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ESSAYS ON ORGANIZATIONAL NOSTALGIA

Berivan TATAR
DOCTORAL DISSERTATION
DEPARTMENT OF BUSINESS ADMINISTRATION

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GTÜ Sosyal Bilimler Enstitüsü Yönetim Kurulu'nun 12/10/2022 tarih ve 2022/35 sayılı kararıyla oluşturulan jüri tarafından 21/10/2022 tarihinde tez savunma sınavı yapılan Berivan TATAR'ın tez çalışması İşletme Anabilim Dalında DOKTORA tezi olarak kabul edilmiştir.

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ÖZET

Nostalji kavramı çeşitli disiplinlerde incelenmesine rağmen, nostaljinin örgütsel düzeyde kavramsallaştırılması ve işlevselleştirilmesi literatürde henüz gelişme aşamasındadır. Bunun yanı sıra, örgütsel nostaljinin belirli örgütsel davranışlar üzerindeki rolünü inceleyen ampirik çalışmalar sınırlı kalmıştır. Literatürdeki bu boşluğu doldurmak için karma bir metodoloji kullanılarak üç makale gerçekleştirilmiştir.

Birinci makalede, karma yöntemler kullanılan dört çalışma ile örgütsel nostalji ölçeği geliştirilmiştir. Örgütsel nostaljinin yedi boyutu olan, çok boyutlu bir yapı olduğu (örgütün çalışanlara bağlılığı, sosyal etkinlikler ve yönetim desteği vb.) belirlenmiştir. Bu yeni ölçek; ayrıca güvenilirlik, uyuşma, ayrışma ve nomolojik geçerlilik konusunda güçlü kanıtlar sağlamıştır. Ayrıca, bu araştırma, örgütsel devamsızlığın düzenleyici rolü aracılığıyla örgütsel nostaljinin duygusal bağlılık ile pozitif ilişkili olduğunu ortaya koymuştur.

İkinci makalede, örgütsel nostaljiyi tetikleyen anılar ve pandemi döneminde örgütsel nostaljinin öncülleri ve sonuçları fotoğrafik uyarım mülakatı ile incelenmiştir. Çalışmada (1) katılımcıların yöneticiler, meslektaşlar, etkinlikler, iş ve çalışma ortamıyla ilgili anılara nostalji hissettikleri, (2) sosyal bağlılık eksikliği, yalnızlık, kaygı, korku ve belirsizliğin pandemi kaynaklı nostaljiyi tetiklediği ve (3)) pandemi kaynaklı örgütsel nostaljinin, pandemi döneminde çeşitli çalışan duygularını üzerinde etkisi olduğu saptanmıştır.

Üçüncü makalede, içsel motivasyonun aracılık rolü ve örgütsel nostaljinin düzenleyici rolü ışığında işyeri yalnızlığının çalışan refahı üzerindeki rolü, yapısal eşitlik modellemesi ve PROCESS makro kullanılarak araştırılmıştır. Sonuçlar (1) işyeri yalnızlığının içsel motivasyonla negatif ilişkili olduğu, (2) içsel motivasyon çalışan refahı ile pozitif ilişkili olduğu, (3) içsel motivasyon işyeri yalnızlığı ve çalışan refahı arasındaki ilişkiye aracılık ettiği ve (4) örgütsel nostaljinin işyeri yalnızlığı ve içsel motivasyon arasındaki ilişkide düzenleyici etkiye sahip olduğu belirlenmiştir. Ayrıca, örgütsel nostaljinin, içsel motivasyonu aracılığıyla işyeri yalnızlığının çalışan refahı üzerindeki dolaylı etkisini hafiflettiği bulunmuştur.

Anahtar Kelimeler: Örgütsel Nostalji, Nostalji, Çalışan Refahı, Karma Yöntemler, Nitel Araştırma.

SUMMARY

The concept of nostalgia has been investigated in various disciplines; however, conceptualization and operationalization of nostalgia at the organizational level remain nascent in the literature. Besides, there is a lack of empirical study examining the role of organizational nostalgia on specific organizational behaviors. To fill this gap, we performed three essays using a mixed methodology.

In the first essay, the organizational nostalgia scale is developed via a series of studies by using mixed methods. We found that organizational nostalgia is a multidimensional construct with seven dimensions (i.e., the organization's allegiance to employees, social events, and management support). This new scale also provided strong evidence of reliability, convergent, discriminant, and nomological validity. Furthermore, this research revealed that organizational nostalgia is positively associated with affective commitment via moderating the role of organizational discontinuity.

In the second essay, we tease apart the memories eliciting organizational nostalgia and investigate the antecedents and consequences of organizational nostalgia in the pandemic era through photo-elicitation interviews. We demonstrate that (1) participants feel nostalgic for managers, colleagues, events, job, and working environment-related memories, (2) lack of social connectedness, loneliness, anxiety, fear, and uncertainty trigger pandemic-induced nostalgia, and (3) pandemic-induced organizational nostalgia affects a variety of employee emotions.

In the third essay, we investigate the role of workplace loneliness on employee wellbeing through the mediating role of intrinsic motivation and moderating role of organizational nostalgia by using structural equation modeling and PROCESS macro for SPSS. Results empirically showed that (1) workplace loneliness negatively relates to intrinsic motivation, (2) intrinsic motivation positively relates to employee wellbeing, (3) intrinsic motivation mediates the link between workplace loneliness and employee wellbeing, and (4) organizational nostalgia moderates the link between workplace loneliness and intrinsic motivation. Furthermore, organizational nostalgia was found to moderate the indirect effect of workplace loneliness on employee wellbeing through intrinsic motivation.

Keywords: Organizational Nostalgia, Nostalgia, Employee Wellbeing, Mixed-Methods, Qualitative Research.

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TABLE OF CONTENTS

LIST OF ABBREVIATIONS

Abbreviation		Explanation
EFA	:	Exploratory Factor Analysis
KMO	:	Kaiser-Meyer-Olkin
CFA	:	Confirmatory Factor Analysis
AVE	:	Average Variance Extracted
CR	:	Composite Reliability
S. dev.	:	Standard Deviation
d.f.	:	Degrees of Freedom
RMSEA	:	Root Mean Square Error of Approximation
CFI	:	Comparative Fit Index
TLI	:	Tucker Lewis Fit Index
IFI	:	Incremental Fit Index
HTMT		Heterotrait–Monotrait Ratio
fsQCA	:	Fuzzy-set Qualitative Comparative Analysis
QCA	:	Qualitative Comparative Analysis
CI	:	Confidence Interval
LL	:	Lower Limit
UL	:	Upper Limit

LIST OF FIGURES

LIST OF TABLES

1 INTRODUCTION

The concept of nostalgia, initially treated as a medical disease, is now considered as a positive, social and self-relevant emotion (Havlena and Holak, 1991; Sedikides et al., 2015; Wildschut et al., 2006; Zhou et al., 2008) felt by almost everyone, as reported by %79 of individuals, at least one to four times a week (Wildschut et al., 2006), and interpreted similarly in variety of cultural context (Hepper et al., 2014). This emotion, nostalgia, has been the subject of a growing stream of research, mainly in the field of sociology (Baker and Kennedy, 1994; Davis, 1979; Strangleman, 1999), marketing (Havlena and Holak, 1991; Holbrook, 1993; Stern, 1992; Baker and Kennedy, 1994) and psychology (Wildschut et al., 2006).

In sociology, nostalgia is the emotions felt by the member of any society, social group, culture, generation or nation (Baker and Kennedy, 1994), and collective memories and experiences constitute the focal point of research in this field. From this perspective, remembering symbolic objects (physical things, persons, or events) (Snyder, 1991: 230) and historical events such as war, depression periods, civil disturbances, and natural catastrophes arise nostalgia in society (Davies, 1979: 49).

From a psychology perspective, researchers have investigated the psychological functions of nostalgia and indicated that nostalgia evokes people's self-esteem, contributes to their optimism about the future (Sedikides et al., 2015), enriches their perceptions of psychological growth (Baldwin and Landau, 2014), improves their ability to cope with hard time (Routledge et al., 2013), enhances positive moods (Wildschut et al., 2006), and heightens meaning attributed to life (Routledge et al., 2011).

In the field of marketing, on the other hand, nostalgia has been investigated from the consumer perspective and as a personal nostalgia. Researchers have asserted that consumers felt nostalgia against momentous events (e.g., graduation ceremonies, birth of a child), people (e.g., friends, loved ones), places, objects (antiques, toys, cars) or things (e.g., music, movies) (Havlena and Holak 1991; Holbrook, 1993; Sedikides, Wildschut and Baden, 2004; Wildschut et al., 2006).

Nevertheless, whereas a vast number of studies have discussed nostalgia at the individual level and mainly in the marketing field (Holak and Havlena, 1998; Schindler and Holbrook, 2003; Wildschut et al., 2006), there has been relatively little interest in nostalgia at the organizational level. However, from an organizational point

of view, members of organizations also get many experiences that can trigger nostalgia in their work environment about their colleagues, the first product of the firm, the old working methods, the shared dedication and the friendly atmosphere of former days (Ybema, 2004).

Additionally, the concept of emotion has attracted the great attention of scholars in management and related fields. Especially in the late 1980s and early 1990s, emotions were examined in a work context and enriched the understanding of the behavior of employees in the working environment (Ashkanasy et al., 2002). In addition to being crucial determinants of various behaviors, emotions also have extraordinary effects on enriching the understanding of the behaviors of employees. From this perspective, scholars have emphasized the necessity of a comprehensive examination of emotions in the workplace (Ashforth and Humphrey, 1995) because of the direct impact of emotions on the employees' behavior as commitment, performance, and productivity (Nadler and Lowery, 2009). However, few studies (i.e., Gabriel, 1993; Van Dijke et al., 2015; Van Dijke et al., 2019; Leunissen et al., 2018) have focused on nostalgia as an organizational phenomenon. In this regard, it will be useful to examine the experiences and nostalgia feelings of individuals during their working lives for a better understanding of the employees' behaviors. Leunissen et al. (2018) also emphasized that more studies should be conducted to understand better and determine the predecessors of organizational nostalgia. The aim of this dissertation is:

1) Developing the multidimensional organizational nostalgia scale based directly on the organizational experiences and memories of the employees, testing validity and reliability of the scale and assessing the nomological validity of organizational nostalgia.
2) Investigating the role of organizational nostalgia in overcoming the undesirable effects of COVID-19 via photo-elicitation interview to broaden the understanding of the restorative role of organizational nostalgia.
3) Examine organizational nostalgia's restorative and protective role in the interrelationship between workplace loneliness, intrinsic motivation, and employee wellbeing.

Hence, detailed information about the concept of organizational nostalgia, an intriguing and crucial concept in the field of management, the essays covered in this

dissertation, the purpose, contribution and outline of the dissertation have been included in the introduction chapter.

1.1 Study Contribution

This study expands the literature on the concept of nostalgia by explicitly concentrating on organizational nostalgia, which was (i) mainly investigated as personal nostalgia in the organizational context (i.e., nostalgia in organizations) and (ii) considered as an emotion-related concept in prior studies. Mainly, this study enriches the literature by conceptualizing and operationalizing the concept of organizational nostalgia. Additionally, this dissertation investigated organizational nostalgia from the perspective of a photo-elicitation interview, that there has been relatively little interest in management literature in general and organizational nostalgia literature in particular. Finally, this dissertation contributes literature by investigating the restorative and protective role of organizational nostalgia in the existence of loneliness in the workplace as an aversive event.

1.2 Outline of Dissertation

Within the scope of this dissertation, following the introduction section, including the purpose, scope and outline of the dissertation, prior research on the concept of nostalgia and organizational nostalgia has been included in the literature review section.

The third chapter has included the essay entitled "Development and Validation of the Organizational Nostalgia Scale and Its Relationship with Affective Commitment and Organizational Discontinuity". In *essay 1*, we conceptualize and operationalize organizational nostalgia, which is still nascent in the organizational behavior and management literature. In this vein, we performed four studies using a mixed methodology (qualitative interviews for Study 1 and field survey for Study 2-4) to determine the configural properties or dimensions of organizational nostalgia. We also investigate the effect of organizational nostalgia on affective commitment under changing organizational conditions (i.e., organizational discontinuity).

The fourth chapter has included the essay entitled "Throwback to Pre-Pandemic Days: A Photo-Elicitation Study on Organization". *Essay 2* investigated organizational nostalgia as a coping strategy with the COVID-19 pandemic. We examined the organizational nostalgia elicited by the pandemic era through various organizational memories, antecedents, and affective consequences of organizational nostalgia. In addition, we conducted photo-elicitation interviews and used photos as stimuli, which has allowed researchers to investigate the rich and emotional side of organizational life.

The fifth chapter has included the essay entitled "How Do Employees Maintain Their Wellbeing During Loneliness? The Power of Organizational Nostalgia". *Essay 3* investigated organizational nostalgia's restorative and protective role as a positive, dynamic, psychological, and motivational resource for coping with psychologically threatening and challenging situations (workplace loneliness). In this regard, we investigate the relationship between workplace loneliness and employee wellbeing through the mediating role of intrinsic motivation and the moderating role of organizational nostalgia.

Finally, in the last section, the research findings have been discussed, the dissertation has been concluded with the managerial applications and the limitations and suggestions for future research.

2 LITERATURE REVIEW

2.1 Conceptual Development of Nostalgia

The term nostalgia, derived from "Greek words nostos (return) and algos (pain)" (Wildschut et al., 2010: 573), was coined by physician Johannes Hofer (1668) for explaining the symptoms observed in Swiss mercenaries who left their hometown to fight in Europe (Hepper et al., 2012). Hofer defined nostalgia as a medical or neurological disease that could be caused by psychological and physical distress deriving from longing for their country (Routledge, 2016; Sedikides et al., 2015). The evaluation of nostalgia as a neurological disorder continued throughout the 17th and 18th centuries, and nostalgia, which initially focused on soldiers, expanded the study area, and this concept was also evaluated in the context of the students studying abroad and people working abroad (Batcho, 1998). By the end of the 19th century, the scope of nostalgia shifted and was considered as a psychiatric or psychosomatic disorder and a type of melancholia (Batcho, 1998).

By the middle of the 20th century, With the rise of the psychodynamic perspective, the concept of nostalgia was seen as a regressive disorder based on the desire to return to the previous periods of the lives and the state of sadness that emerged with this desire (Wildschut and Sedikides, 2009). During this process, the concept of nostalgia was identified with homesickness. However, this perspective began to change with Davis's study (1979) in the 20th century. In this study, Davis (1979) found that college students perceive nostalgia as distinct from homesickness and associate nostalgia with words such as "*warm, old times, childhood, and yearning"*. Concordantly, definitions of the terms have also made the distinction between nostalgia and homesickness. The former is a "*sentimental longing or wistful affection for the past*" (Pearsall, 1998, p. 1266).

In contrast, the latter refers to "*a longing for one's home during a period of absence from it*" (p. 877). Similarly, scholars have suggested that the concept of nostalgia is also different from reminiscence and autobiographical memory. Reminiscing is a broader concept than nostalgia because of not including favorable memories in the past. Additionally, nostalgia, as distinct from reminiscing, holds the comparison of present with the past and desire to returning the past (Wilson, 2005). Sedikides et al. (2004) also addressed the differences between nostalgia and

autobiographical memory as well as reminiscence. They stated that reminiscence and autobiographical memory are mainly based on the recall of events and memories, which are generally not important in the lives of individuals considering the sequence of occurrence. On the other hand, nostalgia is based on the recall of memories that have been experienced in the past, had a profound effect on their lives and remembered without any sequence of occurrence (Sedikides et al., 2004).

Following these developments, the scholars had a great deal of emphasis on whether the concept of nostalgia was positive or negative. In this regards, Davis (1979) defined nostalgia as the "*positively toned evocation of a lived past in the context of some negative feeling toward present or impending circumstance*" (p.18). For example, Hepper et al. (2012), in a series of studies to determine the prototypical properties of nostalgia, found that participants more frequently match the concept of nostalgia with memories and the past. According to the participants, the concept of nostalgia contains both positive emotions (i.e., comfort/warmth, calm/relaxed) and negative emotions (i.e., sadness, pain/anxiety, loneliness, loss/missing). Another vital part of this study is the comparison of American and British samples to determine whether the characteristics attributed to nostalgia differ according to culture. Based on the findings, it has been concluded that 32 of the 35 features mentioned in the same extent for the two samples. The only difference is that the participant in the sample of England mentioned more about memories and fond memories, while the Americans mentioned about homesickness.

Contrary, nostalgia has also been defined and evaluated as a bittersweet feeling. For example, according to Frijda (2007, p. 162), nostalgia is composed of a "*mixture of pleasure coming from the recollection of something loved, and the pain caused by that event being irrevocably* gone." A similar definition has been proposed by Leunissen et al. (2018:451), who have argued that *"Nostalgia is bittersweet, albeit predominantly positive; it refers to momentous occasions of one's life, and it involves the self in relation to valued others*". In light of this evidence, it is clear that there is no consensus among scholars in terms of the scope and definition of nostalgia.

Although it is based mainly on past-focused evaluations, the concept of nostalgia has been seen as important in affecting our understanding and interpretation of the present situation and influencing our behaviors (Gabriel, 1993). Hepper et al. (2012) predicated nostalgia's functions and benefits as positive affect, self-regard, social connectedness, and existential meaning. Firstly, nostalgia is generally associated with

positive emotions and remembering nostalgic memories makes people feeling more positive (Wildschut et al., 2006). Secondly, nostalgia is self-relevant emotion, and nostalgic experiences enhance self-continuity by linking the present with the past rather than ordinary experiences (Sedikides et al., 2015). Besides, nostalgia boosts people's self-esteem (Stephan et al., 2015) and self-enhancement (Luo et al., 2016). Thirdly, nostalgia increases the perception of social support (Zhou et al., 2008) and social connectedness (Stephan et al., 2015). Finally, nostalgia is crucial for individuals to perceive life meaningfully and to influence the meanings they bring to life (Routledge et al., 2012).

On the other hand, different approaches were used to classify the types of nostalgia. As one of these types, collective nostalgia refers to "*a nostalgic reverie (as defined earlier) that is contingent upon thinking of oneself in terms of a particular social identity or as a member of a particular group and concerns events or objects related to it.*" (Wildschut et al., 2014, p. 845). In this regard, collective nostalgia emerges from remembering the collective memories in the past. In other respects, personal nostalgia is "*A preference toward objects that were more common when one was younger*" (Holbrook and Schindler, 1991, p. 332). As it is understood, personal nostalgia is caused by experiences and memories in individuals' personal and private lives. The effects of these experiences arising from different objects and situations in different stages of life, such as childhood, on the sense of nostalgia were also examined within the scope of personal nostalgia.

At present, a growing stream of research shows that nostalgia is bittersweet but mainly positive, self-relevant, and essentially a social emotion (Holak and Havlena, 1992; Sedikides et al., 2015; Sedikides et al., 2006; Zhou et al., 2008; Sedikides et al., 2009; Van Tilburg et al., 2013; Sedikides and Wildschut, 2016).

2.1.1 Nostalgia as an Emotion

The concept of nostalgia has been included in many emotion classifications in many fields studies in the literature and defined as a positive, negative and complex emotion.

In terms of negative emotion, Storm and Storm (1987) discuss nostalgia in the scope of sadness-related negative emotions. They argue that nostalgia emerges from the inexistence of something desired from the past. Ortony et al. (1988) reveal that

emotions refer to the reactions of individuals to events, agents and objects, and emotions varied according to how people react to which of these three elements. In this regard, nostalgia is considered to be a loss emotion which is the negative subgroup of well-being emotion that expresses the reactions of individuals to the events focusing on the consequences for self. Peter (1985) also opposed the idea that nostalgia is a bittersweet feeling and defines nostalgia as a feeling that people do not want to feel because of including sadness and yearning for a lost past.

As one of the theorists handling nostalgia as a mixed and bittersweet emotion, Werman (1977) defines nostalgia as a "wistful pleasure, a joy tinged with sadness" (p. 393). Besides, Kemper (1987) classifies emotions as primary and secondary. In addition, Kemper (1987) associates that emotions are influenced not only by primary emotions but also combinations of primary emotions. In this context, nostalgia is a secondary emotion and emerges in the case of a combination of two primary emotions as depression and happiness. Johnson-Laird and Oatley (1989) evaluate emotions in the context of seven separate groups and stated that complex emotions, as one of these groups, are mainly based on cognitive evaluations and propositional content and are defined by basic emotions. Nostalgia, from this perspective, nostalgia is a complex emotion that contains sadness, one of the basic emotions, as a result of remembering the happy experiences and memories in their past. Concordantly, Bakker and Kennedy (1994) define nostalgia as an emotion that is felt through memories and contains both sorrow and happiness. In a similar vein, Turner (2007) accentuates that mixing a greater amount of primary emotions with a lesser amount of another primary emotion leads to the generation of new types of emotions. Herein, nostalgia arises from mixing greater amount of satisfaction-happiness with lesser disappointment-sadness, giving rise to new emotions. According to Frijda (2007), some feelings contain both pleasure and pain, and this is exactly what is felt in nostalgia. Nostalgia includes pleasure because of remembering beautiful memories and past experiences.

On the other hand, nostalgia creates a sense of pain because of the thought of people that the past days will not come back. Therefore, nostalgia is a bittersweet feeling. Similarly, Leunissen et al. (2018:451) argued that *"Nostalgia is bittersweet, albeit predominantly positive; it refers to momentous occasions of one's life, and it involves the self in relation to valued others*".

On the other hand, other theorists argue that nostalgia is a positive emotion. In this regards, Davis (1979) defined nostalgia as "*positively toned evocation of a lived*

past in the context of some negative feeling toward present or impending circumstance" (p.18). Kaplan (1987: p.465) also regards nostalgia as *"warm feelings about the past, a past that is imbued with happy memories, pleasures, and joy".* Holak and Havlena (1998) conceptualize nostalgia as a positive emotion triggered by memories with objects, persons, experiences, and ideas. Batcho (1998) compared two groups according to their level of feeling nostalgia and found that respondents in the high nostalgic group defined themselves as emotional but not less happy than the low nostalgia group. Besides, findings also showed that the highly nostalgic group has better memories, a more substantial need to achieve and a stronger preference for activities with the people. It is possible to say that, in light of this positive effect on the respondents, nostalgia is a positive emotion. For example, Wildschut et al. (2006) participants enounced that they feel significantly positive affect when they remember their nostalgic experiences. Hepper et al. (2012), in a series of studies to determine the prototypical properties of nostalgia, have found that participants more frequently match the concept of nostalgia with memories and the past.

Additionally, participants defined these memories as "fond and rose-tinted, and focused on social relationships and childhood." (p. 13). According to the participants, the concept of nostalgia most frequently contains happiness but also includes both positive emotions (i.e., comfort/warmth, calm/relaxed) and negative emotions (i.e., sadness, pain/anxiety, loneliness, loss/missing). In a nutshell, in light of this evidence, it is clear that there is a consensus among scholars that nostalgia is an emotion. However, whether this feeling is a positive, negative or mixed emotion is controversial.

2.1.2 Triggers of Nostalgia

Sedikides et al. (2004: 202) stated that nostalgia might be felt against a *"person, event or sights"* rather than a longing for the native land. Holak and Havlena (1998) also stated that persons, events, and object could trigger nostalgic feelings. Concordantly, Holbrook and Schindler (1991: p. 330) defined nostalgia as *"preference (general liking, positive attitude or favorable affect) toward an object (people, place, or thing) that were more common (popular, fashionable, or widely circulated) when one was younger (in early adulthood, adolescence, in childhood, or even before birth."* and scholars also expand the stimuli of nostalgia feeling with adding the past

experiences. Besides, in their study for determining the content of nostalgic experiences through narratives, Wildshut et al. (2006) found that nostalgic recollections have mainly been based on the ground of the self and *"interactions with important others (e.g., friends, loved ones) or momentous events (e.g., graduation ceremonies, birth of a child)"* occupy an important position within the nostalgic experience.

Besides, scholars have shown that some internal and personal factors are influential in feeling nostalgia as boredom (Van Tilburg et al., 2013), loneliness (Wildschut et al., 2006; Zhou et al., 2008; Wildschut et al., 2010), personality (Barrett et al., 2010; Hart et al., 2011; Seehusen et al., 2013), need to belongingness (Seehusen et al., 2013), mood (Holak and Havlena, 1998; Wildschut et al., 2006; Barrett et al., 2010) and meaningfulness (Van Tilburg et al., 2013).

2.1.3 Functions of Nostalgia

Hepper et al. (2012) predicated the functions and benefits of nostalgia as *positive affect, self-regard, social connectedness, and existential meaning*. Firstly, nostalgia is generally associated with positive affect and remembering nostalgic memories makes people feel more positive (Wildschut et al., 2006). Additionally, nostalgic events from the past, rather than ordinary events, arouse positive feelings (Hepper et al., 2012; Sedikides et al., 2015).

Secondly, nostalgia is self-relevant emotion, and nostalgic experiences enhance self-continuity by linking the present with the past rather than ordinary experiences (Sedikides et al., 2015). Besides, nostalgia boosts people's self-esteem (Cheung et al., 2016; Stephan et al., 2015) and their self-enhancement (Luo et al., 2016), self-worth and self-regard (Hepper et al., 2012).

