers must increase the use of communication software on phones and computers, insomnia may also happen (Tamura et al., 2017; Shoukat, 2019; Almusa, 2021). Long lasting insomnia can cause fatigue, depression, irritability, and reduced concentration of attention. Transient or prolonged sleep deprivation also affects the ability to work, easily cause accidents while driving or operating machinery. To conclude, even work-related stress or insomnia is lasting, remote workers will be exhausted, both physically and emotionally. Thus, creating the right habits is necessary to keep the remote working to not affect our health (Mikhail K., 2021).

### *Internet addiction*

Takahiro A. K. et al. (2020) discussed about the internet using in remote work isolation. The Internet and its related social media platforms are believed to be useful tools to combat social isolation and physical distance during the contact restrictions (Lemenager et al., 2020). However, there is little evidence about the effectiveness of

substituting direct contact among people by communication via the Internet. Indeed, Internet have the two-sided impact to users and one of the outstanding problems is internet addiction (Sharma M. K. et al., 2020).

In this case of remote working, workers tend to approach social media most in Internet tools to communication with co-workers in the effort of reducing the workplace isolation. This leads to the social media addiction. Starting from using more social networks to update information about work through communication applications, participating in online group meetings, remote workers gradually get used to life without the Internet. Meanwhile, the Internet is a virtual world containing a lot of interesting information flows, thus, being attractive for users, even makes them to be hooked on, no matter the disadvantages (Glaser et al., 2019).

Studies also reported that excessive use or addiction of social media has found to be correlated with depressive symptoms, self-esteem, general and physical appearance anxiety and body dissatisfaction because users expose negative information or comments (Sherlock M, Wagstaff DL, 2019; Glaser P, Liu JH, Hakim MA, et al, 2019). In addition, remote workers spend more time on using technology devices instead of going to the traditional office. As a result, eye diseases, osteoarthritis pain are also easily acquired. Also, the ability to communicate in real life can be affected if remote workers become accustomed to using the vulgar and this develop into daily habits in the use of language (Sharma M. K. et al., 2020). This issue requires people, especially youngsters, to try to using social media in moderation to avoid effects of such additive behaviors.

### *Effect 2: Job Performance*

Job performance is defined as the ability of an individual to behave in such a manner that enables an organization to achieve its objectives. To achieve a organizational objectives, there are many methods for each employees to use, so that job performance can also be assessed in many different ways and one of its important predictors is workplace isolation (Muhammad et al., 2014). Simply, in the workplace where the isolation is serious, job performance is not high.

The effects of workplace isolation on job performance can be supported by some popular theory, firstly, the Job Characteristics Model of Hackman and Oldman (1980). Looking at the Diagram 2, the second period of the above process can be explained as follows: psychological states affect to outcomes. In this case of remote working, the JCM supported that workplace isolation affects to job performance. In other words, work performance is also the leader's desire to achieve after impacting on employees' psychology and that is the purpose of building the JCM.

To explain deeply why workplace isolation affects to job performance, Affective Events Theory of Weiss and Cropanzano (1996) is applied. The theory indicated that remote workers react emotionally to things that happen to them at work, and this reaction influences their job performance. Their reaction includes not only positive, but also negative psychological states such as workplace isolation, which results from the dramatical change from traditional to remote working environment.

Previous researches showed that workplace isolation is not only to influence how employees feel, but also their level of workplace performance (Orhan et al., 2016; Hakan and Sigal, 2018; Itani et al., 2019). For example, according to Mulki and Jaramillo (2011) in a quantitative research, workplace isolation could have a 21% decrease in a remote worker's performance. Indeed, no employee is in an island, to working effectively, employees always need the companion, the combination and support of co-workers. For remote workers, this kind of interaction is more limited as they are forced to communicate through using e-platforms, thus, leads to the lower job performance. Next, not everyone has proper equipment and resources to work from home and moreover, knows how to use technology proficiently (Vasic, 2020). This situation is costly and time-consuming for training (Vasic, 2020). This creates the disruption at work and also influences their job performance.

Another interesting explanation based on the core definition of workplace isolation was discussed by Hakan and Sigal (2018). Turning back to the definition, workplace isolation was defined as a status of being disconnected emotionally and physically from colleagues and work, and it leads to psychological problems such as lack of security, loneliness or stress. Remote workers deal with this estrangement and lack of security will trigger both attentional deficits and relational withdrawal from the work place. In other words, they are less affiliative to their business, leading to lowered performance (Hakan and Sigal, 2018).

