



## Loneliness at Work, Organizational Trust, Support, Cynicism, and Turnover Intention: A Reciprocity Norm Approach

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### Abstract

Employee turnover intention is a significant factor that reduces organizational efficiency. This intention develops when individuals feel lonely within the organization, lack a sense of trust, perceive insufficient organizational support, and consequently adopt cynical attitudes. The present study aims to explain the relationships among these concepts through the reciprocity norm approach, which forms the foundation of these interactions. A survey was conducted with 400 employees working in the food and beverage departments of hotel enterprises to determine the relationships among these variables. The findings indicate that the reciprocity norm explains loneliness at work, organizational support, and organizational trust, while organizational support and organizational trust negatively influence loneliness at work. Furthermore, organizational trust and organizational support negatively affect organizational cynicism, whereas loneliness at work triggers organizational cynicism. Finally, organizational cynicism increases employees' turnover intention.

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