Thirdly, nostalgia increases the perception of social support (Zhou et al., 2008) and social connectedness (Stephan et al., 2015). In their study on undergraduate students, Wildschut et al. (2006) revealed that respondents in the nostalgia condition have a higher propensity to establish social relations and bonds than participants in the control condition.

Finally, nostalgia is crucial for individuals to perceive life meaningfully and to influence the meanings they bring to life (Routledge et al., 2012). Recent studies show the critical role of nostalgia in yielding psychological health and wellbeing (Routledge

et al., 2013), increasing meaning in life (Sedikides et al., 2018) as well as weaning attributed to the work (Leunissen et al., 2018). Besides, nostalgic memories also impact individuals' optimism about the future (Biskas et al., 2018). Although it is based mainly on past-focused evaluations, nostalgia has been seen as necessary to affect our understanding of the future and the present and influence our affects, wellbeing and behaviors (Gabriel, 1993).

Previous studies have also emphasized that nostalgia has existential functions (i.e. enhancement of the self, regenerating meaning, bolstering of relational bonds and social connectedness, generating positive affect, and maintaining positive self-esteem) (Routledge et al., 2012; Sedikides et al., 2004) in the existence of adverse events and discontinuity in life.

2.1.4 Categories of Nostalgia

Baker and Kennedy (1994) defined three levels of nostalgia as real, simulated and collective nostalgia. *Real Nostalgia* refers to a sentimental longing for the directly experienced past. For example, hearing the song from the college years may remind the memories from that period of their life. The vital issue is that, in real nostalgia, individuals feel nostalgia directly from the memories they have experienced. The concept of *simulated nostalgia* refers to feelings that emerge from the objects, experiences or places that are not directly experienced by individuals but which trigger their sense of nostalgia in terms of their symbolic meanings. The emotion felt when people visit museum is an excellent example of simulated nostalgia. When people visit museums, even if they did not live in those times, the atmosphere, objects or other factors may trigger nostalgia because of their symbolic importance. Collective nostalgia refers to a sentimental longing for any culture, nation and group's common past. Besides, collective nostalgia refers to "*a nostalgic reverie (as defined earlier) that is contingent upon thinking of oneself in terms of a particular social identity or as a member of a particular group and concerns events or objects related to it.*" (Wildschut et al., 2014, p. 845). In this regard, collective nostalgia emerges from remembering the collective memories in the past.

Additionally, nostalgia has been classified as personal and historical nostalgia (Stern, 1992). Personal nostalgia is "*A preference toward objects that were more common when one was younger*" (Holbrook and Schindler, 1991, p. 332). As it is

understood, personal nostalgia is caused by experiences and memories in individuals' personal and private lives. The effects of these experiences arising from different objects and situations in various stages of life, such as childhood, on the sense of nostalgia were also examined within the scope of personal nostalgia. On the other hand, Historical nostalgia refers to the *"desire to retreat from contemporary life by returning to a time in the distant past viewed as superior to the present."* (Stern, 1992: 13), and this time in the past is a period that is not directly experienced by the people (Marchegiani and Phau, 2010).

2.2 Organizational Nostalgia

Regarding an organizational perspective, nostalgia is "*a sentimental longing or wistful affection for past events and aspects of one's organizational life*" (Leunissen et al., 2018, p.47). The researchers also emphasized the differences between organizational nostalgia from other types of nostalgia. In this context, organizational nostalgia focuses on past experiences in business rather than individual life, which is the focus of personal nostalgia. While collective nostalgia focuses on the experiences that individuals share with the group they are a member of, the scope of organizational nostalgia is individual work experience. Sharing these experiences with other members of the organization is not necessary.

One of the first studies on the concept of nostalgia from the organizational point of view, Gabriel's study (1993) examined five organizations (consultancy firm, research organization, hospital, chemical and utility) and stated that physical buildings, previous leaders leaving the institution for retirement or similar reasons, departed colleagues and social interaction among the members arouse the nostalgia emotions of employees in these organization.

Brown and Humphreys (2002) then revealed that nostalgia emphasizes organizational heritage, which can include the shared beliefs and values found in the history of these groups and their organization and provide a social and historical continuity of these employees' identity during any new/current organizational change periods.

Later on, Milligan (2003) conducted a study on cafe workers and examined whether there was any change in the employees' identity due to the relocation of their working environment. Findings revealed that, with changing the workplace, place

attachment of employees degenerated and influenced their old employees' identity because of severing their connection with memories and experiences from old workplaces.

Besides, Ylijoki (2005) focused on the concept of academic nostalgia and examined the academy as an organization through the employees' work experiences and institutional memories. Based on the narrative analyses in the study, evidence concluded that loss of academic freedom and autonomy form the basis of the yearning for recollection in the academy. In this study, it is determined that recollections within the scope of nostalgia are shaped within the framework of today's problems faced by individuals. Experiences shared within nostalgia are shaped around memories existing in past experiences that are not currently attempted due to the problems in today.

Focusing on the corporate alumni network as a channel that mediates nostalgia in the organizational context, Bardon, Josserand and Villesèche (2015) argued that members of this network would express nostalgic sentiments that arise together with the desire to be connected to the past and former family in their organization, share its business and moral values, and thereby feel again as a part of that former organization.

Besides, Van Dijke et al. (2015) revealed that nostalgia reduces the negative effect of low procedural justice and experiencing low social connectedness on self-reported cooperation (organizational citizenship behavior), intentions to cooperate on support for the authority, and objective cooperative behavior.

In the study conducted by Leunissen et al. (2018), findings showed that organizational nostalgia increased the meaning of the work and decreased the intention to leave. Scholars concluded that nostalgia increased the work meaning, especially in the workers with a high level of burnout, and this way, decreased the turnover intention.

Van Dijke et al. (2019) also concluded that nostalgic memories of employees trigger the past-self directedness and increase intrinsic motivation even though interactional justice is low in the organization. As a result, in light of these studies, it is seen that studies in the field of organizational nostalgia are scarce, and there is a need for further examination.

2.2.1 Organizational Nostalgia Related Concepts

2.2.1.1 Organizational Nostalgia, Collective Nostalgia and Personal Nostalgia

Organizational nostalgia is conceptually different from collective nostalgia. Specifically, collective nostalgia refers to "contingent upon thinking of oneself in terms of a particular social identity or as a member of a particular group and concerns events or objects related to it" (Wildschut et al., 2004: p.845). hence, collective nostalgia is group-level emotion based on group members' collectively shared memories and experiences (Leunissen et al., 2018). Contrariwise, organizational nostalgia is based on personal memories and experiences about work life. In this vein, the memories and experiences that form the basis of organizational nostalgia do not need to be shared with other organizational members (Leunissen et al., 2018).

On the other hand, personal nostalgia concentrates on past experiences and memories about personal life, whereas organizational nostalgia relies on work-related memories and experiences.

2.2.1.2 Organizational Nostalgia and Organizational Memory

We witnessed that organizational nostalgia is part of organizational memory in general and organizational emotional memory in particular. This observation is consistent with the past arguments. For example, Burghausen and Balmer (2014, p. 392) suggested that "memory represents a broad and multifarious category, which other forms of referring to an organization's past, such as corporate history, corporate tradition, corporate nostalgia..." However, our interviews revealed that even organizational nostalgia and memory are often overlapping phenomena, they are distinct.

While organizational memory is an umbrella term encompassing a fixed and organic store of knowledge and thus presents a multifaceted use of the past, organizational nostalgia explicitly represents the "living" aspect of memories that employees actively sense and feel the past through properties of organizational nostalgia (Ybema, 2004).

Also, whereas organizational memory helps people to act and decide for the future, organizational nostalgia dwells in the past rather than looking to the future. For example, we noticed that organizational nostalgia's configural properties draw lessons

and “past good days” from the past to apply to the present. In a sense, those properties are viewed as a retrospective of the current conditions, which are recalled from an envisioned moment in the past. Moreover, employees positively reconstruct the past in contrast to considering the present time. Accordingly, organizational nostalgia appears to reflect the juxtaposition between the past and present through effective engagement with the past. Consequently, it can be a productive way for people to access alternative past as emotional resources for the present (Tannock, 1995).

Further, we discovered that organizational nostalgia is related to semantic emotional memory, which contains general knowledge about previous emotional experiences, rather than episodic memories, which entails remembering the precise emotions that have been experienced in a specific place and time, as can be observed in the collective nostalgia or autobiographical memories as seen in the personal nostalgia within the organization. Indeed, individuals’ memories and discernment of their emotional experiences from the past do not endure as constants but rather transform and become subjective over time within their organization (Khoshghadam et al., 2019). Individuals lose their capabilities to recover episodic information, and most facts about those past encounters become unreachable. Hence, individuals’ recall hinges on their semantic experiences, which implies that they recall their beliefs about their emotions rather than their actual experienced emotions about an experience (Akgün et al., 2012). This observation is in line with past studies. For example, Carnicelli-Filho (2013, p. 204) wrote that:

“The concept of emotional memory is also connected to the idea of nostalgia, which according to Davis (1979), is a selective recall of past experiences that usually overlooks negative situations and creates a positive picture of the past... positive picture is responsible for positive emotions that are not real because the referent or event is distorted or because it has lost its original meaning in the memory.”

2.2.1.3 Organizational Nostalgia and Organizational Culture

Organizational culture and nostalgia are intertwined; however, they are different concepts. In particular, organizational culture is past, present, and future-oriented phenomenon (Schein, 1985), and the past is the historical source for organizational culture (Rowlinson and Hassard, 1993). In addition, past organizational experiences, stories, and events contribute to reflecting and reconstituting the culture for members of organizations (Rowlinson and Hassard, 1993; Melo, 2012). In this respect,

organizational nostalgia reflects these past experiences, organizational practices, and routines side of organizational culture and organizational culture in the 'good old days' (Gabriel, 1993). In a sense, organizational nostalgia concentrates on the "loss" part of the culture (Gabriel, 1993). Therefore, through organizational nostalgia, employees and managers think about "the way we were," "the way it used to be," or "the way it was" (Baldwin et al., 2018; Wildschut et al., 2014).

Besides, it is widely acknowledged that organizational culture has cognitive and emotional aspects (Beyer and Nino, 2001). Indeed, most of the previous studies have examined the cognitive aspects of organizational culture (e.g. Denison, 1990; Hofstede, 1980; Schein, 1985) and neglected the emotional basis of organizational culture (Beyer and Nino, 2001; Ashkanasy, 2003). However, organizational culture is also emotionally charged (Trice and Beyer, 1993), and people express and share their emotions through a variety of cultural ingredients (i.e., collective beliefs, values, and expectations) (Beyer and Nino, 2001). Daus et al. (2012) further argue that emotions are one of the artefacts of organizational culture and a visible reflection of the organizational culture. Organizational culture act as a depository of symbols, stories, and other cultural ingredients required for the feeling, expression, and sharing of emotions (Beyer and Nino, 2001)

Here, organizational culture demonstrates organizational nostalgia represents the "all that is felt" with unique shared behaviors, values, and meanings of organizational culture (Burghausen and Balmer, 2014, p. 390). Hence, we empirically demonstrated the emotional underpinnings of organizational culture (organizational nostalgia), as Beyer and Nino (2001) recommend. Specifically, nostalgia is a self-relevant, social, and predominantly positive emotion arising from past experiences and memories (Stephan et al., 2015) and reflects the emotional side of organizational culture. Hence, While previous studies have highlighted that organizational culture is holistic, historically determined, and socially constructed concept (Detert et al., 2000), we leveraged this historical aspect of organizational culture.

2.2.2 Conceptualization and Operationalization of Organizational Nostalgia

Conceptualization and operationalization of the components of nostalgia in an organizational context may bolster the understanding of nostalgia fields by examining

the role of past experiences and employees' memories and the potential impacts of organizational nostalgia on employees' current behaviours.

In terms of conceptualization, it is seen that nostalgia contains both cognitive and affective components (Werman, 1977). The cognitive side of nostalgia consists of memories and experiences in the past, whereas the affective side of nostalgia includes the emotions awakened by these memories (Baumgartner, 1992). In this context, this study focuses on the cognitive aspect of nostalgia, rather than affective components, in the light of employees' past experiences to provide a more comprehensive overview. Furthermore, nostalgia studies in organizational settings have been mainly investigated in individualistic cultures such as Germany (Van Dijke et al., 2015), Finland (Ylijoki, 2005) and England (McCabe, 2004), U.S. (Bardon, Josserand, & Villesèche, 2014; Bardon, Josserand, & Villesèche, 2015; Leunissen et al., 2018; Van Dijke et al., 2019). In this regard, the current study investigated organizational nostalgia using a sample from Turkey, a collectivistic nation.

On the other hand, from an operationalization perspective, till now, organizational nostalgia has been operationalized through two basic approaches, qualitative and quantitative, in the literature.

In terms of the qualitative approach, the content and the framework of nostalgia in the organizational context have been measured mainly by use of narrative analysis (Ylijoki, 2005), case study analysis (Bardon et al., 2014; 2015) and interviews (Gabriel, 1993; Milligan, 2003).

The experimental design also was used for assessing nostalgia. The Event Reflection Task is based on assigning two groups as nostalgia and control conditions to determine nostalgic and ordinary events. Finally, a manipulation check was applied to participants. In addition to studies in other fields, research in the organizational nostalgia context (Leunissen et al., 2018, Study 2 and 3; Van Dijke et al., 2015, Study 2, 3 and 5; Van Dijke et al., 2019, Study 2 and 3) used this method.

In terms of quantitative measurements, the dimensionality and generalizability of the nostalgia scales are restricted to personal boundaries. It is seen that a majority of research in organizational nostalgia has been based on adapting the previous scale as the personal nostalgia scale (Leunissen et al., 2018, Study 1) and Southampton Nostalgia Scale (Van Dijke et al., 2015, Study 1 and 4; Van Dijke et al., 2019, Study 1). However, these scales measure nostalgia based on personal experiences and

respondents' nostalgia proneness. A summary of the scales used for measuring nostalgia in the organizational context is presented in Table 2.1.

Table 2.1: Scale Used for Measuring Organizational Nostalgia

Study	Country	Scale	Dimensions	Items
Leunissen et al (2018)	U.S.A.	Personal Nostalgia	Unidimensional	How nostalgic did you feel about your work, and the organization you work in, during the past month? "I felt quite nostalgic about my work and organization," "I had nostalgic feelings about my work and organization," "I felt nostalgic about my work and organization during the past month"
Van Dijke et al (2015) Van Dijke et al. (2019)	Germany U.S.A.	Southampton Nostalgia Scale	Unidimensional	1. How valuable is nostalgia for you? 2. How important is it for you to bring to mind nostalgic experiences? 3. How significant is it for you to feel nostalgic? 4. How prone are you to feeling nostalgic? 5. How often do you experience nostalgia? 6. Generally speaking, how often do you bring to mind nostalgic experiences? 7. Specifically, how often do you bring to mind nostalgic experiences? At least once a day Three to four times a week Approximately twice a week Approximately once a week Once or twice a month Once every couple of months Once or twice a year

Based on the reviewed research, we inferred that although valuable and crucial information about various employee experiences is obtained through narrative analysis, case analysis, and interviews, it is seen that this information is not systematized and turned into a measurement tool. Furthermore, existing studies have

assessed nostalgia in the organizational context mainly from the affect component of the nostalgia, whereas addressing the experience and memories dimension of organizational nostalgia with a cognitive perspective will allow for a comprehensive understanding of the characteristics of a work environment creating a sense of nostalgia and the effects of past employee experiences on employee behavior.

Besides, existing measurement in the nostalgia field investigates nostalgia as a unidimensional construct, whereas evidence from previous studies (ex. Gabriel 1993; Ybema, 2004) revealed that nostalgia in an organizational setting arises from a variety of experiences with colleagues, former leaders, friendly working environment, buildings and events in the organization. Using a multidimensional scale for assessing nostalgia enables to capture different and potentially important memories and experiences for the organizational nostalgia construct. With this regard, we propose that nostalgia in the organizational context has a multidimensional construct. Additionally, the current study has focused on the cognitive aspect of nostalgia to gather a more comprehensive insight of organizational nostalgia.

3 DEVELOPMENT AND VALIDATION OF THE ORGANIZATIONAL NOSTALGIA SCALE AND ITS RELATIONSHIP WITH AFFECTIVE COMMITMENT AND ORGANIZATIONAL DISCONTINUITY

3.1 Introduction

The term nostalgia has been the subject of a growing stream of research, mainly in the fields of sociology (Davis, 1979; Strangleman, 1999), marketing (Havlena and Holak, 1991; Holbrook and Schindler, 1991), psychology (Havlena and Holbrook, 1991), and tourism management (Sellick, 2004; Cho et al., 2017). In recent years, researchers in the contemporary management literature have emphasized that nostalgia is also relevant to employees' working life in organizations. It has been asserted that besides the experiences and memories from different aspects of their lives, individuals also have and do remember past work experiences and memories with their colleagues, managers, and organizations (Gabriel, 1993; Strangleman, 1999). These nostalgic past experiences and memories strengthen the organization's meaning for the employees and help ensure employee retention (Leunissen et al., 2018).

However, it should be noted that the current understanding of organizational nostalgia poses some disputes for researchers and managers in the literature. Specifically, a vast number of studies have discussed the nostalgia of individuals in the organizational context (i.e., "*nostalgia in organizations*") (Van Dijke et al., 2015; Leunissen et al., 2018; Van Dijke et al., 2019) rather than examining the "*nostalgia of organizations*" as a macro-level phenomenon. Indeed, organizational nostalgia, defined as "a sentimental longing or wistful affection for past events and aspects of one's organizational life" (Leunissen et al., 2018, p.47), has been investigated from an individual point of view and as an extension of personal nostalgia in a workplace context. In this respect, a further examination and conceptualization of nostalgia at the organizational level of analysis are warranted to rehabilitate the overall organizational nostalgia concept as proposed thus far. This way, researchers will be able to distinguish

the differences between personal (micro-level), collective (group-level) and organizational nostalgia (macro-level) conceptually (Leunissen et al., 2018), as they elicit different employee responses and work in a varied and often contradictory manner. Also, researchers will be able to differentiate organizational nostalgia from the other confounding organizational level constructs, such as organizational culture and memory.

Also, from an operational point of view, previous studies (Leunissen et al., 2018; Van Dijke et al., 2015; Van Dijke et al., 2019) considered organizational nostalgia a uni-dimensional construct by adopting the basic scale of personal nostalgia so far. Besides, past studies assessed nostalgia as a momentary (i.e., daily) variable in the organizational context. In a sense, the nostalgia variable was viewed as a brief emotion of individuals within the organization. However, due to its complex nature, a specific and multidimensional scale of nostalgia is needed to operationalize nostalgia at the organizational level. In addition, that operationalization should involve different organizational practices, routines, and cultural artifacts (Gabriel, 1993). In this way, an operationalization of organizational nostalgia will allow researchers to capture the various and potentially essential aspects or components of the organizational nostalgia construct. In addition, operationalizing organizational nostalgia will help researchers to relieve it from a dominant affective perspective by covering the past emotional experiences as well as cultural, procedural, and artifactual views of it, thereby producing a more comprehensive understanding of nostalgia at the organizational level.

To address the above-noted issues, based on the extant literature on nostalgia and organizational culture and memory (Gabriel, 1993; Wildschut et al., 2014; Leunissen et al., 2018; Sedikides and Wildschut, 2019), we conceptualize organizational nostalgia as an organization's sentimental longing for past experiences and memories of its socio-cultural and gathered artifact conditions.

Regarding the operationalization issue related to organizational nostalgia, we propose that organizational nostalgia is a configural construct. Such organizational nostalgia reflects a multidimensional constellation of conceptually distinct culture-related forms that commonly occur together. Here, in the development of a reliable, valid, and multidimensional scale to use to assess organizational nostalgia, we undertake four different studies. In Study 1, we use a qualitative method through phenomenology to determine the various dimensions (constitution) of organizational

nostalgia construct and generate question items for an organizational nostalgia scale. In Study 2, we purify the organizational nostalgia scale using quantitative methods: exploratory factor analysis, reliability, and convergent and discriminant validity. Using different samples, we then perform Study 3 to replicate the produced organizational nostalgia scale. Finally, in Study 4, we test the nomological validity of organizational nostalgia by relating its configural variables to affective commitment, which refers to "employees' emotional attachment to, identification with, and involvement in, the organization" (Allen and Meyer, 1990, p.1), through the contingent role of organizational discontinuity, i.e., a sense of disconnection between past and present organizational lives. Affective commitment is the most examined type of organizational commitment. Indeed, affective commitment is more valid and accurate than other dimensions of organizational commitment for determining employees' commitment to their organizations (Solinger et al., 2008). In addition, affective commitment strongly correlates with desirable employee attitudes and behaviors (Meyer et al., 2002). Also, researchers have given ample theoretical and empirical attention to understanding how organizations develop employees' affective commitment (Allen and Meyer, 1990). Even though past studies revealed that, as one of the ingredients of work experiences, organizational culture-related experiences are positively related to affective commitment (Odom et al., 2017), they ignored and were not empirically investigated the influence of these sentimental aspects of experiences and memories on affective commitment. This way, researchers and managers will comprehend whether the 'good old days' or 'lost' part of organizational culture influences affective commitment.

Concerning the moderating variable, we examine organizational discontinuity. Past studies indicated the importance of discontinuity for the emergence of nostalgia in organizations rather than a moderating variable in the organizational nostalgia-affective commitment link (Gabriel, 1993). An organization's discontinuity manifests as a noticeable change in processes, practices, or routines and is related to disparities in the work setting, tasks, or relations (Watson-Manheim et al., 2002). Thus, a discontinuity poses an aversive and discomforting state and regulates people's behaviors and commitment to the organization. Here, addressing the issue of how to manage organizational nostalgia-affective commitment relationships in a period of organizational discontinuity reveals the significance of nostalgia to support the individual's attachment to the organization and broadly describes a firm's nostalgia

and its changes. This way, researchers will be able to link the organizational nostalgia literature with organizational change research addressing employees' affective commitment.

The structure of the study is as follows. We first conceptualize organizational nostalgia and then perform a mixed method to develop and test the reliable and valid scale of organization nostalgia. Later we examine the role of organizational nostalgia on affective commitment and the moderating effect of organizational discontinuity in the organizational nostalgia-affective commitment link. To test the influence of organizational nostalgia on affective commitment and the moderating role of organizational discontinuity on the connection between organizational nostalgia and affective commitment, we use fuzzy-sets qualitative comparative analysis (fsQCA). This study is beneficial when a set of conditions (i.e., a collection of various organizational nostalgia components) results in a specific outcome of interest (i.e., emotional commitment) (Fiss, 2007; Ragin, 2008).

3.2 Theoretical Background and Hypotheses Development

The concept of nostalgia has been extensively discussed in marketing (Holak and Havlena, 1998; Wildschut et al., 2006). Nostalgia captures the target customers by reminding them of the past's familiar product or brand trends in marketing (Rana et al., 2020). Specifically, from the marketing perspective, researchers focus on consumer nostalgia dealing with the consumers' feeling of nostalgia against momentous events (e.g., graduation ceremonies, the birth of a child), people (e.g., friends, loved ones), places, objects (antiques, toys, cars), or things (e.g., music, movies) (Rana et al., 2020). In addition, researchers focus on nostalgia marketing, emphasizing the strategies for generating nostalgic consumption via product and brand promotion, advertising and communication, esthetics, co-creation and crowdsourcing, and places and spaces (Rana et al., 2020). Here, organizations aim to develop marketing strategies to elicit memories, experiences, and events for enhancing buying decisions in marketing practices (Rana et al., 2020). Interestingly, there has been relatively little interest in nostalgia in the management literature and at the organizational level of analysis.

Management and organizational behavior literature have emphasized that nostalgia has been relevant in the work-life of employees and work groups in

organizations in the last two decades (Gabriel, 1993; McCabe, 2004; Ylijoki, 2005; Van Dijke et al., 2015; Bardon et al., 2014; Bardon et al., 2015; Leunissen et al., 2018; Van Dijke et al., 2019). Influenced by works on personal or individual nostalgia, those researchers and their studies viewed organizational nostalgia as a sentimental longing or wistful affection for past events and the related aspects of *one's* organizational life (e.g., buildings, colleagues, leaders, technology) (Gabriel, 1993; Leunissen et al., 2018).

While past studies contributed to the literature on how nostalgic reverie pervades throughout an organization (Gabriel, 1993; Milligan, 2003; Ylijoki, 2005), we believe that organizational nostalgia should consist of more than the basic nostalgic reveries of individuals and groups and should be viewed as a macro phenomenon that also involves an organization's culture, routines, and artifacts.

Specifically, to clarify the organizational nostalgia concept better, we first contend that organizational nostalgia encompasses people's shared and common as well as non-shared and non-common social pasts (e.g., similar to the cultural heritage of the organization that some employees were not exposed to) acquired through their social relationships within the organization. Here, the social sharing of personal nostalgic episodes through organizational stories and symbols helps employees and managers access each other's nostalgic experiences and aids newcomers in internalizing these same stories, thus capturing other people's nostalgic emotions and memories. Indeed, when past organizational stories are retold to others and newcomers, nostalgia congregates within an organization, and then it is fully embedded in everyday life of that organization (Reissner, 2011).