However, these above disadvantages mainly occur in the case of spending too much time on remote working or facing to the dramatical change of working environment (from tradition to remote working). Evidence mentioned shows that more time spent on remote working increases the negative impact of workplace isolation on job performance. However, if sensible usage of technology tools, there is bright side that the experience of isolation increased their performance because it allowed for less distraction and more focus (Hickman, 2019). In other words, more face-to-face interaction and combination with accessing to communication enhancing technology reduces the negative impact of workplace isolation on job performance.

## 5. DISCUSSION AND CONCLUSION

### 1.3. Discussion

Isolation in the workplace is becoming so popular in the current era. Despite of several advantages, this working environment has some emergent problem like workplace isolation that need to be considered. This essay is an attempt to enlighten the important factors, including co-workers, supervisors and job characteristics that lead to in remote worker's isolation based on social exchange theory of Emerson (1976) and job characteristics model of Hackman and Oldham (1980) respectively. Moreover, 2 main effects of isolation were discussed to workers, including mental health and job performance.

In general, by synthesizing and analyzing popular theory and updated documents, the essay draws some conclusions as follows:

*About the causes*, factors related to supervisors, co-workers and job characteristics were mentioned.

Firstly, the lack of interaction leads to the lack of meaning conversation with co- workers and the lack of receiving feedback of supervisors. That requires remote workers to make more effort to get the "rewards". Thus, if they do not see the equity, they will take time to themselves instead of trying to get on well. The transformational leadership was discussed as the new trend and the most suitable leadership style for remote working. That emphasizes the giving job autonomy over specific jobs, the inspiration and setting a moral example for workers (Gözükara, İ. and Şimşek, O. F., 2015).

Secondly, job characteristics was asserted to extremely impact on workplace isolation. When changing the form of working from traditional to remote working, the job design has to promptly meet the requires of 5 core characteristics, including skill variety, task identity, task significance, autonomy, feedback. However, indeed, it is time consuming to get used to sudden environmental changes, especially since the outbreak of COVID-19. Therefore, workplace isolation is inevitable; however, over time, if effectively taking advantages of technology support, the workplace isolation in remote working will be significantly reduced.

*About the effects*, effects related to psychological problems and job performance were mentioned.

Firstly, psychological problems were discussed and focused on mental health and internet addiction. Problem related to mental health includes: (1) work-related stress (as the lack of exact job assessment and the overloaded information from e-mail); (2) insomnia (as the excessive use of electronic devices) and (3) the long lasting of these two situations turn to lead to emotional exhaustion. Also, Internet

addiction, especially social media addiction was reported to easily happen in remote working environment. Internet addiction leads to not only mental problem such as depression, self-esteem, body dissatisfaction, but also the ability to communicate in the real life.

Next, because the lack of co-worker's support and the lack of using technology ability, the disruption at work may occur. Besides, the lack of remote worker's affiliation to their business also leading to lowered performance (Hakan and Sigal, 2018). However, if sensible usage of technology tools, there is bright side that the experience of isolation increased their performance because it allowed for less distraction and more focus (Hickman, 2019).

#### **1.4. Conclusion**

The extant literature on workplace isolation has yielded insights into what can cause workplace isolation (including supervisor and coworker support, job characteristics, and other organizational variables), what is its negative impact on outcome variables (including psychological problems and job performance) and various mechanisms through which it can impact outcome variables. This field of research is still in its nascent stage in the organizational literature, with immense potential to drive new and exciting directions. The purpose of the current review is to bring coherence to the disparate literature by uncovering the causes, mechanism and effects underpinning workplace isolation. Employees can use this essay to enhance their understanding the causes and effects of remote work isolation and find out by-self how we can adopt for successful functioning of employees work and overcome workplace isolation.

With the rising popularity of remote working, available technologies to support this working environment, this mode of work is being considered as future of work. Workplace isolation can also occur amongst those who work in traditional work settings and have implication on outcome variables. The time is ripe for a deep-dive into this area of research and it is sincerely hoped that this review can provide an organizing framework and encourage scholars to understand, explore and broaden the literature on workplace isolation.

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