In addition, organizational nostalgia emerges from the complex conglomeration of individual organizational members' nostalgic experiences. As a result, nostalgia perceptions are unlikely to be shared among an organization's members; some may perceive the nostalgia to be far more extensive than other organizational members may have.

Secondly, we argue that organizational nostalgia is part of corporate memory, an umbrella term encompassing a fixed and organic store of knowledge, and thus presents a multifaceted use of the past (Burghausen and Balmer, 2014). Specifically, organizational nostalgia explicitly represents the 'living' aspect of memories that employees actively sense and feel the past (Burghausen and Balmer, 2014). In a sense, organizational nostalgia reflects the juxtaposition between the past and present through

affective engagement with the past (Wilson, 2005). Thus, it can be a productive way for people to access alternative past as emotional resources for the present within the organization (Ybema, 2004). In this way, organizational nostalgia is also explicitly related to the organization's semantic emotional memory in particular. An organization's semantic emotional memory contains general knowledge about a previous organization's emotional experiences rather than episodic memories, which entails remembering the precise emotions experienced in a specific place and time. Indeed, employees' memories and discernment of their emotional experiences from the past do not endure as constants but rather transform and become subjective over time within their organization (Khoshghadam et al., 2019). Employees thus lose their capabilities to recover episodic information, and most of the facts about those past encounters become unreachable. Hence those employees' recall hinges on their semantic experiences, which implies that they recall their beliefs about their emotions rather than their actual experienced emotions about an experience (Carnicelli-Filho, 2013).

Further, organizational nostalgia expresses mixed collective emotions, a synchronous convergence of affective responses across various individuals toward specific events or objects within the organization (Von Scheve and Ismer, 2013). Here, the emotions are more consistent or similar between individuals when presented in the same or similar context in the organization.

Thirdly, we note that organizational nostalgia is a part of the organizational culture, which generally demonstrates a vast field of structures and practices in which social meanings are reproduced, contested, and transformed continuously (Meek, 1988). Organizational nostalgia explicitly represents the experience of grief over the 'loss of culture' (Gabriel, 1993). In a sense, organizational nostalgia is described as a previous manifestation of the organizational culture. Here, people sense that some part of the culture has been lost, 'the good days are over.' This way, organizational nostalgia focuses on 'the way we were,' 'the way it used to be,' or 'the way it was' (Wildschut et al., 2014), unlike personal nostalgia (e.g., 'the way I was'). Even though collective and organizational nostalgia focuses on the same motto of 'the way we were,' their interpretations of reality differ. Employees or group/team members who experience collective nostalgia often focus on the extensive engagement with the past and interpret reality in a narrow perspective, such as in a department or group/team context. Conversely, employees who experience organizational nostalgia have

distanced engagement with the past, interpret reality in a broader context, and have less prejudice to others (Sedikides and Wildschut, 2019).

To clarify the operationalization aspect of organizational nostalgia, we put forward that organizational nostalgia is a culture-related configural construct. Consistent with the arguments of Kozlowski and Klein (2000), as a configural construct, organizational nostalgia initiates in, or emerges from, tangible and intangible cultural forms of memory, such as buildings, ceremonies, traditions, or other cultural artifacts that show the deeper values and assumptions, and organizational practices and artifacts. Specifically, organizational nostalgia occurs from combining cultural forms' applications with different but interdependent manners (Kozlowski et al., 1999). Here, those cultural forms perform differently and have interdependent roles in generating organizational nostalgia. In a sense, organizational nostalgia arises from the compilation processes, which describe "phenomena that comprise a common domain but are distinctively different as they emerge across levels" (Kozlowski and Klein, 2000, p. 16). Organizational nostalgia apprehends the range of these divergent contributions of the tangible and intangible cultural forms to the whole (Kozlowski et al., 1999). Also, consistent with the compilation processes, these cultural forms have discontinuous, complex, and non-linear, indicating a solid or weak disagreement among themselves (LeBreton and Senter, 2007). As a result, organizational nostalgia is not a linear sum of tangible and intangible cultural forms' application but is formed through irregularity and non-uniformity. Each cultural state performs differently and has interdependent roles in generating the overall organizational nostalgia.

3.3 Methodology

We follow a rigorous scale development process to develop a reliable and valid organizational nostalgia scale by following the suggestions of Churchill (1979), Netemeyer et al. (2003), and the recent researchers of DeVellis (2016), Yuan et al. (2019), Kim et al. (2021), Ellen et al. (2022).

Data collection comprises four studies that identify and test the multidimensional conceptualization of organizational nostalgia construct, satisfying the requirement of having several samples from relevant populations, designing the studies to test the various types of validity, and conducting investigations in multiple settings (Netemeyer et al., 2003).

Table 3.1: Methodological process for developing and validating a scale

Stages	Method	Details
Study 1: The dimensions of organizational nostalgia and item generation	Qualitative and Content analysis	• 25 in-depth interviews • Qualitative analysis of interview transcripts to further clarify the construct and its dimensions • This process results in the confirmation of the seven-dimensional construct • Formal definitions of construct and its dimensions • Generation of 44 items based on the seven dimensions • We retain 42 items after the initial screening, and content and face validity check following 12 management and organizational behavior experts' suggestions for the next step
Study 2: Item purification	Quantitative, Survey	• Survey 210 Executive MBA and graduate students working in the industry • 38 items meet the psychometric criteria for the next step • Initial reliability assessment • Dimensionality assessment
Study 3: Construct validation and reliability assessment	Quantitative, Survey	• Survey another 225 Executive MBA and graduate students working in the industry • 32 items meet the psychometric criteria for validity tests • Internal reliability • Convergent and discriminant validity • Construct dimensionality
Study 4: Nomological validity	Quantitative, Survey	• Survey other 101 firms in a variety of sectors • Nomological validity • Model testing

Study 1 is to obtain a foundational understanding of the nostalgia of organizations, identify its dimensions, and generalize question items for each dimension of the organizational nostalgia construct. The second study filter items using exploratory factor analysis and test the scale's initial validity. The purification stage of the scale construction approach, in particular, aims to minimize the original item pool generated from Study 1 by removing items with low-reliability statistics. Study 3 further confirms the multidimensional structure of organizational nostalgia and assesses convergent validity. Convergent validity addresses the requirement of a scale to be correlated with similar measures. Study 4 tests the relationship between

organizational nostalgia and affective commitment with the contingency role of organizational discontinuity. This way, Study 4 aims to establish the nomological validity of the organizational nostalgia scale.

3.3.1 Study 1: The Dimensions of Organizational Nostalgia and Item Generation

3.3.1.1 Procedure and Sampling

We used deductive and inductive approaches here to determine the dimensions of organizational nostalgia. First, using a deductive approach, we reviewed the literature on nostalgia to identify its features and then developed the interview questions (Gabriel, 1993; Ybema, 2004). Next, we conducted semi-structured interviews in our classroom and office meetings from the inductive perspective to determine the relevant organizational nostalgia dimensions and gather more detailed data (Lune and Berg, 2017).

When selecting our participants for interviews, we used the purposive sampling method (Lincoln and Guba, 1986), which provides a diverse and rich amount of information that enables us to describe and explain the critical themes observed (Patton, 1990). Purposive sampling is a process where researchers use their judgment to select a group of people who know about the problem (Rahi, 2017). The main advantages of judgmental sampling strategies are that they can produce site-specific knowledge and are recognized as a cost-effective and time-saving approach because of accessibility (Taylor and Ramsey, 2006).

In addition, we used some criteria for their firms while selecting the respondents. Participants with at least five years of work experience in the same organization were included in the study to capture various nostalgic memories and experiences better. Those students should have been working as managers or senior people in their respective firms and had different professional backgrounds and working environments/sectors to provide various experiences and proper knowledge and information. Their firms should have been in the business for at least 20 years and innovative firms that develop new products, implement new processes, deliver new services to their customers and export them to other countries, such as the UK, Germany, and Arab countries, Central Asia, and Russia. Those firms should also have

been organized and managed based on the Western management style, e.g., they operate following ISO and European quality standards. Further, those firms should have at least 30 employees (Akgün et al., 2019).

Table 3.2: Sample Profile of Participants in Study 1-4

	Study 1	**Study 2**	**Study 3**	**Study 4**
N	25	210	225	101
Age				
18-24	12%	5%	15.9%	12.3%
25-34	20%	63.5%	40%	47.5%
35-44	56%	24%	26.4%	30.6%
45-54	12%	6%	14.5%	8.5%
>55	-	1.5%	3.2%	1.1%
Gender				
Women	48%	53%	40%	42.1%
Men	52%	47%	60%	57.9%
Level of education				
Vocational school	-	6%	19.4%	21.9%
College graduation	68%	59.3%	59.7%	56.5%
Master graduation	24%	30.2%	16.2%	18%
PhD graduation	8%	4.5%	4.7%	3.6%
Length of Affiliation				
Less than 1 year	-	14.9%	16.7%	13.8%
1-5 years	-	50%	41.4%	43.5%
6-10 years	32%	20.7%	23.8%	23.7%
11 years and more	68%	14.4%	17.6%	19.1%
Industry				
Manufacturing	32%	30%	28%	24%
Education	16%	13%	12%	6%
Healthcare	4%	8%	10%	11%
Service	24%	30%	24%	19%
Banking and finance	12%	14%	12%	13%
Information technologies	8%	4%	6%	6%
Construction	4%	6%	-	9%
Automotive	-	9%	8%	12%
Respondent position				
Functional/department managers	20%	37%	34%	40%
Specialist/assistant specialists	20%	30%	25%	36%
Senior employees/staff	44%	24%	35%	19%
Others	16%	9%	6%	5%

25 out of 121 MBA, executive MBA, and PhD students met the above selection criteria. In addition, those respondents took courses from the authors from different programs (e.g., management, marketing, and organizational behaviors) at a mid-sized university in the spring semester of 2018 in Istanbul, Turkey. They had the willingness to participate in the interviews voluntarily. Accordingly, our sample for interview sessions involved those 25 people for Study 1.

In our sampling, those 25 participants had job experiences ranging from 6 to 25 years and worked in the manufacturing (32%), service industry (24%), education (16%), banking and finance (12%), information technologies (8%), healthcare (4%), and other sectors. 48% of the respondents were female, and 52% were male. The respondents were functional/department managers (20%), specialist/assistant specialists (20%), senior employees/staff (44%), and other positions in the organization (16%).

We informed the participants verbally about the study's goal before the interviews. At this point, all the participants were also informed that their personal and organizational information would be kept confidential, and all data obtained would be used anonymously and only for scientific purposes. Therefore, we used pseudo names to disguise the interviewees' identities (P1 refers to Participant 1). Finally, the participants submitted their contributions voluntarily without applying any forceful strategy in completing the interviews.

Our interview guide consisted of a set of open-ended questions related to (1) demographic information of participants, (2) the perceived definition of organizational nostalgia through asking two questions, and (3) the past sentimental experiences and memories forming the organizational nostalgia by asking 11 questions (with main questions and many probing and sub-questions).

In determining respondents' profiles, we asked interviewees about their educational backgrounds, total working experiences, and positions in the organization. Besides, we asked respondents to define nostalgia in the organization's context based on their past experiences. In addition, we asked what their organizations' main nostalgia elements are.

To preserve internal consistency and validity, we constructed the interview questions by looking at the existing literature and current business practices, just like Pandey and Chawla did (2016). Gabriel (1993), for instance, revealed that physical buildings, leaders, colleagues, and social functions attract nostalgic emotions. Ybema (2004) indicated that old working methods, shared dedication, and friendly atmosphere trigger organizations' nostalgic context. However, it should be noted that those authors argued for organizational nostalgia from an individual point of view. For example, how the past relationship with other colleagues triggers that person's nostalgic experience was emphasized in those past studies. In this sense, we modified those questions (themes identified from the literature) by asking how the 1-) physical

buildings, 2-) leaders, 3-) colleagues, 4-) organizational ecology, 5-) symbols, 6-) rituals, 7-) working conditions, 8-) infrastructure-related sentimental experiences *form* the organization's nostalgia as a whole rather than *activate* a person's nostalgia. In addition, we asked probing questions to respondents to gain a further comprehensive understanding, for instance: What do you mean by that? Can you give an example of what you have just mentioned? Can you please explain further? These questions assisted in clarifying and elaborating on the participants' answers.

We audio-recorded all interviews, which lasted 45 minutes on average. When the data started to repeat, and new data were not obtained, we ended that particular interview (Lincoln and Guba, 1986). We then transcribed interviews using Maxqda software. Next, we examined interviews using content analysis by our research team. Specifically, following the transcription of the interviews, we performed open, axial, and selective coding, respectively, on the coding procedures (Corbin and Strauss, 2008). We first analyzed the transcripts line-by-line and extracted initial statements through open coding (Flick, 2009). These statements and concepts generated the codes for the current study. Next, we conducted axial coding to create themes by categorizing concepts based on similarities in terms of features, content, and scope (Corbin and Strauss, 2008). This stage was an iterative process and identified themes by repeatedly returning to the data. Finally, we unified the selective coding of all the themes noted to formulate the central phenomena of the study, organizational nostalgia (Corbin and Strauss, 2008). As a result, two coders (i.e., specific authors) coded the 25 transcripts separately and then compared their level of agreement to indicate how well they identified the relevant concept of organizational nostalgia. Finally, to evaluate inter-coder reliability and the validity of the emerging themes, we calculated the intercoder agreement as .89 using MAXQDA 18, which was well beyond the cut-off value suggested by Burla et al. (2008).

3.3.1.2 Results and discussion

Following the coding process, we determined seven configural components of organizational nostalgia as follows: sentimental longing for past experiences and memories about (1) the organization's allegiance to employees, (2) management support within the organization, (3) bonds between the employees, (4) working conditions, (5) physical work environment, (6) excitement of employees, and (7) social events.

3.3.1.2.1 Organization's allegiance to employees

The organization's allegiance aspect of organizational nostalgia demonstrates the collectively shared sentimental longing for past experiences and memories about common achievements, collective training, having a sense of family, listening to employees' voices, cooperation among employees, awareness of social responsibility, and recognizing transparency within the organization. The interviews we conducted revealed several interesting insights, as follows:

"We sentimentally remember that we had solid traditions and stuck to them deeply in our organization. Specifically, we were concerned about business and social ethics as part of our organizational culture. If a person had morality and virtue, we could share information with that person in our organization. We also shared our experiences with others. For example, you work for 10-20 years to get experience on some issues. However, you can learn this experience from a close friend by listening to him for hours or so. Besides, we believed that justice was fundamental in our organization. It was necessary to distribute the work equitably and ensure that all of them learned the job simultaneously."

"We had nostalgic experiences with our formal meetings to solve problems. Using e-mails in our communications was critical to keep operations going on in the organization. We believed that using too much technology had some side effects. When there was a problem in operations, any department or people could be affected by its use to come together and try to solve the problems in regular meetings. We had direct contact with others at that time, and our relationships were intimate and more mutual because no one could hide his/her emotions about the issues. While we discussed the ideas about solving a problem with others, we learned new perspectives from others. However, when we tried to solve issues through e-mails, we were not successful in solving issues. We were not able to learn others' points of view to communicate better. Everything seemed to be abstract for those problems and their solutions."

3.3.1.2.2 Management support

The management support aspect of organizational nostalgia indicates a collectively shared sentimental longing for past experiences and memories about the extent to which managers do share their knowledge and experience with employees, support the employees when needed, set a trustful relationship with employees, and contribute to the professional development of all employees. Participants also mentioned the following:

"When we saw a manager walking around the workplace, talking to employees, and having good communication with others, we always nostalgically remembered our interactions with him/her, which then turned into a nostalgic story for the next generation of employees."

"We had nostalgic experiences about how our managers encouraged and supported us and improved our self-confidence. For example, one of our managers always told us, "Assume that you are in the sea now. Since you are in the sea, I can only guide you. I can tell you where and what to look for, but you have to go there and find answers to your questions by yourselves." That manager also shared his experiences rather than his knowledge with us. He showed us how to deal with problems in the workplace based on his own experiences."

"Although we did not have any direct experience with some of our managers, listening to their professional life experiences created shared memory and nostalgia in the organization and shed light on our future actions, even if they were not suitable for those conditions. Our relations with our senior managers, who had seen the many changes in the past, also created sentimental longing among us about the organization's past lives."

3.3.1.2.3 Bonding between employees

The bonds related to the employee aspect of organizational nostalgia show there was collectively shared sentimental longing for past experiences and memories about how people form a relationship based on trust, how people cooperate in their work, how people have a strong bond of friendship, and how they support each other within the organization. Our interviews also noted the following:

"When our friends left the organization, our feelings about them turned into a collective nostalgia. If they did not leave the organization, we could not realize our past feelings and experiences. Interestingly, the more people left the organization, the more we felt we had many friends. We supported others and helped each other to solve issues. There was no wild working life like now. Even when we had goals to reach, we never considered our goals were more important than our friendships with others."

"We had a sentimental longing for how we spent much time with our colleagues outside of the organization. We had domestic cultural trips, cultural events, played soccer, etc. These events strengthened our friendships. When our colleagues left the organization, we could not see them, and the old days came back to our minds immediately. We also usually remembered funny experiences with our coworkers rather than disagreements that we had with them. Our past nostalgic memories and experiences about our friends were informally disseminated throughout the organization as stories and anecdotes to guide newcomers."

3.3.1.2.4 Working conditions

Working conditions related to the organizational nostalgia dimension denote the collectively shared sentimental longing for past experiences and memories about employees' higher workload periods, the start date of their employment, employees'

promotions, and the authority and responsibilities. The people we interviewed also noted the following:

"We missed our busy times because we worked hard; we were not caring about our tasks' unfavorable conditions. We were concentrating on our jobs at that time. Those working conditions seeded nostalgic stories that pervaded around the organization and became a sentimental longing for past times that we are too far away from them now due to technological and environmental changes."

"When we first started our jobs, our managers assigned some tasks that required new competencies. However, we lacked those competencies in those days, which caused some stress on us. Later, we remembered those past days with positive feelings and realized that these nostalgic emotions integrated us with this organization."

3.3.1.2.5 Physical work environment

The physical work environment aspect of organizational nostalgia illustrates the collectively shared sentimental longing for past experiences and memories of the physical buildings, the location, and the work-related atmosphere of that organization. The people we interviewed also mentioned that:

"We had nostalgic experiences about the location of the organization. For example, when we visited our company's previous location, we started to think about our organization's past years. At that time, we had a sentimental longing about the people walking around our company, the environment that surrounded our company, and our past activities. It seemed like that location evoked many nostalgic emotions for us and gave our firm a nostalgic identity now located in a different place."

"Our organization's building was built a century ago. When we climbed the stairs, the melted and worn parts of those stairs reminded us in a thoughtful manner of who had stepped here, who worked for 100 years ago here, thereby ascribing a nostalgic ambiance to our organization."

3.3.1.2.6 Excitement of employees

Another dimension of organization nostalgia, the excitement of employees, shows the collectively shared sentimental longing for past experiences and memories about employees' self-confidence, passion and excitement for their jobs and work, their intrinsic satisfaction gained from their jobs, and their desire and determination for their works within the organization. Our interviews revealed that:

"When we looked at our past job experiences, we nostalgically remembered to what extent we dealt with issues and were useful for our organization. The contributions we provided to others rather than our contributions were disseminated as stories throughout the organization and strengthened people's nostalgic feelings.

We then saw that those nostalgic feelings about people created strong collective emotions within our organization."

"We had a sentimental longing to learn new things every day when we started working in this company. As time went on, our learning and excitement gradually decreased. Organizational blindness gradually began to occur, which created a nostalgia about our past eagerness for learning new things in our organization. Besides, our approaches to other people and our jobs changed over time in our organization. We were faster to finish our duties than in the past. We knew how and when to take action. As we got to experience, we could see the work risks and know more about managing them. We missed our past times when we could not see the risks but only acted bravely to solve issues."

3.3.1.2.7 Social events

Social events related to organizational nostalgia demonstrate the collectively shared sentimental longing for past experiences and memories about how corporate successes were celebrated and traditional events (e.g., dining, Christmas, birthdays, trips, sports) were organized and held within the organization. The interviews further revealed that:

"Our company had a birthday celebration tradition. Our manager used to send a greeting card with his signature to people. In addition, we had special days, and we gave gifts and giveaways to other people. We also had performance appraisal meetings and weekend trips. These events later became the accepted sentimental routines of the organization."

"Our company had an organized dining event every month. People who retired 10-20 years ago were invited to those events. We felt nostalgia at those events because the past was right in that social environment due to those retired people. We thought that collective nostalgia occurred best when dining with our friends or people who used to work in that company."

In a nutshell, in study 1, we conducted interviews to develop the initial questionnaire on organizational nostalgia. We interviewed 25 students working in the industry to discover the dimensions of organizational nostalgia. The interview analysis revealed seven independent but positively correlated factors/dimensions of organizational nostalgia and 44 questionnaire question items. Based on these interviews and the accompanying literature, we formed 44 question items from the above seven categories. Following the item pool generation, 44 items were subjected to face and content validity. As the common method for assessing content/face validity (Hardesty and Bearden, 2004), we used an expert review to evaluate the conciseness, clarity, relevance, and reflection of the items to the current construct. In this perspective, we identified the experts using the snowballing sampling method

(personal networking). Then 12 experts in management and organizational behavior reviewed the list of items. Based on these reviews, we reworded some items to increase their comprehensibility and considered two items irrelevant to the domains and thus deleted them, resulting in a final set of 42 items.

3.3.2 Study 2: Item purification

3.3.2.1 Sample

For the current study, we gathered data from MBA and graduate courses at three universities in Istanbul, Turkey. This sampling method is in line with past studies (e.g., Akgün, 2020). The sample of firms obtained by a field study does not differ much from any other sample generated through MBA classes. The variables have similar distributions on mean and standard values. We selected these particular students, primarily managers and senior staff in their respective firms and willing to participate in our study, as key informants. These students had intimate knowledge and rich insights into their firms from various industries. Like Study 1's sampling requirements, we asked the students whether their firms developed new products and sold them to domestic and global markets, operated by European quality standards, had at least 30 employees, and had been in the business for more than 10 years.

We collected data from 210 MBA, executive MBA, and PhD students taking courses the authors instructed in the fall semester of 2018. In our sampling, the participants had job experiences ranging from 7 to 22 years. 53% of the respondents were female, and 47% were male. The respondents were functional/department managers (37%), specialist/assistant specialists (30%), senior employees/staff (24%), and other positions in the organization (9%). The industries covered manufacturing (30%), service (15%), education (13%), banking and finance (14%), automotive (9%), healthcare (8%), construction (6%), and information technologies (4%).

We asked the respondents to consider the 42 statements from Study 1, thinking about their memories and experiences at their work organization. Each question item was scored on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

3.3.2.2 Results and discussion

Exploratory Factor Analysis was conducted with a principal component analysis and Varimax rotation in SPSS 21 to test the dimensionality with criteria as follows: (1) factor loadings above .50 (Hair et al., 2010), (2) inter-item correlations above .30 (Robinson et al., 1991), and (3) item-to-total correlations above .50 (Spector, 1992).

Table 3.3: The results of EFA of organizational nostalgia in Study 2

Items	MS	SE	OA	EE	BBE	WC	PWE
ME3	.843						
ME2	.825						
ME5	.822						
ME4	.799						
ME1	.775						
EE7		.761					
EE3		.734					
EE6		.734					
EE2		.724					
EE5		.719					
EE4		.709					
EE1		.637					
SE3			.872				
SE4			.847				
SE1			.772				
SE2			.715				
SE7			.674				
SE6			.523				
SE5			.523				
CE4				.712			
CE6				.705			
CE2				.691			
CE3				.649			
CE1				.630			
CE7				.588			
CE8				.584			
CE5				.565			
COE3					.828		
COE1					.824		
COE2					.773		
COE4					.760		
COE5					.557		
JE1						.695	
JE2						.685	
JE3						.662	
PE3							.891
PE1							.831
PE2							.817

Note: MS: Management support; Social events: SE; Organization's allegiance: OE; Excitement of employees: EE; Bonds between employees: BBE; Working conditions: WC; Physical work environment: PWE.

As a result, 38 items meeting this requirement were retained. As demonstrated in Table 3, a final factor analysis resulted in seven dimensions, having an eigenvalue greater than 1, thus explaining 71.28% of the total variance, The Kaiser–Meyer Olkin (KMO) value was .911, and the chi-square value for Bartlett's test of Sphericity was significant (χ^2=5946.08, p< .001), indicating data appropriateness for the factor analysis. Furthermore, Cronbach's alpha values for seven dimensions ranged between .80 and .95, which exceeded the threshold value of .70 (Nunnally and Bernstein, 1994).

In sum, in Study 2, we purified the question items generated in Study 1 by analyzing 210 firms. Next, we performed EFA, reliability, and item analysis to revise the question items of organizational nostalgia. Finally, the results revealed seven dimensions with 38 question items to assess organizational nostalgia.

3.3.3 Study 3: Construct Validation and Reliability Assessment

3.3.3.1 Sample

For Study 3, following the same rationale of sampling selection and procedures of Study 2, we collected new data from different 225 MBA, executive MBA, and Ph.D. students who voluntarily accepted our invitation to this research. Those students, as key informants, took courses from the authors in the spring semester of 2019, had managerial and senior staff positions, and worked full-time in different sectors. In addition, we asked those respondents if their firms had been in the business for more than ten years and had at least 30 employees to capture the organizational nostalgia better. Further, we preferred firms associated with Western forms to ensure that they follow global management processes and procedures.

In our sampling, including firms were manufacturing (28%), service (24%), banking and finance (12%), education (12%), healthcare (10%), automotive (8%), and information technologies (6%). The participants had job experiences ranging from 5 to 23 years. 40% of the respondents were female, and 60% were male. The respondents were functional/department managers (34%), specialist/assistant specialists (25%), senior employees/staff (35%), and other positions in the organization (6%).

3.3.3.2 Results and discussion

Following the EFA, we conducted a Confirmatory Factor Analysis (CFA) using the AMOS Version 21 to assess the organizational nostalgia scale's construct validity, reliability, and dimensionality. We used factor loadings above .50 (Hair et al. 2010)

and modification indices for item retention in CFA. As shown in Table 4, this effort culminated in a construct consisting of seven factors with 32 items and a measurement model that had a good fit ($\chi^2_{(443)}$= 722.126, CFI=.95, IFI=.95, TLI=.94, RMSEA=.053) referencing the criterion value of Hair et al. (2010).

Table 3.4: The result of CFA about organizational nostalgia variables in Study 3

Configural properties	**Factor Loadings**	**AVE**	**CR**	**Cronbach's α**
Organization's allegiance		.61	.92	.92
CE3	.81			
CE4	.81			
CE5	.76			
CE1	.73			
CE7	.79			
CE2	.77			
CE6	.81			
Social events		.70	.93	.93
EE5	.92			
EE4	.71			
EE3	.85			
EE6	.90			
EE7	.88			
EE1	.76			
Management support		.66	.91	.91
ME5	.76			
ME4	.86			
ME3	.84			
ME2	.81			
ME1	.80			
Bonds between employees		.67	.89	.89
COE4	.87			
COE3	.82			
COE2	.85			
COE1	.73			
Excitement of employees		.64	.87	.87
SE4	.79			
SE1	.85			
SE2	.68			
SE6	.85			
Working conditions		.59	.81	.81
JE2	.79			
JE3	.70			
JE1	.81			
Physical work environment		.79	.92	.92
PE3	.87			
PE2	.89			
PE1	.90			

We assessed the reliability of each dimension, and all composite reliability and Cronbach's Alpha values exceeded the recommended threshold value of .70 (Fornell

and Larcker, 1981). For the convergent validity, factor loadings were between .67 and .92, exceeding .50, and every Average Variance Extracted (AVE) of the dimensions was also higher than the cut-off value of .50 (Fornell and Larcker, 1981). For discriminant validity, the square root of the AVE value for each construct was greater than the correlation between the construct pairs, as demonstrated in Table 5 (Fornell and Larcker, 1981).

Table 3.5: Correlations and descriptive statistics in Study 3

Variables		**1**	**2**	**3**	**4**	**5**	**6**	**7**
Organization's allegiance	1	(.81)						
Social events	2	.51**	(.84)					
Management support	3	.70**	.37**	(.79)				
Bonds between employees	4	.41**	.14*	.41**	(.77)			
Excitement of employees	5	.29**	.31**	.29**	.45**	(.82)		
Working conditions	6	.10	.11	.09	.39**	.49**	(.77)	
Physical work environment	7	.04	.10	.09	.29**	.32**	.48**	(.89)
Mean		3.72	3.04	3.78	4.04	4.08	4.14	4.07
S. dev.		.85	1.10	.86	.79	.78	.74	.81

Note. ** $p < .01$, * $p < .05$, Values along the diagonal are the square root of AVE

Additionally, we tested discriminant validity using the two-factor model of Bagozzi et al. (1991). This approach compares the proposed and constrained models by forming pairs between the constructs. The chi-square difference between the unconstrained and constrained model should be significant for each paired group. In this context, 21 models were developed, and the results revealed that changes in χ^2 for each factor were significant ($\Delta\chi^2>3.84$).

Study 3 confirmed an organizational nostalgia scale consisting of seven factors and 32 items. In addition, results revealed evidence for the construct validity of the organizational nostalgia scale, with each dimension having high internal consistency.

3.3.4 Study 4: Relationship between Organizational Nostalgia, Organizational Discontinuity, and Affective Commitment

Nomological validity denotes whether the scale has strong predictability on the relevant constructs/variables theoretically and concerning a hypothesis (Churchill and Iacobucci, 2006). While convergent validity performed in Study 3 focuses on multiple parameters for the same concept, nomological validity pursues understanding

parameters from different concepts, which might share explanatory and causal relationships.

Nomological validity is a critical criterion when working with an emerging theory like organizational nostalgia because there is relatively little established knowledge about how organizational nostalgia is related to other variables. Here, we set the nomological validity of the organizational nostalgia scale via hypothesis testing. Finally, we predict that organizational nostalgia positively relates to affective commitment (Hypothesis 1) with the contingent role of organizational discontinuity (Hypothesis 2).

Affective commitment (i.e., the emotional attachment and identification of employees with their organization) has received much theoretical and empirical attention in the literature (Gallagher and Parks, 2001; Meyer et al., 2002). In this regard, researchers have focused on the leveraging and cultivating factors/conditions necessary to improve employees' affective commitment to an organization, which in turn has a strong effect on the employees' sense of belongingness, identification with organizational goals, and their intrinsic desire to remain in that particular organization (Meyer et al., 2002; Solinger et al., 2008). As a result, past studies investigated a variety of antecedent factors that influence affective commitment, such as the existence of transformational (Kim, 2014) and authentic leadership (Ribeiroe et al., 2020), social support at work (Rousseau and Aubé, 2010), personality and self-efficacy of employees (Albrecht and Marty, 2020), perceived career support of employees (Poon, 2013), intrinsic motivation of workers (Eby et al., 1999), trust among employees in an organization (Lambert et al., 2020), and the presence of organizational justice (Ha and Ha, 2015) to name a few.

Interestingly, nostalgia in general and organizational nostalgia in particular, as an antecedent of organizational affective commitment, is largely ignored in the literature. Moreover, even though some studies note that personal nostalgia affects employee affective commitment (Moss and Wilson, 2015), we empirically know less about the role of organizational nostalgia on organizational affective commitment in a field study.

In addition, the nomological validity of a concept can be examined by developing hypotheses in the form of moderation relationships, using constructs drawn from a nostalgia-specific theory (Sedikides et al., 2015). Indeed, moderators can provide insights into the capacity of concepts to predict and explain phenomena in

different contexts. In this study, we investigate organizational discontinuity as a moderator variable, which we know empirically less about it in the relationship between organizational nostalgia and affective commitment. Organizational discontinuity indicates a disconnection between past and present corporate lives. For instance, organizations experience a discontinuity in the process of organizational changes, such as moving into new buildings, starting to use a new administrative system, or using new technology (Gabriel, 1993).

Prior studies have shown that organizational discontinuity can act as a trigger for or antecedent to organizational nostalgia (Gabriel, 1993; Ylijoki, 2005). However, it should be noted that past studies considered organizational nostalgia from an individual point of view (Van Dijke et al., 2015; Leunissen et al., 2018; Van Dijke et al., 2019) and that antecedent conditions may not work at the organizational level of analysis as it is.

Also, examining the moderating role of organizational discontinuity (e.g., changing organizational conditions) can resolve the conflicting arguments on the part of nostalgia on employee behaviors (e.g., affective commitment), which has not been empirically proved yet. For instance, some researchers mentioned that nostalgia traps employees in a false past (Havlena and Holak, 1991; Hirsch, 1992), thus reducing their emotional attachments to the organization. But, other researchers noted that nostalgia gives employees the warmth and security of the past (Batcho, 1998), increasing their commitments. Here, we contend that employees will compare the current organizational situations and changes with their previous ones using organizational nostalgia, thereby strengthening or weakening their affective commitment to the organization. For instance, when there is a lower level of changes in an organization, employees will attempt to regain a sense of stability and thus maintain their prior mental models alive through organizational nostalgia, and therefore increase their affective commitments to the organization (Gabriel, 1993; Brown and Humphreys, 2002), which warrants empirical evidence.

3.3.4.1 Organizational nostalgia and affective commitment

We propose that organizational nostalgia is positively related to affective commitment by increasing the positive emotional experience of people within the organization (Wildschut et al., 2006) and increasing the emotional attachment and identification of employees to their organization. Specifically, Meyer and Allen (1988)

classify antecedents of commitment as *"personal characteristics, role-related characteristics, work experiences, and structural characteristics"* and argued that, in particular, work experiences of employees in their organizations have important effects on affective commitment. In this context, we specifically argue that organizational culture-related experiences are positively related to affective commitment. Indeed, values, beliefs, and other ingredients of organizational culture are adopted by the employees over time, and organizational culture turns into an integrative and unifying mechanism that enhances the attachment of employees to these common values of organizations. The importance and commitment of employees to these shared values, which are part of the organizational culture, also develop a strong sense of organizational commitment (Kim, 2014). Besides, Odom et al. (2017) noted that people-oriented, encouraging, and trusting culture of organizations allow people to become more committed to the organizations.

Similarly, the quality of relationships with managers induces the organizational commitment and supportiveness of the supervisor enhances the employees' commitment to the organization (Joo, 2010). Further, Liao et al. (2009) noted that, based on the social exchange theory, when the managers give more attention and greater support, employees reciprocate to these benefits with the higher commitment. Besides, employees experiencing mutual trust, appreciation and professional respect in the leader-member relations tend to escalate commitment (Lee, 2005). Besides, relationship with and support of the coworkers also provides positive work experience that leads employees to become affectively committed to their organizations (Rousseau and Aubé, 2010; Limpanitgul et al., 2014). Stinglhamber and Vandenberghe (2003) also argue that the support of coworkers fulfills the employees' need for esteem, approval, and affiliation. As a result, this emotional experience develops the affective commitment.

On the other hand, as organizational nostalgia predominantly represents a positive organizational memory, it reinforces, encourages, cultivates, and intensifies the emotional and social bonds and relationships between people, enhancing their affective commitment intentions. In addition, positive emotional experiences influence employee equity, trust among people, and perception of social support (Wildschut et al., 2006). Besides, those experiences reduce prejudice among people in the organization. Indeed, organizational nostalgia assures people that they are valued.

Thus, people strongly tend to indulge in positive behavioral responses, such as affective commitment (Meyer and Allen, 1988).

Further, organizational nostalgia fulfills a sociality function by reinforcing socially-oriented action tendencies (Hepper et al., 2012). This way, emotions evoked by organizational nostalgia serve as a bridge between individuals and organizations, influencing affective commitment.

Building from these empirical findings from recent studies, we infer that different work-related experiences of employees may play an important role in yielding affective commitment. Considering that these work-related experiences also encompass the past experiences and memories triggering the nostalgia, employees who feel organizational nostalgia through their past organizational experience with persons, environment, events, and organizational culture are likely to be more emotionally connected to their organizations. Therefore, we hypothesize that:

H1: The configural properties of organizational nostalgia relate to the employees' affective commitment to their organization.

3.3.4.2 The moderating role of organizational discontinuity

We argue that the higher the level of organizational discontinuity, the lower the relationship between organizational nostalgia and affective commitment. Specifically, organizational nostalgia buffers the effects of a lower level of discontinuity by regulating positive attitudes and behaviors towards the organization and creating a renewed sense of shared social identity. This way, people have an emotional attachment to the organization. On the other hand, in the presence of a higher level of organizational discontinuity, people experience higher negative affect, anxiety, uncertainty, and ineffective coping behaviors (Sedikides et al., 2015). Thus, it leads to instability and inconsistency in people's lives, reducing their emotional attachment to the organization. Milligan (2003) revealed that discontinuity experienced with removing to new building creates an interruption in the place attachment of employees, and hence harms their organizational identity and employees' attachments.

Also, organizational nostalgia gives order and meaning-making resources to current actions of people under the lower level of discontinuity. Nostalgia is viewed as inspirational and structural in times of change and serves as a restorative function. As a result, people are willing to engage with the current environment and improve their affective commitment. On the other hand, a higher level of organizational

discontinuity breaks the organizational routines. These interruptions in organizational life and routines flow make employees feel stressed and uncomfortable, leading to conflicts with coworkers and reducing their affective commitment. Therefore, we hypothesized that:

H2: The higher the level of organizational discontinuity, the lower the relationship between the configural properties of organizational nostalgia and affective commitment.

3.3.4.3 Sample

For Study 4, we collected new data in a field study. We used a stratified random sampling plan from the Kocaeli Chamber of Industry Directory for nearby Istanbul in the spring and fall term of 2019. A list of 145 eligible firms, which 1) develop new products and export them to other countries, such as the UK, Germany, Arab countries, Central Asia, and Russia; 2) are organized and managed based on the Western management style, e.g., they operate following ISO and European quality standards; 3) are affiliated with Western firms, and 4) have at least 30 employees and have been in business for more than ten years.

First, we contacted the General Managers of these firms by telephone and explained the study's goal to them. Of the 145 firms contacted, 101 from various sectors agreed to participate in our research. Then, we visited those firms to collect the data. During the data collection, we used a focused group to gather the data rather than getting data from each individual in each firm to reduce the single source and common method bias problems, as suggested by Akgün et al. (2019). Researchers noted that when trying to establish nomological validity, it is essential to rule out reverse causality, response style, or other sources of common method bias (Podsakoff et al., 2003). Researchers generally use focus groups as an exploratory technique in developing a new research area by capturing the hidden and unconscious motives behind interactions (Flick, 2018). Focus groups can also be an appropriate method for gathering empirical information about the phenomenon from survey studies (Akgün et al., 2019). Here, discussion about survey questions in focus groups provides more accurate data than collecting data from each individual and summarizing the surveys. In addition, such interaction among respondents offers valuable data for survey questions on the extent of consensus and diversity among the participants (Kapoor and Vij, 2018; Shah et al., 2020).

We discussed each question item in our meetings on organizational nostalgia, organizational discontinuity, which was assessed using three question items modified from the study of Sutin and Robins (2007), and affective commitment as measured using the modified form of the 8-item Affective Commitment scale developed by Allen and Meyer (1990). The meetings lasted more than 45 minutes each.

In our sampling, the participants had job experiences ranging from 3 to 27 years. 42% of the respondents were female, and 58% were male. The respondents were functional/department managers (40%), specialist/assistant specialists (36%), senior employees/staff (19%), and other positions in the organization (5%). The firms were in manufacturing (24%), service (19%), banking and finance (13%), education (6%), healthcare (11%), automotive (12%), construction (9%), and information technologies (6%) sectors.

3.3.4.4 Results and discussion

Before testing the relationships between the variables, we evaluated the data by applying the Partially Least Square (PLS)-Structural Equation Modeling (SEM) approach. PLS-SEM can analyze smaller data sets and incorporate a larger number of indicators, and it does not require normal distribution assumption imposed by the covariance structural analysis technique (Hair et al., 2010). Researchers use the PLS-SEM to evaluate the measurement model, including convergent and discriminant validity (Hair et al., 2010; Henseler et al., 2015). We assessed the convergent validity by checking Cronbach's alpha coefficient, composite reliability, and AVE values. Finally, we evaluated the discriminant validity by examining the cross-loadings, which require the factor loadings on the assigned construct to be more than cross-loadings with other constructs, Fornell–Larcker criteria, and heterotrait–monotrait (HTMT) ratio of correlations, which check whether the HTMT ratio of correlations between the two constructs is less than .85 or not.

Based on the PLS-SEM analysis, as demonstrated in Table 3.6, we found that PLS-based AVE and composite reliability and Cronbach's alpha values were higher than the threshold value for reliability suggested by Fornell and Larcker (1981). Table 3.6 also shows that all the items used in the study have scored adequate outer loadings, which are well above the prescribed standard .7.

Table 3.6: The result of the PLS-SEM Measurement Model Estimation in Study 4

Variables	**Outer Loadings**	**AVE**	**CR**	**Cronbach's α**
Organization's allegiance		.67	.93	.91
CE1	.74			
CE2	.80			
CE3	.80			
CE4	.82			
CE5	.89			
CE6	.87			
CE7	.78			
Social events		.70	.93	.91
EE1	75			
EE3	.76			
EE4	.82			
EE5	.91			
EE6	.87			
EE7	.89			
Management support		.76	.94	.92
ME1	.89			
ME2	.90			
ME3	.84			
ME4	.91			
ME5	.79			
Bonds between employees		.83	.95	.93
COE1	.89			
COE2	.94			
COE3	.91			
COE4	.91			
Excitement of employees		.79	.94	.91
SE1	.90			
SE2	.91			
SE4	.92			
SE6	.80			
Working conditions		.82	.93	.89
JE1	.89			
JE2	.93			
JE3	.91			
Physical work environment		.87	.95	.93
PE1	.93			
PE2	.94			
PE3	.93			
Organizational discontinuity		.80	.94	.92
ODC1	.94			
ODC2	.91			
ODC3	.96			
Affective Commitment		.88	.96	.94
AC1	.87			
AC3	.90			
AC5	.89			
AC7	.91			

Table 3.7 shows the results of the correlation analysis, HTMT values, and square roots of AVE. As shown in Table 3.7, the square root of AVE for each construct was higher than the shared variance between pairs of constructs, thus ensuring that the Fornell-Larcker criterion was fulfilled (Fornell and Larcker, 1981).

Table 3.7: Correlations and Fornell-Lacker values in Study 4

Variables	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**
Organization's allegiance	**(.82)**								
Social events	.51**	**(.84)**							
Management support	.70**	.62**	**(.87)**						
Bonds between employees	.66**	.48**	.57**	**(.91)**					
Excitement of employees	.64**	.37**	.55**	.77**	**(.89)**				
Working conditions	.54**	.38**	.53**	.53**	.61**	**(.91)**			
Physical work environment	.52**	.34**	.46**	.61**	.76**	.71**	**(.93)**		
Organizational discontinuity	-.08	-.08	-.13	-.03	-.06	-.08	-.08	**(.94)**	
Affective commitment	.58**	.44**	.49**	.55**	.56**	.29**	.40**	.29**	**(.89)**
Mean	3.72	3.43	3.80	3.99	4.12	4.14	4.18	3.46	3.59
S. dev.	.90	1.09	.90	.87	.82	.85	.85	.98	1.03

Note: Fornell-Lacker's criteria values on the diagonal are the square root of AVE; italic values above the diagonal are HTMT values, and below is the correlation between variables. ** $p < .01$, * $p < .05$

Next, we demonstrated the HTMT values above the diagonal with italic. As illustrated in Table 3.7, the HTMT ratio value is in the range of .30 to .56 under the required criteria (Henseler et al., 2015).

Table 3.8: HTMT ratio values in Study 4

Variables	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**
Organization's allegiance	-								
Social events	*.30*								
Management support	*.43*	*.07*							
Bonds between employees	*.32*	*.08*	*.78*						
Excitement of employees	*.61*	*.09*	*.80*	*.59*					
Working conditions	*.59*	*.09*	*.66*	*.58*	*.82*				
Physical work environment	*.52*	*.14*	*.50*	*.59*	*.57*	*.62*			
Organizational discontinuity	*.50*	*.10*	*.38*	*.43*	*.40*	*.52*	*.67*		
Affective commitment	*.66*	*.08*	*.69*	*.70*	*.77*	*.81*	*.73*	*.57*	-

To test our research questions, we used the fsQCA and fsQCA 2.5 software package to see the alternative combinations of organizational nostalgia and its impact on affective commitment and the moderating role of organizational discontinuity on the organizational nostalgia-affective commitment link (Ragin, 2008; Fiss, 2011;

Woodside, 2013). This methodology is appropriate when unraveling the complex associations between organizational nostalgia-related variables and affective commitment. Distinct from conventional statistical methods, which concentrate on the net effect of each single independent variable on the outcome regardless of the levels of other variables and their different combinations, fsQCA determines multiple and different causal conditional patterns (i.e., combinations of conditions) that precede the outcome (Ragin, 2008). Such that fsQCA seeks ways of elements that lead to a specific outcome rather than solely identifying any correlations between the independent and dependent variables. Indeed, it is difficult to pursue a higher level of every component of organizational nostalgia to increase the level of affective commitment simultaneously, and it is impossible to ignore the presence of interrelationships among organizational nostalgia-related factors in the real world (Berg-Schlosser et al., 2009). Also, QCA allows systematic cross-case assessments and impartiality to within-case complexity in small-and intermediate-size-sample research designs (Rihoux and Ragin, 2009). In this sense, QCA reduces the sample size limitation and thus offers a valuable tool to scrutinize the causal relations in the modest size samples (n=20 to 50 firms or other organizations). Further, in evaluating the configurations that lead to specific outcomes, fsQCA can combine qualitative and quantitative analyses (Akgün and Keskin, 2021).

We began by calibrating all variables into a fuzzy set (Ragin, 2008). As in earlier studies, we used the percentile approach for data calibration in our current investigation (Fiss, 2011). According to this viewpoint, the 75th percentile characterizes totally in, the 25th percentile identifies fully out, and the 50th percentile denotes the changeable crossover point. We also used an.80 consistency cut-off and a frequency criterion of 10 instances (Ragin, 2008). Given the exploratory character of our work, we chose intermediate solutions in which each condition is permitted to be 'present or absent' and therefore parallel to Fiss's research (2011).

Table 8 shows the results of the fsQCA analysis and demonstrates that there are five causal paths, equifinal configurations, each leading to a higher affective commitment. Furthermore, each part of the solution and the overall solution had a consistency greater than or equal to .80, suggesting that these causal ways are sufficient to cause higher affective commitment (Ragin, 2008).

These results suggest that (1) higher organization's allegiance and the physical work environment aspect of organizational nostalgia will combine with lower bonds

between employees, working conditions, excitement of employees, social events, and the management support aspect of nostalgia; (2) higher organization's allegiance and social event-related nostalgia with lower bonds between employees, working conditions, excitement of employees, physical work environment and management support related nostalgia; (3) higher organization's allegiance, social events, working conditions and physical work environment-related nostalgia combined with lower bonds between employees, excitement of employees, and management support related nostalgia; (4) higher organization's allegiance, bonds between employees, social events and physical work environment relate to nostalgia with lower working conditions, and excitement of employees and management support related nostalgia; and (5) higher organization's allegiance, management support, excitement of employees, working conditions and physical work environment-related nostalgia combine with lower bonds between employees and social events- related nostalgia lead to higher affective commitment.

Table 3.9: Causal recipes for high membership scores in the outcome conditions

	Affective Commitment					
Antecedent conditions	**1**	**2**	**3**	**4**	**5**	**Conclusions**
Organization's allegiance	•	•	•	•	•	●
Social events	◦	•	•	•	◦	ø
Management support	◦	◦	◦	◦	•	ø
Bonds between employees	◦	◦	◦	•	◦	ø
Excitement of employees	◦	◦	◦	◦	•	ø
Working conditions	◦	◦	•	◦	•	ø
Physical work environment	•	◦	•	•	•	ø
Raw coverage	.074	.1242	.066	.072	.0864	
Unique coverage	.039	.0915	.038	.0398	.0644	
Consistency	.819	.8556	.9629	.9403	.9135	
Solution coverage						.3110
Solution consistency						.8748

Note. Black circles indicate the high presence of a condition, and white circles indicate the low presence (i.e., absence) of a condition. Large black (white) circles indicate a core-necessary presence (absence) condition. 'Ø' indicates a peripheral (not necessary) condition. Blank spaces in a pathway show 'don't care.'

Table 8 demonstrates the core and peripheral conditions related to affective commitment. Core conditions indicate a strong causal association with affective commitment, whereas peripheral conditions pose a weaker connection with that same affective commitment. These results show that a higher organization's allegiance-

related nostalgia is a core-necessary (but insufficient) antecedent condition for higher affective commitment. Interestingly, the changing signs of the bonds between employees, working conditions, excitement of employees, social events, physical work environment, and management support-related organizational nostalgia indicate their non-linear role in the establishment of affective commitment.

To test the moderating effect of discontinuity, we used a median split, dividing the data set into low and high discontinuity. The results of the sub-group fsQCA analysis, as demonstrated in Table 3.9, here show that there was no feasible solution with a higher level of discontinuity.

Table 3.10: Sub-group causal recipes for high membership scores in the outcome conditions

	Affective Commitment					
	Less discontinuity			**Higher discontinuity**		
Antecedent conditions	**1**	**2**	**Conclusions**	**1**	**2**	**Conclusions**
Organization's allegiance	•	•	●	-	-	-
Social events	•	◦	ø	-	-	-
Management support	•	•	●	-	-	-
Bonds between employees	◦	•	ø	-	-	-
Excitement of employees	◦	•	ø	-	-	-
Working conditions	•	•	●	-	-	-
Physical work environment	•	•	●	-	-	-
Raw coverage	.1243	.1914		-	-	
Unique coverage	.0671	.1342		-	-	
Consistency	.7535	.9405		-	-	
Solution coverage			.2585			-
Solution consistency			.8422			-

Note: Black circles indicate the high presence of a condition, and white circles indicate the low presence (i.e., absence) of a condition. Large black (white) circles indicate a core-necessary presence (absence) condition. 'Ø' indicates a peripheral (not necessary) condition. Blank spaces in a pathway indicate 'don't care.'

However, when there was a lower level of discontinuity, fsQCA analysis produced two causal paths, leading to higher affective commitment. These results suggest that a higher organization's allegiance, social events, management support, working conditions, and physical work environment-related nostalgia combine with lower bonds between employees, and the excitement of employees-related nostalgia causes a higher affective commitment. The results also show that a higher organization's allegiance, management support, bonds between employees, working conditions, the excitement of employees, and physical work environment-related

nostalgia, along with lower social events-related nostalgia, leads to higher affective commitment.

These results further show that an organization's allegiance to employees, management support, the excitement of employees, and working conditions-related nostalgia are necessary core conditions for higher affective commitment. Conversely, the social events, bonds between employees, and excitement of employees-related nostalgia are peripheral conditions that present a weaker relationship with affective commitment when an organization has a lower discontinuity.

Study 4 supports H1, which suggests that different dimensions of organizational nostalgia jointly connect dynamically to influence overall affective commitment. Those dimensions of organizational nostalgia strengthen or undermine each other to achieve a better affective commitment of employees to the organization. In addition, results support H2. A lower level of organizational discontinuity signifies the relationship between different dimensions of organizational nostalgia and affective commitment. Conversely, a higher discontinuity makes the relationship between organizational nostalgia and affective commitment non-significant.

3.4 General discussion

This study, first, empirically demonstrates that organizational nostalgia is a multidimensional construct comprised of (a) organization's allegiance to employees, (b) social events, (c) management support, (d) bonds between employees, (e) excitement of employees, (f) working conditions, and (g) physical work environment-related aspects. Past studies have argued that the physical work environment, departed colleagues, colleagues, and past selves are the triggers of (or evoke instruments for) personal nostalgia in the organizational context (Gabriel, 1993; Wildschut et al., 2006). On the other hand, this study shows that those factors, morphing at the organizational level as different terms and functional forms, are the main ingredients or critical components of organizational nostalgia. Those factors provide a more comprehensive and homogenous understanding of nostalgia at the organizational level.

In addition, this study indicates that people do not favor one side of the nostalgia components over the other in the organization. Instead, they recognize that those components have merits, and there is a creative tension between them. Those

components vary in their effect on organizational behavior and outputs and may not trend in a consistent and unified direction.

Second, this study empirically shows the combined effect of different organizational nostalgia-related variables on employees' affective commitment to their organizations. While all variables influence affective commitment, the organization's allegiance-related variable appears to be the core condition for employees' affective commitment. This finding improves the understanding of how past experiences and memories about values and beliefs influence employee motivations for affective commitment. For example, even though past studies showed that a people-oriented, encouraging, and trusting culture of an organization allows people to become more committed to that organization (Odom et al., 2017), our finding specifically illustrates that the sentimental perception of past allegiance-related practices within an organization influence the emotional attachment of employees to their organizations. In addition, the current study reveals that direct or indirect experiences with past organizations' allegiance to employees create a cultural nostalgia that then influences the affective commitment of employees in that organization.

Third, this study empirically elevates past research on organizational culture by emphasizing its historically determined aspect (Detert et al., 2000). Organizational culture is past, present, and future-oriented phenomenon (Schein, 1985), and the past is the historical source for organizational culture (Rowlinson and Hassard, 1993). While previous studies have extensively highlighted the directly experienced past organizational knowledge, stories, and events, this study spots the indirectly experienced, simulated, and imagined past experiences, practices, and routines and the 'good old days' in the organizational culture (Gabriel, 1993).

In addition, this study advances our current understanding of organizational culture by focusing on the emotional side of culture. Past studies showed that organizational culture is also emotionally charged (Trice and Beyer, 1993), and people express and share their emotions through a variety of cultural ingredients (i.e., collective beliefs, values, and expectations) (Beyer and Nino, 2001). Here, this study leverages the emotional aspect of culture further and highlights that organizational culture acts as a depository of positive longing emotions from past experiences, symbols, stories, and other cultural ingredients.

Fourth, this study indicates that when there is a lower level of discontinuity within the organization (e.g., the organization has much in common with its past situations and is not different than it used to be in the past), the organization's allegiance to employees, management support, working conditions, and the work environment, as core situations, enhances the emotional attachment of people to that organization. Past studies demonstrated that an organization's allegiance (Yogalakshmi and Suganthi, 2020), quality of relationships with managers (Liao et al., 2009; Joo, 2010), and work conditions (Meyer and Allen, 1988; Meyer et al., 2002) enhance the employees' commitment to the organization. However, those past studies did not consider the nostalgic aspect of these variables. In addition, they did not examine those variables' influence on affective commitment through changing organizational conditions. This study, therefore, empirically leverages the current understanding of these variables in a corporate-level nostalgia context and signifies how the sentimental longing for past experiences and memories about the management, working conditions, and the organization's attitude to the people are the product of the past and can then influence the affective commitment of people.

Interestingly, this study also shows that social events, bonds between employees, and excitement have a weak relationship with the affective commitment of people when there is a lower level of discontinuity within the organization. The reason for this finding is that since the quality of relationships between people is not different from the past relationships or the size effect of these relations is not as intense with fewer changes in the organization; people will not need to show emotional attachment to that organization.

Fifth, this study empirically confirms that an organization's nostalgia is useful for leveraging affective commitment under the lower level of organizational change rather than a higher level. Such a lower level of organizational discontinuity is worth tolerating in the organizational nostalgia delivering affective commitment. Some past studies at the individual level of analysis also argued that personal nostalgia provides flexibility for change (Strangleman, 1999; Gabriel, 1993; McCabe, 2010) and security of the past to employees (Batcho, 1998), enhances employees' resilience (Wildschut et al., 2019), and evokes employees' inspirations (Sedikides and Wildschut, 2019) during the organizational changes. However, even those past studies assured that organizations need to consider rather than ignore the organization's history and past

during organizational change; they did not specify the level of change in the organization.

This finding also improves the organizational change literature by clarifying nostalgia's role in employees' behaviors under changing conditions. Many studies have argued about organizational change-related problems, such as resistance against change (Piderit, 2000) and structural inertia preventing organizations from changing in time (Hannan and Freeman, 1984). However, researchers insufficiently addressed the discontinuity and adequacy of nostalgia for the resistance to the change management process. This study thus empirically proves that organizational nostalgia is a deeper reason for the opposition and structural inertia under the higher level of change, discouraging employees' emotional attachments to that organization.

4 THROWBACK TO PRE-PANDEMIC DAYS: A PHOTO-ELICITATION STUDY ON ORGANIZATIONAL NOSTALGIA

4.1 Introduction

The rapid spread of the COVID-19 pandemic has affected every aspect of human life in almost all nations worldwide. In this vein, decisive actions have been taken to restrict the spread of COVID-19, including distance education, remote working, social isolation, curfews in areas with high spreading, intercity travel restrictions, and cancellation of social and sports events. For many people, these restrictions have brought many changes in life. Due to these restrictions, daily routines have changed and the interactions with colleagues, friends, and families have diminished during this period (Li et al., 2020). Besides, most of the people in the pandemic are filled with anxiety, loneliness, uncertainty about COVID-19 spread, and a lack of social connectedness (Brooks et al., 2020; Usher et al., 2020) changes in normal life.

Additionally, in these pandemic days, when the future is full of uncertainty and today creates high stress and anxiety, individuals found the remedy to look back on memories from 'good old days' with nostalgia (Web 1, 2020), which refers to 'a sentimental longing or wistful affection for the past' (Pearsall, 1998, p. 1266). In this vein, based on recent research, individuals' proneness to nostalgia has increased in time of the pandemic. For example, music listeners preferred old music and sounds such as Bob Marley rather than popular music during the pandemic (Web 1, 2020). In a similar vein, in this process, Google searches about classic films have reached the highest level in the last fifteen years (Web 1, 2020). Nostalgia has also been reflected in social media and added the following: 'Hashtags #TBT and #ThrowBackThursday have been used +43% more frequently over the last month, while Tweets containing "I Miss" are being posted +63% more frequently daily. There are also new nostalgic challenges. #MeAt20 and #DistractA90sKid both trended on Twitter as of late.' (Web 2, 2020, p.2-3).

In fact, the researchers stated that nostalgia is crucial for coping with the undesirable impact of the pandemic. Abeyta (cited in Web 3, 2020) revealed that people can overcome this challenging period with the power of nostalgia. Indeed,

nostalgia has crucial psychological benefits during periods of adversity, discontinuity, or uncertainty (Synnes, 2015). Concordantly, nostalgia is considered as an emotional reaction to discontinuity in life (Sedikides et al., 2004) and an escapist reaction to the demands and adversity of the present (Sedikides et al., 2018). In other words, disruptions in life lead individuals to perceive the past more favorably than the present. In this context, nostalgia not only allows people to deal with loneliness but also enhances people's resilience (Oba et al., 2015) within this period. Previous studies have also emphasized that nostalgia has existential functions (i.e. enhancement of the self, regenerating meaning, bolstering of relational bonds and social connectedness, generating positive affect, and maintaining positive self-esteem) (Routledge et al., 2012; Sedikides et al., 2004) in the existence of adverse events and discontinuity in life. Although the concept of nostalgia is likely an essential emotion that individuals use to cope with the effects of the pandemic, the scope of memories evoking nostalgia and the role of nostalgia in the pandemic era still remain implicit and have not been directly addressed in the existing literature.

Additionally, although many researchers have focused on nostalgia, few studies have investigated nostalgia as an organizational phenomenon, that is, organizational nostalgia (Leunissen et al., 2018). From an organizational perspective, the concept of organizational nostalgia refers to 'sentimental longing or wistful affection for past events and aspects of one's organizational life' (Leunissen et al., 2018, p.47). Specifically, Gabriel (1993) stressed that discontinuity and disconnection between employees' past and present organizational life elicit a sense of nostalgia. In this vein, the Covid-19 pandemic has changed and transformed the 'normal' work or the workplace (Dwivedi et al., 2020). During the pandemic, most people started working from home and experienced a significant discontinuity in their working life. New remote work policies, and activities have been set into motion as a result of pandemic era (Li et al., 2020). The reality is that these new technology-driven practices will be an important constituent of the 'new normal' in the organizations (Carroll and Conboy, 2020). Besides, most corporate activities have been moved to the virtual environment with working from home. Online meetings and working from home have also undermined collegial relationships and mitigated feelings of disconnectedness. Hence, these changes are likely to trigger a sense of organizational nostalgia. Besides, the literature has not considered how the nostalgic emotions of employees might contribute to overcoming the effects of the unprecedented outbreak of COVID-19.

To address these gaps in knowledge, we contribute to the literature on organizational nostalgia by assessing the nostalgic emotion of employees. Besides, the current study focuses on the COVID-19 pandemic as a health-related adverse event that induces organizational nostalgia. Additionally, scholars have emphasized the necessity of a comprehensive examination of the emotions in the workplace, broadening the understanding of the employees' behaviors in the working environment (Ashkanasy et al., 2002). In this regard, the concept of nostalgia, as one of these emotions, has been studied within the current study context.

Finally, the photo-elicitation methodology captures more comprehensive, deeper, and richer insights about the nostalgic emotion of employees in the organization. Despite scholars' calls (Buchanan, 2001; Ray and Smith, 2012; Wilhoit, 2017), visual methodologies have been neglected in organizational and business research. Therefore, to help better understand the above-mentioned issues, this study investigated (a) memories evoking organizational nostalgia in the pandemic period and (b) the impact of organizational nostalgia on the employees' emotions and behaviors in a work setting via the qualitative method (i.e. photo-elicitation interview). This study also contributes to the lack of studies investigating nostalgic emotion of employees in the pandemic era and how this emotion might contribute to overcoming the effects of COVID-19.

4.2 Theoretical background and Hypotheses Development

The concept of nostalgia is a relatively new research field in the management literature (Leunissen et al., 2018). In general, nostalgia is the emotion that comes from memories and past experiences. These memories belong to the different roles and different times in life. For example, a cartoon watched in childhood, elementary school friends, a city visited as a tourist, or a product bought as a consumer evokes a sense of nostalgia. Also, people have memories and experiences with employee roles and working life. Based on the notion that these memories also create a sense of nostalgia, Leunissen et al. (2018, p.47) defined organizational nostalgia as a 'sentimental longing or wistful affection for past events and aspects of one's organizational life'.

Additionally, Strangleman (1999) noted that in the organizational context, nostalgia is more than a sense of longing for the employees. Indeed, satisfaction from current organizational life will be nostalgic narratives after years (Gabriel, 1993). Due

to the effects of nostalgia on employee behaviors, this emotion also affects the current activities of employees as well as the success of the organization. From this perspective, the concept of nostalgia extends the period of the psychological process in the organization (Van Dijke et al., 2019). It is an important concept that connects the organization's past, present, and even future.

Further, past studies investigated a variety of factors affecting organizational nostalgia. Gabriel (1993) suggested that employees' past interpersonal interactions and experiences with the organization's buildings induce organizational nostalgia (Gabriel, 1993). In a sense, old and retired leaders, departed colleagues, and the social environment also attract nostalgia (Gabriel, 1993). Besides, organizational events such as Christmas parties have been seen as memorable for employees (Leunissen et al., 2018).

On the other hand, Gabriel (1993) argued that discontinuity in organizational life also elicits a sense of organizational nostalgia. Discontinuity is the 'disconnection between one's past and one's present' (Sedikides and Wildschut, 2018, p.48). In the organizational context, discontinuity, in general, emerges with the changes in organizations, for instance, moving to new buildings and introducing a new government. In the case of these changes, organizations usually differ from what they were in the past. These organizational changes divide the work-life of the employees as before and after periods and generally induce a sense of organizational nostalgia in the employees. In this respect, past studies have noted that employees of a coffee shop remember and feel nostalgia for the strong bond of friendship before moving to the larger coffee shop (Milligan, 2003). In another study, with the transition to a larger hospital, corporate culture changed due to the fire of employees who were very good at their jobs, and employees feel nostalgic for the past days when there was a family atmosphere (Gabriel, 1993). Furthermore, nurses yearned for the days when the sense of friendship was strong (Gabriel, 1993). Besides, academics felt nostalgia for organizational value as freedom, autonomy, personal development, and academic merit and belonging, which exist before the changes in academic work (Ylijoki, 2005).

Furthermore, past studies demonstrated that organizational nostalgia provides a variety of benefits in adverse situations to the organization, such as organizational change (Brown and Humphreys, 2002), high burnout (Leunissen et al., 2018), low procedural justice, and social connectedness (Van Dijke et al., 2015). Specifically, nostalgia facilitates the employees' access to the organizational heritage of beliefs and

values during organizational adversity, provides a source of meaning in more challenging times, and allows employees to overcome present malaise (Gabriel, 1993).

With the declaration of COVID-19 as a pandemic, various restrictions have been taken to reduce the spread of the disease, but these restrictions have dramatically changed all aspects of life. People spend most of their time in homes, and the bonds with family, friends and the business environment have also weakened in this period. Previous literature reported that radical changes in routine life create negative psychological consequences, including loneliness, boredom, anxiety (Brooks et al., 2020; Usher et al., 2020), and self-discontinuity (Web 4, 2020). Interestingly enough, when the nostalgia literature is examined, it is clear that most of these negative effects caused by the changes in everyday life, such as loneliness, lack of social connectedness, death anxiety, and self-discontinuity, elicit nostalgia.

Specifically, loneliness increases a feeling of nostalgia. In the study of Wildschut et al. (2006) loneliness was the most frequently mentioned trigger of nostalgia in respondents' narratives. The logic behind this relationship is that individuals live changes in their social life during specific life transitions (e.g., graduating from college, finding new employment, and migration) (Wildschut et al., 2006; Wildschut et al., 2011). These changes also deteriorate individuals' valued social bonds with close others. According to Wildschut et al. (2010), deteriorations in social bonds caused by these changes increase the perception of loneliness and, in turn, loneliness increase nostalgia.

Lack of social connectedness, parallel to this view, also elicits nostalgia. Indeed, social connectedness has been regarded as a subjective awareness of close relationships with the social world (i.e., family, friends, peers, and society) (Lee and Robbins, 1998). During these pandemic days, people lack social connections with family, friends, and society due to the COVID-19 pandemic restrictions (Li et al., 2020). In adverse situations and events, as we experienced with the current pandemic, people need, more than ever, social connectedness and support (Usher et al., 2020). Hence, a lack of social connectedness also threatens the individual's mental health. In this respect, with dramatic changes in individual's social connectedness in everyday routines and daily life with the pandemic, most people found meaning in the memories via nostalgia. In this context, nostalgia helps people cope with normal life's unpleasant and complex experiences. In fact, what individuals remember with nostalgia is good memories from the past and how people's lives were meaningful and valuable

(Sedikides and Wildschut, 2018). In this regard, nostalgia contributes to re-establishing individuals' social connectedness.

On the other hand, many people died due to COVID-19 all around the world. The high mortality rates create anxiety and fear of death in people. In this vein, people often turn to their memories as a coping strategy with this state of anxiety and fear (Routledge et al., 2008). However, remembering the meaningful memories from the good old days enables us to avoid the fears and anxiety of death we experience today.

Nostalgia is also triggered by self-discontinuity, which refers to 'a sense of disconnection between one's past and one's present' (Sedikides and Wildschut, 2018). Self-discontinuity mainly arises from the death of a loved one, health deterioration, occupational crises (e.g., layoffs), and drops in standards of living (Sedikides et al., 2004). People have given different reactions to these aversive states, and one of these reactions is nostalgia (Sedikides et al., 2015). Besides, individuals experiencing discontinuity stated that their past lives were more favorable than the present and reported higher levels of nostalgia (Best and Nelson, 1985).

In fact, nostalgia is a coping mechanism with adverse events, challenging times, and discontinuity in life (Sedikides et al., 2004). In this vein, Wildschut and Sedikides (2020) stressed that nostalgia has four main psychological functions: social, self-oriented, existential, and future-oriented. Regarding social functions, nostalgia re-establishes the emotional bonds and connectedness with close others through remembering the good old days and, thus, strengthens relational bonds and social connectedness (Zhou et al., 2012). Regarding its self-oriented function, nostalgia enhances self-positivity and maintains self-esteem by providing access to memories (Wildschut et al., 2006). Concerning its existential function, nostalgia leads individuals to momentous memories and experiences in which they intensely feel the existence of the meaning of life (van Tilburg and Igou, 2012). Additionally, nostalgia elicits positive affect and a sense of self-continuity (Sedikides et al., 2015). As for its future-oriented functions, nostalgia also elevates future-directed thoughts and behaviors (i.e., optimism, inspiration, and creativity) despite being a past-oriented emotion (Cheung et al., 2013; Sedikides and Wildschut, 2016; van Tilburg et al., 2015). In a nutshell, nostalgia serves as an essential coping mechanism as people experience adverse events and challenging times, thanks to the psychological functions of nostalgia.

Taken together, the pandemic induces nostalgia due to aversive states such as loneliness, lack of social connectedness, self-discontinuity, uncertainty, and anxiety created by the pandemic. At this time, a sense of nostalgia was reflected in the listened music, the watched movies, the played games, and the social media posts (Klein, 2020). Besides, of course, individuals also feel nostalgia for memories of working life. In the pandemic era, many people started working remotely. In fact, while we are away from colleagues during this process that we work from home, we feel more alone.

Additionally, continuity between our past and present working life was interrupted by the pandemic. While trying to get used to this new working life, we also try to cope with death anxiety. At this point, instead of focusing on the future filled with uncertainties, many of us prefer to turn to the past, where we have good organizational memories and meaningful experiences through nostalgia. In this context, the pandemic era also elicited our sense of organizational nostalgia, which is one form of nostalgia.

4.3 Methodology

To investigate what induces organizational nostalgia in the pandemic era, we conducted a semi-structured, photo-elicitation interview in which photographs taken by either the researchers or participants are used as stimuli in research interviews (Harper, 2002). In this regard, the participant-driven photo-elicitation method was used for the current study from the photo-elicitation interview approaches. Photos taken by participants allow researchers to directly understand the experiences, emotions, and feelings rather than imposing the framework of research and the researchers' perspective (Bates et al., 2017). This approach also reduces the power distance between participants and researchers by eliciting a ‘closer rapport and more openness during the interview’ and enhancing participants' interest, willingness, and engagement with research (Ray and Smith, 2012, p.297).

In the photo-elicitation interview, photos evoke ‘deeper elements of human consciousness that do words’ (Harper 2002, p.13). In this regard, Collier (1957) revealed that photo-interviews are more comprehensive and effective methods for providing precise, deeper, and submerged information than verbal interviews. Besides, people need more than words to express their emotions, and visual stimuli may capture hidden emotions and feelings (Höykinpuro and Ropo, 2014). Additionally,

photographs also arouse a sense that the disappeared things (past events and people gone) have still extant (Harper, 2002). Another advantage of this method is that photographs elicit more profound memories by facilitating the remembering (Keightley, 2010) and communicating memories in the interviews (Harper, 2002).

On the other hand, from the methodological perspective, photo-elicitation interviews decrease recall bias contrary to interviews based on free recall of memories (Harper, 1994). The photo-elicitation method also enables the trustworthiness of qualitative research through triangulating interview data with the photos (Catalani and Minkler, 2010).

4.3.1 Data collection

The interview guide was developed collaboratively by the research team to address the memories triggering organizational nostalgia during the pandemic era. Further, the interview protocol contributed to recognizing the antecedents and affective outcomes of organizational nostalgia based on the existing literature on photo-elicitation studies, nostalgia, and organizational nostalgia. Five experts in organizational behavior and organizational psychology reviewed the interview guide, and we finalized the guide in line with the experts' recommendations. The protocol contained a core set of questions as (1) demographic information of participants; (2) their feeling of organizational nostalgia in the pandemic era; (3) pandemic-related antecedents of organizational nostalgia; and (4) affective outcomes of organizational nostalgia. Considering the context of the present study is mainly emotions, we tried to distinguish the main concept (organizational nostalgia), antecedents, and consequences by asking questions within a certain logic and order in the interviews.

In this vein, following the demographic questions, interviews were continued with photos selected by participants. Regarding photo-elicitation, we asked the following questions for each of the photos related to participants' organizational experiences that evoke nostalgia in the pandemic era: (1) Can you tell me a little bit about this photo?; (2) When you evaluate this photo in terms of nostalgia, what did this photo revive in you?; (3) Who was in the photo?; (4) Where was it taken?. Follow-up questions were also determined for each photo ("What were the good things for you in this photo? What was your favorite thing to do?" for pleasant memories and "What were the bad things for you in this photo? What was your unfavorite thing to do?" for

unpleasant memories). These questions were repeated until we discussed all the images of informants. Then, participants were asked emotional consequences of organizational nostalgia for each photo (What emotions do trigger when you look at this nostalgic photo?). After completing this stage, participants were asked about the antecedents of nostalgia during the pandemic period (What do you think might have triggered this sense of nostalgia about your working life during the current pandemic?).

In line with the photos, participants were asked whether there was a discontinuity in the constituents of organizational nostalgia within the framework of the restrictions, precautions, and changes during the pandemic. For some specific organizational memories (i.e., memories related to the Ph.D. qualifying exam, launch meeting of Turkey's domestic car) that cannot be compared with the pandemic era, the participants were asked what they would feel if they experienced these memories during the pandemic.

4.3.2 Sample

Purposeful sampling was used for sample selection (Guba and Lincoln, 1982) based on the logic that purposeful sampling allows researchers to select information-rich participants to yield rich, detailed, and in-depth information (Patton, 2014). Inclusion criteria were selected based on the maximum variation via demographic characteristics of the participants of the current study (Sandelowski, 1995).

With this regard, participants from different sectors and different demographic and occupational backgrounds were selected as inclusion criteria to ensure heterogeneity and gather more diverse, rich, and comprehensive experiences evoking organizational nostalgia. Additionally, another criterion was working from home during the COVID-19 pandemic.

In this vein, Covid-19 was considered as an adverse situation/event, and the current study examined whether the changes in business life through this event affect the nostalgia feelings of employees working partially or entirely from home. The present study gathered data from employees working in Turkey during the COVID-19 pandemic to investigate pandemic-induced organizational nostalgia. In Turkey, the first patient was reported on 11 March 2020. Following the first case, the virus spread rapidly increased, and Turkey was among the ten countries with the most significant number of cases globally within 30 days of the pandemic (Cakir, 2020). Restrictions

started during this month, such as closure and distance-learning at schools and universities, curfews in areas with high spreading, Obligatory stay-at-home for those younger than 20 and older than 65 years, intercity travel restrictions, and total lockdown in 31 cities (Cakir, 2020). In the meantime, public institutions and organizations' employees were allowed rotation flexible and remote work on 22 March 2020 (Simsek, 2020). Flexible working practices were implemented in the private sector on the same dates. With the increase in cases, the flexible and remote working practices, which ended on 1 June 2020, were re-implemented on 26 August 2020. In this regard, interviews were conducted between 19 June 2020 and 4 September 2020, when remote and rotational working practices continued, and all informants were still working from home.

Participants attended online meeting interviews with photos related to their organizational memories for assessing nostalgic emotions. Accordingly, participants were asked to bring at least five photos reflecting their organizational memories that evoke nostalgia at the periods of working from home during the COVID-19 Pandemic. Based on this sampling strategy and specified criteria, a general call for nominations was distributed through word-of-mouth personal and professional networks.

Besides, data saturation was used as a criterion for the sample size of the present study. In this regard, interviews were terminated when no new information was gathered from participants (Guba and Lincoln, 1982). In this context, photo-elicitation interviews were conducted with 10 participants, which is adequate for sampling in qualitative research (Sandelowski, 1995). Besides, Pullman and Robson (2007) also revealed that photo-elicitation study results in a small sample size. In this vein, considering that a total of 62 photos were discussed in the interviews, it is thought that the sample size is sufficient (See Table 4.1).

Table 4.1: Demographic characteristics of participants

	Gender	Age	Education Status	Sector	Position	Tenure (year)	remote working time (month)
1	Female	29	MBA	Education	Academician	4	3
2	Female	36	MBA	Banking	Credit specialist	13	3.5
3	Male	29	MBA	Information technologies	Business development specialist	4	3.5
4	Female	25	Bachelor	Service	HR specialist	2	3
5	Male	47	MBA	Automotive	Vice president	1.5	2
6	Female	27	Bachelor	Law	Lawyer	2	3
7	Female	50	MBA	Private sector	Entrepreneur	25	4
8	Female	30	PhD	Education	Academician	3	4
9	Male	39	MBA	Manufacturing	R&D manager	11	3
10	Male	30	Bachelor	Banking	Business development specialist	3	5

The sample comprised six females and four males, ranging in age from 25 to 50. As for education, 30% had completed a bachelor's degree, 60% had completed a master's degree, and 10% had completed a doctoral degree. Participants were employed in various industries (education, banking, information technologies, and service) and positions (academicians, credit specialist, business development specialists, and HR specialists). Participants' length of affiliation in the current organization ranged from 1.5 years to 25 years. On average, participants were working partially or wholly from home for about 3.4 months. On the other hand, each participant contributed to interviews with 5-7 photos. A total of 62 photos were obtained containing various memories of the participants that they felt nostalgic during the pandemic era.

4.3.3 Data analysis

The research data was collected when intense restrictions and precautions (i.e. physical distance, social isolation, restriction of freedom of movement, and obligatory self-isolation) were applied by the state due to the pandemic. For this reason, instead of meeting face to face, interviews were conducted online. In this regard, all interviews

were conducted by Skype and were both audio and video recorded. Field notes were kept during the interviews. The interviews lasted between 31 and 83 minutes in length.

Data were transcribed verbatim and analyzed using thematic analysis to extract patterns of meaning, as suggested by Braun and Clarke (2006), using MaxQDA software. Firstly, interviews were transcribed by the first author, and an independent researcher reviewed three randomly selected interviews to confirm the data's accuracy. Transcripts were reread for familiarizing with the data.

Codes were generated in the next phase of analysis. Particularly, transcriptions of interviews were read line-by-line, and codes were extracted (Strauss and Corbin, 1990). In the coding process, iterative process-oriented and analytic procedures were used between transcriptions and coding until we had a clear grasp of the emerging theoretical relationships (Denzin and Lincoln, 2005). In this regard, the research team developed a codebook and then met multiple times to discuss the statements, meanings, and codes to gain deeper and interpretive insights. Finally, researchers iteratively and collaboratively examined the existing literature to comprehend organizational nostalgia and determine the codes related to organizational nostalgia. This process continued until a consensus was reached on the codes determined among the researchers.

When all data were coded, these codes were then categorized as the main overarching themes and sub-themes with similar ideas, subjects, or relationships (Gioia et al., 2013). The themes were reviewed to determine whether the themes create a coherent pattern. Afterward, we generated a thematic map of the analysis and visualized the themes via the Gioia method (Gioia et al., 2013). Specifically, the Gioia method allows for the holistic perspective for comprehension of dynamic relationships and interactions through examining 1st-order concepts, 2nd-order themes, and aggregate dimensions (Gioia et al., 2013).

As a result, we identified five second-order themes (managers-related memories, colleagues-related memories, event-related memories, job-related memories, and working environment-related memories) and 20 first-order concepts (i.e., departed colleagues, job-related events, departed managers, the start date of employment, and office environment) related to central phenomena of the study, pandemic-induced organizational nostalgia. Besides, the current study also demonstrated the antecedents (lack of social connectedness, loneliness, anxiety, fear, and uncertainty) and affective

consequences (regret, hope, pride, freedom, joy, peace, excitement, yearning, gratitude, sadness, and happiness) of pandemic-induced organizational nostalgia.

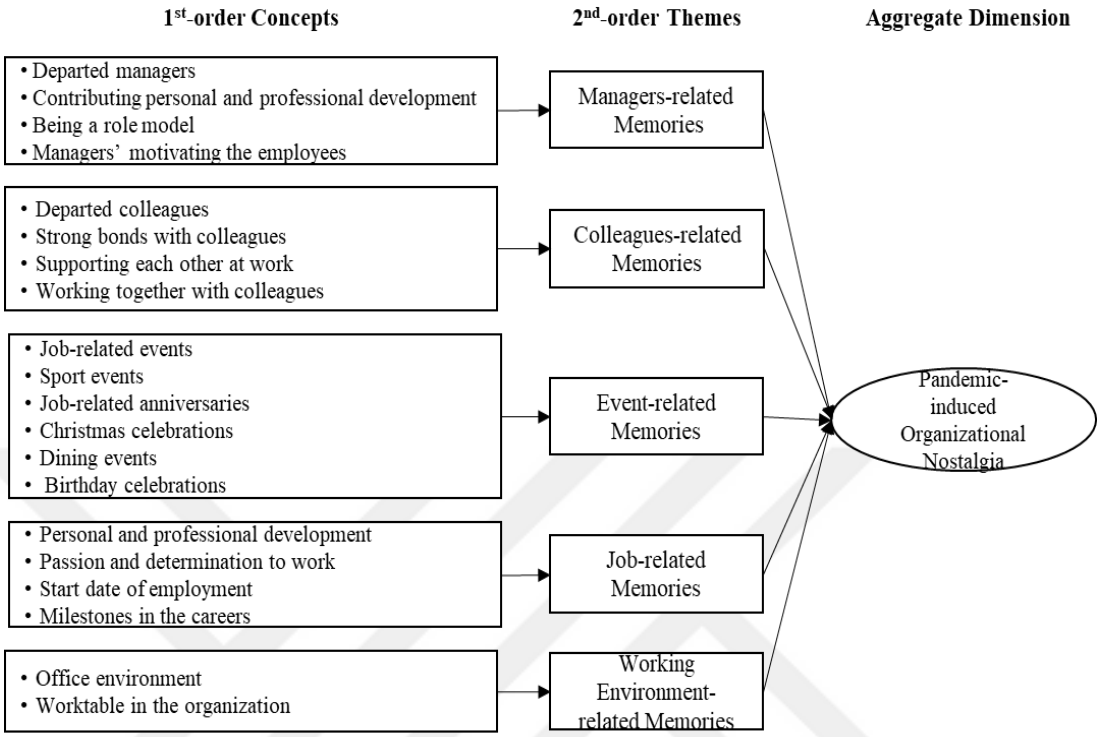

Figure 3.1: Overview of Data Structure

Finally, the most illustrative quotes were translated from Turkish to English by the first author and re-translated into Turkish by the second author by using the parallel translation method to test conformity. The two translators then jointly reconciled all differences. Academics in the field of organizational behavior also evaluated and verified that the meanings of the quotes were correctly transformed from Turkish to English.

4.4 Results

As a result of the analysis, five themes emerged from the data: managers-related memories, colleagues-related memories, event-related memories, job-related memories, and working environment-related memories.

4.4.1 Managers-related memories

As shown in the managers-related memories themes, participants recalled the memories about their departed managers, contributing to employees' personal and professional development, being a role model, and motivating employees.

Firstly, the departed managers elicited nostalgia based on the photos and memories shared by the participants about their managers. Some of the participants shared photos from the farewell dinners for departed managers. One participant stated his feelings about the departure aroused him with the following words:

"After our manager left, we were all sad. We tearfully sent off our manager. He was sad too. You can see in the photo, now he may be at the age of seventies or eighties. He also wanted to be retired. It was a nice separation. He was also happy and we were happy too, but of course, we were sad because he was leaving."

The interviewees also mentioned how their managers contributed to their personal and professional development. In this context, participants stated that they gained many professional skills from departed and current managers, transferring their knowledge and experience. One participant stated:

"Thanks to her, I learned and gained professional skills such as disciplined and systematic working, work-life balance, step-by-step learning, and business planning. Luckily, I was at the beginning of my profession, and she was a correct example for me."

Participants also reported their memories with their managers as role models in their careers. One participant said:

"People and your managers are really important in our profession. I even smiled as soon as I opened this photo. This is one of the points where I feel very lucky professionally. No matter what I do in the future, I will feel very lucky because she is my manager. If I'm going to be a manager one day in the future, I want to be a manager like her. I take my manager as a role model not only as a career but also about what I should do to be a good person and how to establish balance in business life."

Consequently, several participants emphasized managers' motivating the employees through bonuses and rewards even in case of adverse situations. The following comment reflects the nostalgia feeling of one participant related to this concept:

"I remember working for long hours without even anger, and now when I look at this photo, I can see how hard I have worked. It is still normal for me, and I would do it again, but you can work hard when you see a certain tolerance, respect, and love... Not just as a career. 'What should I do to be a good person? How should I find the balance in business life?' For example, I try to learn these points thanks to my managers. When I fall, they always motivate me, and I know they are always with me."

4.4.2 Colleagues-related memories

The participants also provided many photos that captured their memories with colleagues, including strong bonds with their colleagues, supporting each other at work, and working together with current and departed colleagues.

Departed colleagues trigger a feeling of nostalgia in the participants, similar as it was with the departed managers. One of the participants expressed how departed colleagues contributed to her professional development and feeling of nostalgia for the days she worked with departed colleagues in the following quote:

"Nobody in the photo is in the organization right now. They all departed from the organization. It's actually a nostalgic photo. When I first came to the organization, they supported me greatly. Because I was inexperienced. I had just graduated from university, and they all really supported me and made me learn and understand the job in a short time. They trained me and then went on their own. I miss them all very much. We can still talk and see each other. This photo is really important for me. I loved my friends very much."

Participants signposted having strong bonds with their colleagues during the interview by expressing how they have close emotional bonds, deep understanding, make deep conversations, and contribute to their mutual well-being, as indicated below:

"For example, in this photo, I wish that this photo would be alive; I wish one of my friends would come to me and say, let's go down to drink coffee, for example. Or I wish he could say, 'Let's go out or play basketball tomorrow'. Things I miss to spend our time, relieving stress, and making an effort together."

Other memories and experiences inducing the nostalgia were about supporting each other at work. In this regard, they support each other in career development and managing difficult times, creating a sense of nostalgia in the participants. One participant described these experiences that elicit nostalgia as follows:

"When this photo was taken, we were planning the year 2020. So, we were all looking at 2020 with the same glasses. We all agreed. We were of one mind. I thought in my mind as 'We will approach all our goals in a single voice'. There was an idea: ' Yes, we achieve these goals by supporting each other'."

It has been observed that the participants also feel nostalgic to working together with their colleagues because all of the employees could not be together due to the pandemic era. He states:

"We are currently six people on the team. Only one of us goes to the office each day of the week. Therefore, we cannot be in the office at the same time. In this way, we cannot see each other because two people cannot be in the office simultaneously. We cannot work with our teammates at the same time. I have its bitterness. We used to be very stressed when we were there, but someone would explode a joke, and the atmosphere would suddenly cheer us up. If you look nostalgically, I miss those times. There is no trace of the old work environment in the pandemic."

4.4.3 Event-related memories

Due to isolation and social distance, restrictions have also been placed on events during the pandemic. In this context, the interviewees mentioned their memories about the events in organizations, such as job-related events, sports events, Christmas celebrations, dining events, birthday celebrations, job-related anniversaries, and other events.

Participants generally mentioned annual evaluation meetings, project presentations, and vision and strategy meetings for job-related events. Participants attributed value to these events due to allowing fun activities as well as providing the opportunity to establish networks and information sharing. This was vividly described by the event where experts share their knowledge, and interactive presentations take place in the following quote:

"This photo was taken at our annual meeting. Every year, there is a meeting in a big hotel hosted by the organization in Bodrum and attended by all the white-collar employees. In this two-day meeting, there were both business meetings and briefings and free time for the employees to have a comfortable time. We formed a music team to make use of this free time. We had a lot of fun. Of course, we couldn't do that during the pandemic process."

Sports events include various activities such as cycling, volleyball, basketball, and table tennis tournaments. These activities included indoor and outdoor arrangements and were exemplified in the following quotes:

"In our organization, there were astroturf activities, volleyball and basketball tournaments, and table tennis tournaments for both men and women. Besides, painting contests were organized for the children of employees. Apart from that, there were many different events, such as spring festivals and rodeo games. Almost 10-12 activities were organized monthly every year."

Participants also mentioned dining events such as having breakfast or lunch with colleagues and managers. The most remarkable thing among the dining activities was the participants' sharing about the iftar during Ramadan. This year, Ramadan coincided with the pandemic era. In Turkey, many people lived Ramadan in the shadow of the pandemic due to the restrictions in both work and social life. One participant stated:

"This photo shows an iftar from last Ramadan. This year's Ramadan month was very different from the previous ones. It was much more in terms of longing. In previous years, even knowing that there was a chance to do iftar with friends during Ramadan was enough for me, but it was very sad that I could not go out and could not eat iftar meal with my colleagues and my family during this Ramadan."

One participant presented a photograph of Christmas celebrations in her organizations and stated: '*This photo was taken on December 30, 2019. Before New Year's Eve, we were having dinner together on a day when everyone was dressed diligently. There were food and drink or something. There was a celebration at the bank until 8-9 pm.'*

Another interviewee mentioned birthday celebrations as event-related experiences eliciting organizational nostalgia and stated: 'This is the birthday photo of my manager. We prepared a birthday celebration for him that he never predicted. We all greeted her in her room with a cake very early in the morning. It was a surprise that our manager never predicted.' Also, various events such as 10th-anniversary celebrations, music, and theatre events have been among the activities that create a feeling of nostalgia for the participants.

4.4.4 Job-related memories

Participants mentioned their personal and professional development, passion and determination to work, the start date of employment, and career milestones within the

job-related memories as primary sources of organizational nostalgia in the pandemic era.

Specifically, the participants talked about the point they have reached in their careers in terms of personal and professional development. A respondent narrated this as:

"I made a great effort for my job. I worked hard, and in the end, I found myself in the position of being one of the people who managed the project among the very well-known people here. So obviously, everything is in here. There is a reward for the hard work I have put into the automotive industry over the years. I just coincided with the lucky period of this… Both in terms of age and position. It coincided with a lucky period. It coincided with a period when I felt successful both in terms of career and personal development."

Passion and determination to work were emphasized as a source of organizational nostalgia by the participants. A participant shared a photo of a flower and described her passion and determination to work against all the odds. She quoted this experience as:

"I worked for five years to be able to work in this job. At the end of this process, I took the university exam where I am currently working. The flower in the photo was in our house at that time and did not bloom for ten years. This flower bloomed right on the day I passed the exam. I named this flower as hope. I have realized what I want in terms of a career, and in this direction, I have made an effort for it for five years without giving up, as this flower. In fact, I am a person who is integrated with his work in every aspect of my life. Regardless of where it is done or under what conditions, my profession is very important to me."

The start date of employment is an essential source of nostalgia for the participants within the framework of job-related memories. Participants especially emphasized the excitement and happiness of that day. For example, one participant said:

"It was the first week I officially started work. It was officially my starting photo, and this room and table will always be special for me. Although I will not be here in the future, I think I will remember this place and this day first."

In addition, the participants also mentioned the career stages, moving to essential jobs, and phases that they defined as milestones in their careers. In this vein, one participant shared a photo from a period in which she took important roles in a corporate transformation project in the organization. The following comment of the

participant reflects how important this process was in her career in light of Mevlana's saying, who is the great Anatolian mystic, poet, and thinker [57]:

"This is a photo that depicts my master's period in my professional life. During this period, I conducted international projects. It was a period where I worked in multicultural, different environments. Mevlana says, 'I was raw, I became cooked, I was burnt'. This photo really shows a period in which I was cooked and mastering."

One of the participants is working in one of the organizations in the production of Turkey's first domestic car. The participant shared a photo taken by him from the launching meeting of the domestic car and expressed the excitement and importance of this job for his career with the following words:

"This photo was taken in Turkey's first domestic automobile meeting of promotion and launch, having participated president and all stakeholders in the project. We will do the cockpit of this car. I felt tremendously lucky. Because automotive was my all childhood dream, and I've been a part of this project."

4.4.5 Working environment-related memories

As employees started working from home during the pandemic period, one of the themes that they feel most nostalgic about has been the working environment. Especially the office environment and work desk has been frequently mentioned by the participants and included in their photos.

Regarding the office environment, some of the participants stated that they could not be in the office with all their friends due to the rotational work program in their organizations. It has been observed that there is a nostalgia for the old crowd environment and for remaining together since few people work in the office environment. In addition, one participant emphasized his feeling of nostalgia for their office environments as follows:

"I would like to be where my friends are now. But as long as we stay in the organization. It would be okay if I didn't go up to my colleagues. Even if I hear them talking or humming in the office, it is enough for me."

Besides, different precautions have been taken due to the pandemic, such as placing separators between working desks in offices that are close to each other. Participants stated that this situation created a sense of nostalgia and longing for the

old work environment. One of the participants shared the photo she took about this situation and expressed her longing for the office environment as indicated below:

"It's a sad photo for me. Because separators were installed in the office to maintain social distance due to the pandemic, you see. They installed these separators everywhere in the organization.' Why did this happen? When will this disease end?' I ask myself. Also, working under a mask makes me sad. When I look around, it makes me sad to see masked people. I miss the old state of the office. There will always be a longing for the old times, maybe something like that. Maybe we'll get used to it, but this state of the office felt more stifling to me."

Regarding the worktable in the organizations, participants stated that they felt nostalgic for their worktables during this process, even though the participants were aware of the fact that the worktable is a fixture of the organization. Some of the participants stated that they felt nostalgic due to the connection they established with the items on their worktables in the office, while others felt nostalgic as they do not have a worktable as comfortable as in the office. The following words of one participant about the photo related to the worktable are quite remarkable:

"During the pandemic process, I missed the office a lot. Especially my worktable. Because my notepads and pens are on my worktable, so there is an order in my opinion. I missed that order very much. I only had a computer at home. I obviously missed my worktable during the pandemic era. There is also a desk at home, but my desk in my office is different for me. Both the scenery and things that belong to me on my worktable as a whole were huge factor in my productive work. I understood it during the pandemic process."

Further, one participant emphasized the importance of a worktable in the organization for her motivation as follows:

"I even lost my willingness to work at home. I could not work as efficiently as I was in the organization. For me, the desk is a motivation for job and work… It is a place where I should feel responsibility… I have never felt this responsibility in the office while working at home. I could not catch it. For this reason, my motivation has dropped a lot during the pandemic. For example, I laid down on the job. Also, I was working on my computer on my lap. It felt like a burden to get to the table while at home. That's why I was putting the computer aside again. You sit at the desk in the office and get up when you finish the job, but I didn't get that efficiency at home."

4.4.6 Antecedents of pandemic-induced organizational nostalgia

After gaining an understanding of memories and experiences that elicit organizational nostalgia during the pandemic, the participants were asked about the triggers of organizational nostalgia. As a result, we grouped findings thematically into categories as a lack of social connectedness, loneliness, anxiety, fear, and uncertainty (See figure 4.2).

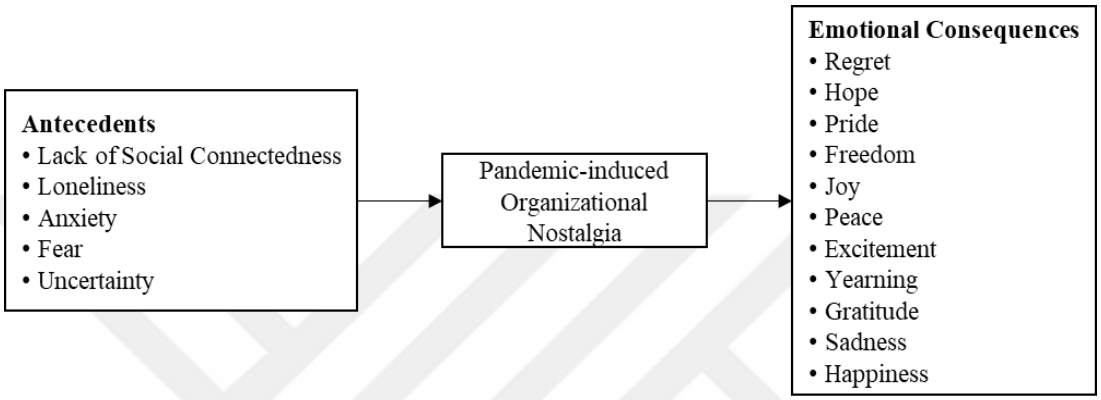

Figure 4.2: Antecedents and Emotional Consequences of Pandemic-induced Organizational Nostalgia

Most people have difficulties maintaining closeness and connectedness due to the pandemic's social isolation and distance restrictions. In this vein, most participants' narratives denoted the lack of social connectedness theme. Generally speaking, the lack of social connectedness' theme is related to the feeling of being distant and disconnected from the people at work and unable to be in a close relationship with the members of the organization. Participants indicate that, especially in this process, there is a decrease in the quality of connection with their colleagues and managers due to remote working. Similarly, the participants shared that many work-related meetings have been held online, which mechanizes and weakens the connectedness. This was mentioned as indicated below:

"It may be more advantageous to work this way, but I can say that we are in a worse situation emotionally. Socialization is more important besides anxiety and loneliness. I think the desire to be with colleagues is more triggering nostalgia. I think this is effective in my wanting the pandemic to end."

Working remotely has increased the isolation of many people in the pandemic era. The loneliness, which is highly felt in this process, is another factor that triggers organizational nostalgia. Most of the participants stated that they did not feel lonely in the process of working remotely because they were married and did not have to be completely alone at home. However, they also stated that they would feel lonely if they were unmarried and lived alone. Even if they did not experience loneliness, they also noted the expression of their colleagues who felt very lonely during this period. The narrative exemplifies the feeling of loneliness in the following quote:

"Obviously, I can say that I was very impressed by the pandemic era because I was alone at home. I'm mostly at home as there are so many similar cases where I live. This situation triggered my feeling of nostalgia too much."

The anxiety theme involved both health-related and job-related anxiety. In terms of job-related anxiety, participants expressed that they feel anxiety due to the inability to plan their job for the future, the possibility of being fired due to the bottleneck of the companies in this period of uncertainty, and the economic condition of the country. One of the participants also stated that in a project they would carry out jointly with Romania, they are experiencing enormous difficulties due to the government-mandated and monitored quarantine for incoming travelers in Romania. Stating that they have not yet been able to share this with their customers, the participant expressed the anxiety he felt in this process as follows:

"When I look at it now, a lot of questions arise: 'If this is the place where we will suffer a great defeat? Will we not be able to complete the project? How will we account for the customer?' We are looking at this place with great concern right now. We also set up this factory here, but 'How are we going to enlarge this factory that we established now? It is unclear how the automotive industry will be affected after six months and one year. When will Romania restore? Will the European Union be able to restore?' There are huge questions and anxiety."

In a similar vein, many of the participants stated that this process excessively triggered health-related anxiety. The following comment reflects this concern:

"I had serious anxiety about the pandemic since I have asthma. Experts and doctors could not say anything exactly. There are deaths. 'What if it somehow infected me? If my child or his wife is infected? What do we do if we come across with those bad scenarios?' That's why I rarely left the house. In such a situation, I am sure that these worries and anxiety triggered my feeling of nostalgia."

Fear is another theme that participants feel intensely during the pandemic as a trigger of organizational nostalgia. In this respect, the participants stated that they generally think about their memories to relax in this fearful period. One of the participants indicated that they felt an intense fear of death from coronavirus as follows:

"I felt the fear of death. This virus is claimed to cause the loss of a lot of lives when it first appeared. That was both the winter period, and we were against a powerful virus, and we obviously did not know exactly how we would treat it, what drugs to use, and so on... Currently, Turkey has been successful in the treatment of the virus. We were very afraid in those early times. Because we were afraid of ourselves. We also have elderly parents. We were very afraid that we would pass the disease on them."

Most of the narratives exemplified the feeling of uncertainty as a trigger of organizational nostalgia. Similar to anxiety, participants accentuated the feeling of pandemic-related and job-related uncertainty. Firstly, the job-related uncertainty' theme included uncertainty related to operations of the organizational procedures, economic conditions, and the future. Participant reflecting this view and nostalgia feeling commented that:

"The uncertainty triggered my sense of nostalgia. How nice it was to go to dinner with friends, go to and return from abroad. How beautiful the world really was. How beautiful life was. 'How will life go on like this now? How are we going to enjoy this life in this way? Will it get worse? Will humanity be destroyed suddenly?' things like that come to my mind. Therefore 'Was our old life really behind now? Will we never be able to live those happy days again?' I have these uncertainties in my mind."

One participant also stated the feeling of uncertainty related to the pandemic:

"Of course, currently, there is huge uncertainty. Because everything is very new. It seems like we are just coming out of the pandemic, but it is not clear whether we are coming out or not. 'Is it still the 1st wave or the 2nd wave?' this is discussed. The number of cases in the country is still very serious… America is leaving the WHO membership. In a sense, the environment is extremely complicated right now. There is huge uncertainty."

Furthermore, the participant also stated that this uncertainty led him to think about the past and remember the meals he went with his colleagues and his business trips abroad. Besides, one of the participants stated that because of constantly spending time at home in this highly uncertain period, his tendency towards nostalgia increased, and he extremely remembered past experiences and organizational memories.

4.4.7 Emotional consequences of pandemic-induced organizational nostalgia

After identifying triggers of organizational nostalgia in the pandemic era, during the interviews, the participants were asked what emotions were triggered by the nostalgic photos they shared about their routine organizational life. As a result, the interviewees mentioned regret, hope, pride, freedom, joy, peace, excitement, yearning, gratitude, sadness, and happiness as emotions elicited by organizational nostalgia in the pandemic period.

Firstly, the participants stated that remembering mainly job-related memories, managers-related and colleagues-related memories with a sense of nostalgia created the feeling of regret in the pandemic era. Participants stated that they feel regret, especially for the things they postponed, even though they wanted to do in the pre-pandemic days. In addition, one of the participants stated that she missed out on many things within the period she exactly focused on skipping important career steps while talking about the memories in the photos she shared related to career milestones and said the following:

"When I look at the photos, I wish I could spend more effort and time on human relations, communication, and interaction in my work life before the pandemic… I wish I could have been more sharing in time."

Interestingly, nostalgic memories in general and job-related memories (start date of employment) in particular generated hope in the pandemic era. The participant talked about the feeling of hope while describing how she overcame the difficulties she faced when she first started to work. Additionally, one of the participants shared that they remember the past very often during the pandemic, and they frequently look at photo albums with her family. At the same time, she stated that remembering difficult times that were experienced in the past similar to the pandemic period and talking about those times created a sense of hope that these days will also pass, as indicated below:

"When we went back to the past with nostalgia, we remembered this; we remembered the 1998 crisis, the oil crisis, and the 2001 crisis. There are these kinds of crises in life. The pandemic is one of these crises and this will pass. Knowing that these have passed through in the past made me feel more hopeful that the pandemic process will pass too."

Besides, participants stated hope as another emotion arising from job-related memories (milestones in the careers) in the pandemic. For instance, one of the participants shared photos related to memory that attending the launch meeting of Turkey's domestic automobile, he expressed the feeling of pride for being one of the stakeholders in the production process as follows:

"When I looked at the photos, I remembered that I had been talking about my work, attending events, working as a project manager, and this made me feel proud."

Another emotion is freedom described in the event-related memories, managers-related and colleagues-related memories in the pandemic. Especially because the pandemic process restricts our lives in many areas, narratives have mentioned freedom as a feeling triggered by organizational nostalgia as follows:

"When I look at this photo, I see how easy and comfortable those times were, how free we were, now, unfortunately, it is very difficult. We could not go to our suppliers for a while. Now, we have started visits gradually under precautions. While walking around the field, we make our visits with a mask, without eating, drinking, and by paying attention to social distance."

As an emotion triggered by organizational nostalgia in the pandemic, the narrative exemplifies the feeling of peace in the photos about managers-related memories (managers' motivating the employees) and job-related memories (milestones in the careers and start date of employment) as in the extracts below:

"I feel at peace when I look at the photos. I see that I have reached the level of self-actualization between the period when I started the profession and the last point I came. This makes me feel at peace."

Yearning is one of the emotions that are encountered in many narratives and the most triggered emotion by photos shared in the context of organizational nostalgia. Specifically, job-related memories (milestones in the careers and start date of employment), managers-related memories (departed managers and managers' motivating the employees), event-related memories (job-related events, sports events, dining events, and birthday celebrations), working environment-related memories (office environment and worktable in the organization), and colleagues-related memories (departed colleagues, strong bonds with colleagues, supporting each other at work, and working together with colleagues) triggered the yearning in the pandemic.

It was observed that the participants yearned mainly for their organizational life before the pandemic. The narrative exemplifies the feeling of yearning as indicated below:

"We are in a working *environment where we will be thankful again, but there was something else that was given by being crowded here. And that room was a place where I felt the helpfulness. I don't know, and the opposite room seemed very close to each other. That's why it's a photo that belongs to an environment I miss and is the beginning of my happy memories."*

Additionally, with the nostalgic photos about working environment-related memories (office environment and worktable in the organization), job-related memories (start date of employment), and colleagues-related memories (departed colleagues and strong bonds with colleagues), the participants stated that they appreciate the value of everything they had and felt a sense of gratitude intensely. The following narrative reflects this feeling of gratitude:

"In this process, the feeling of gratitude happened every day. This feeling of nostalgia felt during the pandemic process increased the feeling of gratitude and made us feel more positive. When I look at this photo, I feel a strongly feeling of gratitude for the organization I work for."

Another feeling triggered by organizational nostalgia is sadness, according to the narratives and photographs of organizational memories related to the working environment (office environment), events (birthday celebrations), managers (departed managers), and colleagues (departed colleagues) in the pandemic era. One participant who was an academician and shared a photo from past graduation ceremonies expressed the feeling of sadness as below:

"Normally our students would have graduated this June, but it could not happen due to the pandemic. I felt sadness when I saw this photo. I would like to see my beloved students throw their caps. I wish we had photos taken at their graduation. Not being able to take that photo makes me sad."

Finally, much of the narratives about working environment-related memories (office environment and worktable in the organization), event-related memories, managers-related memories (departed managers and managers' motivating the employees), colleagues-related memories (departed colleagues and supporting each other at work), and job-related memories (milestones in the careers) provided by the participants stressed happiness as an emotion arising from organizational nostalgia as exemplified in the following quotes: *"The oldies... We are happier with the oldies. It*

seems like I've always been happy. Even now, when I looked at the photo, it made me happy." and *"I feel happy when I look at this photo of smiling faces. I dream of going back to those days again. We hope the pandemic will end soon."*

4.5 Discussion

The changes, restrictions, and difficulties in our lives with the pandemic have led most people to think about the past through nostalgia in the pandemic period. In this context, nostalgia has been used as a restorative resource for impairing the undesirable impact of the pandemic era. As such, this study broadens our understanding of the role of organizational nostalgia in times of adversity experienced with the COVID-19 pandemic by stressing the nostalgic experiences and memories in the pandemic era, and antecedents and affective consequences of pandemic-induced organizational nostalgia.

Firstly, the results of this study reveal that the pandemic era induces organizational nostalgia, which extended prior studies. Specifically, previous studies have found that nostalgia has restorative power in the existence of organization-related adverse events as organizational change (Brown and Humphreys 2002), high burnout (Leunissen et al. 2018), low interactional justice (Van Dijke et al. 2019), low procedural justice (Van Dijke et al. 2015), and low social connectedness (Van Dijke et al. 2019). Here, we demonstrated the Covid-19 outbreak, which is an adverse event within the context of societal crises, thereby responding to the call of Vaziri et al. (2020) for future research. Vaziri et al. (2020) stated that the impact of the novel, disruptive, and critical societal crises on employees' attitudes and behaviors had been neglected in organizational research. In this vein, we leverage organizational nostalgia literature and organizational research by concentrating on the Covid-19 outbreak as a societal crisis. Covid-19 outbreak as health-related adverse events induced organizational nostalgia by creating discontinuity and dramatic changes in working life. This finding enhances our comprehension of the potential role of organizational nostalgia as a valuable resource in the existence of other adverse organizational events such as distress, anxiety, boredom, disengagement, organizational distrust, life, and job dissatisfaction.

Indeed, memories and experiences that we remember with nostalgia make us realize the transience of difficulties today (Batcho, 2013). Knowing that all the difficult times and adverse situations in the past have passed away also facilitates overcoming the difficult times with the pandemic in today. In this vein, our findings suggest that most participants also use their feeling of organizational nostalgia as a source for the unexperienced and challenging times in the pandemic era. This finding leverages the study of Milligan (2003) that changes (i.e., relocating to a new building) within the organization create an extreme sense of nostalgia in employees. Here, parallel to this view, with the transition to the teleworking or rotational working system due to the pandemic, the routine work life of the employees has changed, and this new way of working has increased the feeling of nostalgia.

This study also highlights the specific memories about organizational life that are nostalgically remembered in the pandemic era. In this respect, memories related to managers, colleagues, organizational events, jobs, and working environments induce organizational nostalgia in the pandemic era. This result supports the research of Gabriel (1993), demonstrating that physical buildings, previous leaders who left the organization for retirement or similar reasons, departed colleagues, and social interaction among members elicit organizational nostalgia. Specifically, this study shows that event-related memories and job-related memories are also nostalgically remembered in the pandemic era, leveraging organizational nostalgia literature. Additionally, Gabriel (1993) demonstrated memories related to colleagues (departed colleagues), managers (departed managers), and work environment (physical buildings) elicit organizational nostalgia. Particularly, we observe that participants share more specific, detailed, and deep memories (i.e. strong bonds with colleagues, managers' sharing their knowledge and experience). One reason for this finding may be using the photo-elicitation interview due to allowing precise and deeper emotions and experiences of participants through visual stimuli compared to verbal interviews (Collier, 1957). Besides, participants mainly talk about memories about social interactions, social activities and events, working environment, working together, and strong bonds with members of the organization. It seems that a possible reason for this finding is the changes in working life during the pandemic period.

Secondly, this study demonstrates that lack of social connectedness, loneliness, anxiety, fear, and uncertainty evoke organizational nostalgia in the pandemic era, which extends the literature on nostalgia and organizational nostalgia. For example,

previous studies found that aversive states evoke nostalgia as loneliness (Zhou et al., 2022), fear of death (Wildschut et al., 2006), lack of social connectedness (Wildschut et al., 2006), and anxiety (Routledge et al. 2008). Concordantly, Davis (1979, p.34) also stated that nostalgia 'occurs in the context of present fears, discontents, anxieties, or uncertainties'. Here, we specifically revealed that with the transition to the remote working system during the pandemic, there is a lack of social connectedness due to the inability to work together with all of colleagues and managers, a decrease in social interactions with the members of the organizations, and organizing online corporate meetings and events. In a similar vein, the spread of the COVID-19 pandemic and the inability to prevent the disease causes many people to fear of death and being infected by COVID-19. The uncertainty and anxiety created by the direction of COVID-19 spread and worsening the economic conditions of the countries have also complicated this period. In this sense, nostalgia may be a safe place to escape for many people in the pandemic era.

Additionally, this study further expanded organizational nostalgia literature within the context of national culture. Specifically, Turkey has a collectivistic culture, and collectivistic culture is associated with a strong bond and relations with other people, emotional dependence, and interdependence within the groups (Kabasakal and Bodur, 2007). Also, Wasti et al. (2021) also revealed that Turkish employees remember work-related autobiographical memories to enhance social bonding. In this context, in line with these arguments, we found that the participants mainly mentioned about social interaction and group-based triggers (event-related memories, managers and colleagues-related memories) and antecedents (loneliness, lack of social connectedness) of nostalgia.

Third, this study reveals that organizational nostalgia elicits various emotions such as regret, hope, pride, freedom, joy, peace, excitement, yearning, gratitude, sadness, and happiness in the pandemic period. Although, past studies have shown that nostalgia elicits positive affect (Sedikides and Wildschut, 2018; Sedikides et al., 2015). Here, remembering the memories and past experiences with nostalgia has triggered pleasant emotions by appreciating the value of everything and strengthening the belief regarding the transience of difficulties today. Additionally, the feeling of nostalgia triggered unpleasant emotions, which is in line with prior studies (Wildschut et al., 2006; Sedikides and Wildschut, 2018), such as sadness and regret. However, from the viewpoint of unpleasant emotions, it was seen that these emotions were actually caused

by the discontinuity in organizational life due to the pandemic. For instance, when the participants looked at the photos, due to the decrease in human relations, the less time spent together, and the decrease in interaction during the pandemic period, they regretted that they did not attach sufficient importance to these values in the pre-pandemic days. In other respects, the participants stated that they have not felt intense regret and that they were not affected negatively because these memories bring a sense of awareness along with regret. Likewise, the inability to hold the graduation ceremony and the separators installed between the work desks during the pandemic period create a sense of sadness due to the change brought to the activities and working environments that the participants attach to nostalgic importance. In sum, nostalgia has revealed that unpleasant emotions arise due to discontinuity and changes in organizational life during the pandemic period.

Also, we used a photo-elicitation interview, which leverages past studies in organizational nostalgia literature. Previous studies investigated organizational nostalgia via qualitative methods (Gabriel, 1993; Ylijoki, 2005; Bardon et al., 2005) or a combination of survey and experimental design methods (Leunissen et al., 2018; Van Dijke et al., 2015; Van Dijke et al., 2019). Here, we specifically conducted the photo-elicitation interview, and this allowed for precise, deeper, and submerged information about the emotions and experiences of participants compared to verbal interviews (Collier, 1957). Additionally, organizational nostalgia is a concept mainly based on remembering and recalling memories. In this vein, the photo-elicitation method has facilitated remembering (Keightley, 2010) and communicating memories for participants by capturing hidden emotions and feelings with visual stimuli (Harper, 2002).

Overall, the current study provides intriguing examples of nostalgic memories in the pandemic era and ensures a baseline understanding of the antecedents and consequences of organizational nostalgia within the context of the COVID-19 pandemic era.

5 HOW DO EMPLOYEES MAINTAIN THEIR WELLBEING DURING LONELINESS? THE POWER OF ORGANIZATIONAL NOSTALGIA

5.1 Introduction

Human beings, as social animals, have been in need of social interaction and close relationships in their personal life. Contrarily, insufficiency or dissatisfaction of these social needs arises the feeling of loneliness (Weiss, 1973). Defined as "a complex set of feelings that occurs when intimate and social needs are not adequately met" (Cacioppo et al., 2006, p. 1055), loneliness has become a more common and universal emotion in recent years. Furthermore, according to US Surgeon General, loneliness is a growing health epidemic in the age of information and technology, and rates of loneliness have doubled since the 1980s (Murthy, 2017). Besides, more than 40 percent of adults in the United States reported that they feel alone, and loneliness reduces life span as much as smoking 15 cigarettes a day (Murthy, 2017). Interestingly, loneliness also affects lifespan much more than obesity (Holt-Lunstad et al., 2015), and is also linked to cardiovascular disease, dementia, depression, and anxiety disorder (Murthy, 2017). In this vein, the concept of loneliness has attracted the great attention of scholars from a variety of disciplines.

Additionally, loneliness is also common and prevalent emotion in the workplace. In a sense, people spend most of their time at work and, in these times, establish social relationships with the members of the organizations. However, changes in the work life have altered these relationships in workplace. In particular, with the spread of technology usage and the increasing popularity of network technology, alternative working systems such as virtual teams and teleworking have become common in the working environment (Firoz and Chaudhary, 2021). In these alternative working systems, information is shared via network and online resources, and most of the works and processes have been managed through the computer. Besides, through changes in working methods, division of labor has become more evident, and most of the works has been done independently rather than as a team or in a collective way (Zhou, 2018). As a result, these working systems lead most of individuals to connect and communicate with technology and have fewer opportunities for face-to-face

communication and social relationships (Peng et al., 2017). Additionally, competition in the working environment reduces the close and intimate relations in the workplace (Lam and Lau, 2012). In this regard, a lack of desired social relationships also heightens the feeling of loneliness in the workplace (Lam and Lau, 2012). From this perspective, the sense of loneliness is also a common negative emotion in the workplace.

Furthermore, considering the negative psychological and physiological consequences of loneliness (Holt-Lunstad, 2018), scholars emphasized the need for more research on the concept of loneliness, processes, and outcomes of loneliness in working life (Wright and Silard, 2021; Ozcelik and Barsade, 2018). Nevertheless, a large volume of research has dealt with and investigated loneliness in daily lives, whereas there has been relatively little interest in loneliness as an organizational phenomenon and in the context of the workplace (Lam and Lau, 2012).

Also, we investigated the consequences of workplace loneliness. Specifically, previous studies have investigated a variety of factors, such as creativity (Peng et al., 2017), employee performance (Peng et al., 2017), intention to stay, job satisfaction (Wright, 2005), organizational citizenship behavior (Firoz and Chaudhary, 2021), and organizational commitment (Ozcelik and Barsade, 2018). However, particularly, the impact of workplace loneliness on employees' intrinsic motivation has not been empirically investigated in the management literature. Indeed, researchers have revealed that, as the most long-lasting form of motivation (Ryan and Deci, 2000), promoting and maintaining internal motivation is of great importance for organizations. In this context, one of the most important factors for intrinsic motivation is the social environment. Inadequacy or lack of social environment factors experienced by loneliness in the workplace reduce intrinsic motivation by creating relatedness need dissatisfaction.

While past studies demonstrated that a variety of phenomena have a strong influence on employee wellbeing via the mediating roles of intrinsic motivation (Huo et al., 2020; Hussain et al., 2020), the mediating role of intrinsic motivation on the relationship between workplace loneliness and employee wellbeing has remained relatively unexplored. Hence, both theoretically and empirically examining the underlying mechanisms in the association between workplace loneliness and employee wellbeing contributes to management literature.

On the other hand, previous studies highlighted that workplace loneliness has a critical impact on employees' work-related outcomes; however, a limited number of studies investigated how individuals cope with high workplace loneliness (Lam and Lau, 2012). In this vein, the moderating variables and boundary conditions that affect the relationship between workplace loneliness and outcomes of loneliness have attracted less attention in the literature. In this regard, the current study investigated the role of organizational nostalgia in overcoming high workplace loneliness while simultaneously having low intrinsic motivation. Indeed, past studies in psychology literature, nostalgia has positive, dynamic, psychological, and motivational functions in psychologically threatening and challenging situations (Routledge et al., 2008; Routledge et al., 2012; Routledge et al., 2013; Sedikides and Wildschut, 2018). In this regard, from the organizational perspective, organizational nostalgia has also attracted researchers' interest thanks to the restorative and protective functions of nostalgia in recent years. Past studies revealed that organizational nostalgia buffers the effect of negative organizational adversity such as loss of academic autonomy and freedom (Ylijoki, 2005), burnout (Leunissen et al., 2018), procedural injustice (Van Dijke et al., 2015), and interactional injustice (van Dijke et al., 2019) on various employees' behaviors, whereas the moderating role of organizational nostalgia in the link between workplace loneliness and intrinsic motivation has not been studied in management literature, which requires an empirical investigation.

Therefore, this study investigated (1) the effect of workplace loneliness on intrinsic motivation, (2) the effect of intrinsic motivation on employee wellbeing, (3) the mediating role of intrinsic motivation on the relationship between workplace loneliness and employee wellbeing, and (4) the moderating role of organizational nostalgia on the relationship between workplace loneliness and intrinsic motivation. Additionally, this study examined the moderating role of organizational nostalgia in the mediating effect of intrinsic motivation in the link between workplace loneliness and employee wellbeing.

5.2 Theoretical background and Hypotheses Development

5.2.1 Loneliness and Intrinsic Motivation

We suggest that loneliness is negatively related to intrinsic motivation through creating relatedness need dissatisfaction. Specifically, intrinsic motivation, which refers to doing something because it is inherently interesting or enjoyable (Ryan and Deci, 2000, p.55), is the most desirable and long-lasting form of motivation (Ryan and Deci, 2000). In this vein, past studies emphasized the importance of eliciting and developing intrinsic motivation. Hence, Ryan and Deci (2000) stressed that intrinsic motivation is emerged from and is maintained through the fulfillment of the three basic psychological needs (competence, autonomy, and relatedness).

Herein, we focused on the relatedness need in the context of the current study. The need of relatedness is *"caring for and being cared for by others to having a sense of belongingness both with other individuals and communities"* (Ryan and Deci, 2002, p.7). Accordingly, when employees have close relationships and feel connected with other organizational members, they experience the relatedness need satisfaction, and so, they are more likely to be intrinsically motivated (Dysvik et al., 2013). Conversely, in their study, Peters et al. (2018) stated that relatedness need dissatisfaction leads to negative experiences and decreases intrinsic motivation. Parallel to this view, dissatisfaction of this need corresponds to the concept of loneliness. Indeed, loneliness in the workplace is characterized by a painful feeling situationally induced by a lack of desired social relationships in a work environment (Lam and Lau, 2012). More specifically, employees who have a lack of relatedness feel less intrinsic motivation. Therefore, it is possible that loneliness negatively impacts on intrinsic motivation. Accordingly, we hypothesized that:

H1: Loneliness is negatively related to intrinsic motivation.

5.2.2 Intrinsic Motivation and Employee Wellbeing

We further propose that intrinsic motivation is positively related to employee wellbeing by satisfying the basic psychological needs of people. In particular, people have basic and universal psychological needs, and satisfying these needs is essential for intrinsic motivation, and, thus psychological health and wellbeing (Ryan and Deci, 2000). In a similar vein, Deci et al. (1996, p. 172) defined these needs as "nutrients that are necessary for effective healthy functioning". Accordingly, need satisfaction has been considered as necessary for actualization, flourishing, personal satisfaction, motivation, and wellbeing (Ryan and Deci, 2002).

In this context, intrinsically motivated people, satisfying these essential psychological needs, tend to regard their activities as interesting and enjoyable (Ryan and Deci, 2000). When intrinsically motivated, people also perform volitionally enacted, growth-promoting activities for their own satisfaction rather than external rewards (Di Domenico and Ryan, 2017). These activities are generally exploratory and socially playful, creating internal pleasure and satisfaction (Di Domenico and Ryan, 2017).

From this perspective, past studies have revealed that intrinsic motivation is positively associated with various indices of psychological well-being. Stanko-Kaczmarek (2012), for instance, found that intrinsic motivation leads to a higher positive affect. Past studies have also found that intrinsically motivated people are more likely to report the presence of meaning in life (Bailey and Phillips, 2016). Furthermore, Martín-Albo et al. (2012) showed that intrinsically motivated people tend to feel a stronger satisfaction with life. Additionally, Bailey and Phillips (2016) stated that people with high intrinsic motivation have a higher desire to learn and explore knowledge, which in turn leads to higher subjective wellbeing, higher positive affect, meaning in life, and lower negative affect (Bailey and Phillips, 2016).

In addition, intrinsic motivation improves wellbeing in the domain of work (Huo et al., 2020). Fulfilling the employees' basic psychological needs such as autonomy (opportunity to take job-related decisions and craft their jobs), competence (ability to achieve organizational goals), and relatedness (developing a close relationship with organizational members) strengthen the employees' intrinsic motivation. Intrinsically motivated employees have an inner desire for a novel, interesting and challenging work to learn and explore new work-related activities and expand their capacities at work (Ryan and Deci, 2000). Moreover, intrinsic motivation makes employees more effective, optimistic, and perseverant (Ryan and Deci, 2000; Ten Brummelhuis and Trougakos, 2014). In turn, higher intrinsic motivation boosts employee wellbeing (Huo et al., 2020). In this context, Gagné et al. (2010) found that employees' intrinsic motivation has been related to wellbeing indicators such as optimism, psychological health and well-being, job satisfaction, and negatively associated with psychological distress. In sum, that is, to the extent that employees feel intrinsically motivated, then they experience greater wellbeing. Therefore, we proposed that:

H2: Intrinsic motivation is positively related to employee wellbeing.

5.2.3 Mediating role of Intrinsic Motivation

Loneliness is also related to employee wellbeing. Indeed, organizations offer a wide range of resources for protecting employees' health and well-being (Demerouti et al., 2001; Schaufeli and Taris, 2014). These resources are physical, psychological, social, or organizational job characteristics enhancing employees' personal growth, development, and wellbeing in the working environment (Demerouti et al., 2001). In the current study, we focused on the role of social resources on employee wellbeing. In this vein, social resources include social environment indicators such as social climate, social support from colleagues, and social support from supervisors in the organizations (Schaufeli and Taris, 2014). With the existence of these social resources within the organization, the social environment in the workplace helps employees to overcome work-related stressors and achieve success in their work, that in turn fosters their wellbeing (Huang et al., 2016). Thus, the social environment is an important factor for promoting the individuals' psychological well-being in general, and employee well-being in particular (Xanthopoulou et al., 2009). Contrarily, a lack of social relationships and support negatively affects employees' ability to cope with the job demands and achieve their goals, and, therefore, has an adverse impact on the employees' wellbeing (Bakker et al., 2003; Bakker et al., 2008; Huang et al., 2016; Kotera et al., 2021).

Past studies also demonstrated the effect of intrinsic motivation on wellbeing (Ryan and Deci, 2000; Bye et al., 2007). In this regard, we suggest that intrinsic motivation mediates the link between loneliness and employee wellbeing. Specifically, based on the hierarchical model of motivation, social environment factors affect the need (autonomy, competence, and relatedness) satisfaction and thus lead to intrinsic motivation that in turn leads psychological consequences (Vallerand, 2000). With regard to this causal sequence, we proposed that in the presence of loneliness (social environment-related factors) which is characterized by inadequacy in close social relationships, employees experience relatedness need dissatisfaction due to the lack of social environmental resources and its resultant reduced intrinsic motivation that in turn lead to employee wellbeing (psychological outcomes). As a result, loneliness triggers intrinsic motivation, which in turn affects the employees' wellbeing. Therefore, the following hypothesis is offered:

H3: Intrinsic motivation mediates the link between workplace loneliness and employee wellbeing.

5.2.4 Moderating role of Organizational Nostalgia

We further argue that organizational nostalgia moderates the link between loneliness and intrinsic motivation. In a sense, the existence of organizational nostalgia affects the relationship between loneliness and intrinsic motivation by using nostalgia as a coping strategy due to its restorative functions. Indeed, nostalgia is conceptualized as a positive, self-relevant, social, and past-oriented emotion (Hepper et al., 2012). In this context, nostalgia has restorative functions as enabling the need of belongingness, positive emotions, self-regard, self-continuity, and social connectedness (Routledge et al., 2008). Hence, nostalgia is an important dynamic, psychological, and motivational resource for individuals experiencing undesirable and aversive situations such as in the presence of fears, discontents, anxieties, and uncertainties (Davis, 1979; Routledge et al., 2012; Sedikides and Wildschut, 2018).

Nostalgia has also been used as a coping strategy with loneliness as one of these aversive situations. Specifically, loneliness is feelings of lack of or inadequacy in close social relationships (Russell et al., 1984). Herein, individuals develop indirect social strategies to overcome these deficiencies in social connectedness and interactions occurred with loneliness (Gardner et al., 2005). For instance, in such cases, individuals have tended to benefit from symbolic reminders of their social bonds. Gardner et al. (2005) demonstrated, for example, that rereading emails, looking to photos, or remembering memories have been specified as forms of these symbolic reminders of social behaviors. In this vein, scholars proposed that nostalgia is an alternative strategy for overcoming the lack of social connectedness and loneliness due to elevating the subjective perceptions of social interactions and connectedness through memories (Zhou et al., 2008; Wildschut et al., 2010; Wildschut et al., 2011).

Additionally, nostalgia is a social emotion comprising the sentimental longing for memories about momentous events (e.g., anniversary, graduation) that are mainly related to close relationships (e.g., family, friends) (Wildschut et al., 2006; Zhou et al., 2008). In a similar vein, Wildschut et al. (2010) revealed that nostalgia is considerably characterized by social relationships-based memories and experiences. In nostalgic memories, the mind is ‘peopled’ and nostalgia recreates symbolic connections with

close others (Batcho, 2018). Zhou et al. (2012) also demonstrated that nostalgia re-establishes emotional bonds and social connections with close others.

On the other hand, organizational nostalgia is positively related to intrinsic motivation. Hepper et al. (2021) demonstrated that nostalgia is a "rich store" of meaningful memories recalling the positive affect, belongingness, and meaning in their life. Thus, nostalgia strengthens a variety of motivation indicators, such as generalized motivation (i.e., inspiration and risk-taking), localized motivation (i.e., intrinsic motivation and goal pursuit), and action-oriented motivation (i.e., helping and turnover intention) (Sedikides and Wildschut, 2020). Relatedly, nostalgic memories also heighten intrinsic motivation by increasing the past-self-directedness (Bialobrzeska et al., 2018). Besides, nostalgia also boosts intrinsic motivation in the face of low interactional justice (van Dijke et al., 2019).

Taken together, we put forward that, through feeling nostalgia, people will be able to cope with the negative impact of loneliness and maintain their intrinsic motivation. From the organizational perspective, high organizational nostalgia enables employees to buffer the loneliness in the workplace and contributes to employees' intrinsic motivation. Stated alternatively, organizational nostalgia dampens the negative relationship between workplace loneliness and intrinsic motivation. Therefore:

H4: Organizational nostalgia moderates the link between workplace loneliness and intrinsic motivation.

Assuming that employees' nostalgic emotion moderates the association between workplace loneliness and intrinsic motivation, it is also likely that organizational nostalgia conditionally affects the strength of the indirect relationship between workplace loneliness and intrinsic motivation, thereby demonstrating a pattern of moderated mediation between the study variables studied, as shown in Figure 5.1. Since we predict a weak (strong) relationship between workplace loneliness and intrinsic motivation when the employees' nostalgic emotion is high (low), we hypothesized that:

H5: Organizational nostalgia moderates the negative and indirect effect of workplace loneliness on intrinsic motivation, such that the indirect effect is weaker when the employees' nostalgic emotion is high than when it is low.

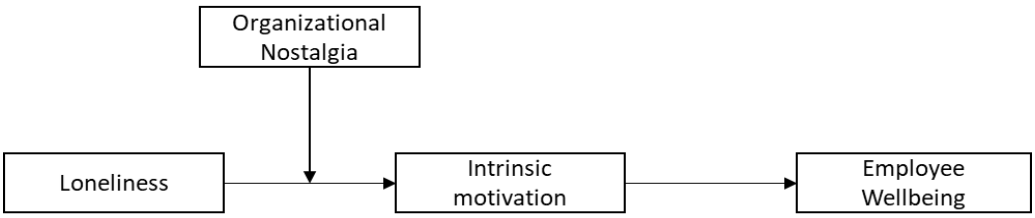

Figure 5.1: Research Model

5.3 Methodology

5.3.1 Measures

To examine the research model, we used multi-item scales from previous studies for the assessments of variables. All items were measured on a 5-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5). Workplace loneliness was measured with the 16-item scale developed by Wright et al. (2006). The followings are sample items from this scale: "There is someone at work I can talk to about my day to day work problems if I need to" and "I have someone at work I can spend time with on my breaks if I want to". Organizational nostalgia was assessed with a 3-item scale from Leunissen et al. (2018). Sample items include "I am having nostalgic feelings about my organization" and "I feel nostalgic about my organization". Intrinsic motivation was measured with a 6-item scale developed by Kuvaas (2006). The followings are sample items from this scale: "Sometimes I become so inspired by my job that I almost forget everything else around me" and "My job is so interesting that it is a motivation in itself". Employee wellbeing was assessed by an item scale developed by Zheng et al. (2015). This scale comprised of three subscales as life wellbeing (e.g., "I am close to my dream in most aspects of my life"), workplace wellbeing (e.g., "In general, I feel fairly satisfied with my present job"), and psychological wellbeing (e.g., "I generally feel good about myself, and I'm confident").

The questionnaire was translated from the source language (English) into the target language (Turkish), following the back-translation method (Brislin, 1970). In this regard, the questionnaire was translated into Turkish by two bilingual researchers, then the third researcher retranslated these items into English. Based on the feedback, question items were revised to prevent linguistic differences, meaning errors, and to ensure clarity. Further, content validity was performed by sending questionnaires to

experts, including five academics having expertise in the field of management and organizational behavior. Minor adjustments were made based on the suggestions. After that, a pilot test was conducted with 25 graduate students working as full-time employees in the industry to ensure clarity. The questionnaires required no amendments at all. After confirming the questionnaire items, we distributed and collected data of the current study.

5.3.2 Sampling

We collected the data from full-time employees from both the public and private sectors who are MBA, executive MBA, and Ph.D. students on different programs in a mid-sized Turkish university. These students served as key informants as representatives of our target populations and enabled us to make statistical and real-world inferences about the target population of the current study (Espinosa and Ortinau, 2016). In this regard, the online survey method was used for collecting the empirical data.

After eliminating 20 questionnaires with missing values and careless responses, 380 respondents were included in the current study, representing an adequate sample size (Kline, 2005; Hair et al., 2010). Of the respondents, 52.1% of the total respondents were female. In terms of age, 7.7% of respondents were between 18-24 years old; 49.6% were between 25 and 34; 36.7% were between 35-44; and 6.1% were 45 years and older. Most participants had an undergraduate degree (63.2%) and a master's degree (22.9%). Most respondents have been working in their current organization for 1–5 years (42.4%) and in the following sectors: manufacturing (10.8%), education (23.4%), banking and finance (8.2%), and health (11.1%).

5.4 Results

5.4.1 Measure validity and reliability

Confirmatory factor analysis was performed using AMOS 21 to test the measurement model. In this context, a series of confirmatory factor analyses were conducted to test alternative nested models for verifying the fitness of model.

Table 5.1: Comparison of measurement models

CFA model	X^2/df	$\Delta X^2/\Delta df$	RMSEA	CFI	TLI
4 factors: WL, ON, IM, EW	778.520/288	–	.07	.95	.95
3 factors: WL+ ON, IM, EW	1380.45/291	601.93	.10	.90	.88
2 factors: WL+ ON+IM, EW	2315.00/293	1536.48	.14	.81	.79
1 factor: WL+ ON+IM+EW	3951,87/296	3173.35	.18	.65	.62

Note. WL=workplace loneliness; ON=organizational Nostalgia; IM= intrinsic motivation; EW= employee wellbeing

After eliminating problematic items, the results indicated that the models adequately fit the data better than other alternative models, supporting the discriminant validity ($\chi^2_{(288)}$=778.520, CFI=.95 IFI=.95, TLI=.95, χ^2/df =2.70, RMSEA=.067).

Table 5.2: Confirmatory Factor Analysis

Constructs	Factor Loadings	CR	AVE	Cronbach's Alpha
Workplace Loneliness		.87	.63	.88
LON1	.66			
LON2	.68			
LON6	.89			
LON7	.91			
Organizational Nostalgia		.97	.92	.97
NOS1	.94			
NOS2	.95			
NOS3	.98			
Intrinsic Motivation		.95	.86	.93
MOT4	.96			
MOT5	.92			
MOT6	.91			
Employee Wellbeing		.94	.84	.97
Life wellbeing		.94	.73	.94
LWB1	.88			
LWB2	.86			
LWB3	.90			
LWB4	.89			
LWB5	.82			
LWB6	.78			
Work Wellbeing		.93	.77	.93
WWB1	.91			
WWB2	.91			
WWB4	.83			
WWB6	.87			
Psychological Wellbeing		.94	.73	.94
PWB1	.87			
PWB2	.92			
PWB3	.91			
PWB4	.83			
PWB5	.77			
PWB6	.82			

Additionally, all items loaded significantly on their respective constructs and the factor loadings for all items exceeded the recommended level of .50 (Hair et al., 2010), thus supporting convergent validity. Table 5.2 shows that Cronbach's alphas, average variance extracted (AVE), and composite reliabilities for each variable were well beyond the cut-off value (Fornell and Larcker, 1981).

Table 5.3: Discriminant Validity

Variables		**1**	**2**	**3**	**4**
Workplace loneliness	1	(.79)			
Organizational nostalgia	2	-.38**	(.96)		
Intrinsic motivation	3	-.43**	.33**	(.93)	
Employee wellbeing	4	-.51**	.37**	.76**	(.91)
Mean		2.38	3.21	3.39	3.70
S. dev.		1.04	1.21	1.16	.91

* p< .01; Values along the diagonal are the square root of AVE

Table 3 depicts the descriptive statistics and correlations among all variables in the study. Table 3 also shows that the squared root of AVE for each construct was greater than the correlations between pairs of constructs, suggesting discriminant validity (Fornell and Larcker, 1981). Besides, we performed two-factor models to assess discriminant validity (Bagozzi et al., 1991). We compared 6 models – 12 pairs of comparisons – using AMOS, and results showed that the chi-squared changes ($\Delta\chi^2$) in each constrained and unconstrained model, were significant ($\Delta\chi^2$>3.84), demonstrating discriminant validity.

5.4.2 Common method variance assessment

We performed the common latent factor (CLF) method to assess common method variance bias. In this regard, we compared the measurement model with and without common latent factor (CLF) (Podsakoff et al., 2003). As a result, we found small differences in the fit measures between the model without a CLF (($\chi^2_{(288)}$= 778.520, CFI=.95 IFI=.95, TLI=.95, χ2/df=2.70, RMSEA=.067, PNFI=.82).) and with a CLF (($\chi^2_{(287)}$= 802.229, CFI=.95 IFI=.95, TLI=.94, χ2/df=2.80, RMSEA=.069, PNFI=.81). Additionally, results showed that differences between standardized estimates with and without the common latent factor were less than .20, suggesting no significant effect of common method variance.

5.4.3 Hypothesis testing

Structural equation modeling (SEM) analysis with AMOS 20 was used to test the aforementioned hypotheses. The results indicated that the models adequately fit the data ($\chi^2_{(222)}$= 709.444, CFI=.94 IFI=.94, TLI=.94, χ2/df=3.20, RMSEA=.076, PNFI=.81).

Table 5.4: Hypotheses Testing

	Hypotheses	**β**	**Results**
H1	Workplace loneliness → Intrinsic motivation	-.42**	Supported
H2	Intrinsic motivation → Employee wellbeing	.65**	Supported

** p< .001

The results indicated that workplace loneliness was negatively related to intrinsic motivation (β=-.42, p<.01), thus supporting H1. We also found that intrinsic motivation was positively related to employee wellbeing (β=.65, p<.01), thereby supporting H2. Furthermore, results show that workplace loneliness explains 17% of the variance (R^2 = .17) in intrinsic motivation and intrinsic motivation explains 68% of the variance (R^2 = .68) in employee wellbeing.

Table 5.5: Results of Mediating Analysis

		95% CI	
	β	**LL**	**UL**
Direct effects			
Loneliness → Intrinsic motivation	-.47**	-.58	-.37
Intrinsic motivation → Employee wellbeing	.60**	.55	.65
Loneliness → Employee wellbeing	-.45**	-.26	-.14
Indirect effect			
Loneliness → Intrinsic motivation → Employee wellbeing	-.25**	-.32	-.19

** p< .001 CI=Confidence interval LL=Lower limit UL=Upper limit

We also tested the mediation model using the bootstrapping method (Preacher and Hayes, 2008) by Model 4 within the PROCESS macro for SPSS and 5000 bootstrap resamples with 95% confidence intervals. According to Table 5, workplace loneliness was negatively related to intrinsic motivation (β=-.47, p < .001; 95% CI [-.58, -.37]) and employee wellbeing (β=-.45, p < .001; 95% CI [-.26, -.14]). Additionally, intrinsic motivation was positively related to employee wellbeing (β=.60, p < .001; 95% CI [.55, .65]). Intrinsic motivation mediated the link between

workplace loneliness and employee wellbeing (β=-.25, p < .001; 95% CI [-.32, -.19]), supporting H3.

Table 5.6: Results of Moderating Analysis

	Model 1			Model 2		
		95% CI			95% CI	
	β	LL	UL	β	LL	UL
Direct Effects						
Organizational Nostalgia → Intrinsic motivation	.32**	.23	.41	.20**	.11	.29
Loneliness → Intrinsic motivation	-.47**	-.58	-.37	-.34**	-.45	-.23
Interaction Effect						
Organizational Nostalgia*Loneliness → Intrinsic motivation				.15**	.07	.22

**p < .001 CI=Confidence interval LL=Lower limit UL=Upper limit

The moderating effect of organizational nostalgia was tested by using PROCESS macro for SPSS (Model 1 with 5000 bootstrap resamples, 95% confidence intervals) (Hayes, 2017). According to Table 5.6, results indicated that organizational nostalgia was positively related to intrinsic motivation (β=.32, p <.001; 95% CI [.23, .41]) and workplace loneliness was negatively related to intrinsic motivation (β=-.47, p <.001; 95% CI [-.58, -.37]). The interaction effect was also significant (β=.15, p <.01; 95% CI [.07, .22]). As a result, organizational nostalgia dampens the negative relationship between workplace loneliness and intrinsic motivation.

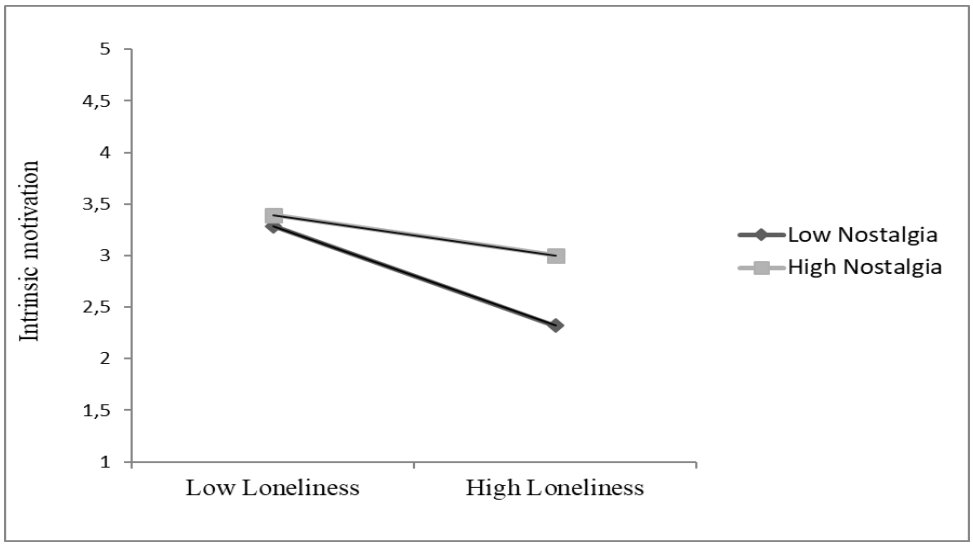

Figure 5.2: Moderating effect of organizational nostalgia on the workplace loneliness-intrinsic motivation relationship

Simple slopes analysis was conducted based on the recommendation of Hayes (2017). As shown in Figure 5.2, the negative relationship between workplace loneliness and intrinsic motivation is weaker when the organizational nostalgia is high, supporting H4.

Table 5.7: Results of Moderated Mediation Analysis

Conditional direct effect at low, medium, and high organizational nostalgia	**Estimated effect**	**S.E.**	**95% CI**	
			LL	**UL**
Low organizational nostalgia	-.27**	.04	-.34	-.20
Medium organizational nostalgia	-.18**	.03	-.25	-.12
High organizational nostalgia	-.09**	.04	-.17	-.01
Index of moderated mediation (indirect effect)	.08	.02	.04	.11

** p< .001 CI=Confidence interval LL=Lower limit UL=Upper limit

To assess moderated mediation model, PROCESS macro (Model 7 with 5.000 resamples, 95% confidence intervals) was used following Hayes (2015) in the current study. As shown in Table 7, the results showed that conditional indirect effect was significant (index of moderated mediation = .08, 95% CI [.04, .11]). Additionally, all the conditional indirect effects were negatively and significantly different from zero (B_{low} = -.27, 95% CI [-.34, -.20]; B_{high} = -.09, 95% CI: [-.17, -.01]). Particularly, organizational nostalgia moderates the indirect relationship of workplace loneliness on employee wellbeing through intrinsic motivation. Thus, Hypothesis 5 was supported.

5.5 Discussion

This study contributes to workplace loneliness literature by focusing on a model of interrelationships among workplace loneliness, intrinsic motivation, organizational nostalgia, and employee wellbeing. Whereas past studies demonstrated the negative psychological impact of loneliness in personal life, this study particularly focuses on loneliness in professional life, which remains a relatively limited research field, fulfilling the recommendation of (Anand and Mishra, 2019; Wright and Silard, 2020). Here, this study empirically demonstrated that workplace loneliness is negatively related to intrinsic motivation by the unfulfillment of social bonds and the need to belong in the workplace. This result is consistent with the view that workplace loneliness has several negative consequences (Hu et al., 2021; Ozcelik and Barsade,

2011; Lam and Lau, 2012). In this study, we also extend the knowledge of intrinsic motivation by investigating the nomological network of intrinsic motivation experiences remaining limited in literature (Ryan and Deci, 2000).

Rather, this study empirically showed that intrinsic motivation positively relates to employee wellbeing, leveraging past studies. For instance, past studies illustrated that intrinsic motivation influences a variety of indices of psychological well-being as positive affect (Stanko-Kaczmarek, 2012), presence of meaning in life (Bailey and Phillips, 2016), satisfaction with life (Martín-Albo et al., 2012), and subjective wellbeing (Bailey and Phillips, 2016). Here, we specifically investigated the effect of intrinsic motivation on employee wellbeing in the context of working life. Here, when employees are intrinsically motivated by having health-protecting resources (physical, psychological, social, and organizational resources), they can enhance their personal growth and development (Demerouti et al., 2001). Thus, intrinsic motivation elevates the employees' wellbeing through the existence of organizational resources contributing to the physical and psychological health of employees in the organizations. Additionally, Gagné et al. (2010) emphasized the importance of intrinsic motivation, rather than extrinsic motivation, for promoting desired organizational outcomes and stressed the need for extending research. This study also responded to this call and showed that intrinsic motivation enhances employee wellbeing as one of these desired organizational outcomes.

In addition, this study illustrated that intrinsic motivation has a mediating role in the relationship between workplace loneliness and employee wellbeing. Specifically, past studies examined the link between (1) loneliness and motivation (Peplau and Perlman (1979), (2) intrinsic motivation and wellbeing (Ryan and Deci, 2000; Bye et al., 2007; Schaufeli and Taris, 2014), and (3) loneliness and wellbeing (Bakker et al., 2003; Huang et al., 2016). Building from these findings, the current study integrated this web of relationships and leveraged existing literature by demonstrating the role of intrinsic motivation in the link between workplace loneliness and employee wellbeing.

Also, this study contributes to the emerging field of organizational nostalgia by investigating the moderating role of organizational nostalgia in the relationship between workplace loneliness and intrinsic motivation. Here, we showed that the negative relationship between workplace loneliness and intrinsic motivation is weaker for employees with high organizational nostalgia, leveraging the literature on organizational nostalgia. Specifically, past studies revealed that nostalgia has

restorative and protective functions as enabling the need for belongingness, positive emotions, self-regard, self-continuity, and social connectedness (Routledge et al., 2008) in psychologically threatening and challenging situations (stress, fear, anxiety)(Routledge et al., 2013). In this regard, nostalgia serves as a positive, dynamic, psychological, and motivational resource for coping with undesirable and aversive situations (Davis, 1979; Routledge et al., 2012; Sedikides and Wildschut, 2018). However, previous studies in the field of psychology have supported this notion in literature.

In this study, we examined nostalgia as an organizational phenomenon from the perspective of employees. In the organizational nostalgia literature, previous studies investigated the buffering role of organizational nostalgia in the presence of loss of academic autonomy and freedom (Ylijoki, 2005), burnout (Leunissen et al., 2018), procedural injustice (Van Dijke et al., 2015), interactional injustice (van Dijke et al., 2019) as organizational adversity. In this context, this study extended our understanding of organizational nostalgia by offering compelling evidence for the role of organizational nostalgia in the existence of workplace loneliness as organizational adversity. Moreover, this study indicated that organizational nostalgia moderates the indirect relationship between workplace loneliness and employee wellbeing through intrinsic motivation. In a nutshell, we contributed to the literature by asserting under what conditions the disruptive effect of workplace loneliness on employee behaviors dampens.

Based on this research, we suggest implications for organizational practices. First, managers should pay attention to curbing loneliness in the workplace to prevent negative psychological outcomes. In this regard, management should encourage and strengthen positive interpersonal relationships at work by (1) encouraging employees to participate in team activities (Peng et al., 2017), (2) providing more opportunities for employee cooperation (Guo, 2020), and (3) organizing organizational events (picnics, tournaments, dinner, etc.). On the other hand, with the spread of technology in the business world, organizations widely use virtual teams, teleworking, and alternative work arrangements (Vega and Brennan, 2000). Hence, employees have less opportunity for interpersonal relationships at work. In this context, managers should develop strategies for enhancing the social interactions and relations among employees in the internet-based working environment.

Furthermore, this study demonstrated the buffering role of organizational nostalgia on the relationship between workplace loneliness and intrinsic motivation. Considering the positive, dynamic, psychological, and motivational role of nostalgia for coping with undesirable and aversive situations, managers should promote nostalgia emotion in the workplace to prevent the negative impact of loneliness in the working environment. For that purpose, managers may also store and recount the organizational memories to current and prospective employees by preparing organizational newsletters, sharing old photos on the website and social media channels, and establishing an organizational museum. Additionally, producing narratives and stories about organizations develops organizational memories and elicits the employees' nostalgic emotions. In this regard, these implications may also ensure the continuity between past and present organizational life, and by doing so, facilitate the triggering of organizational nostalgia.

6 DISCUSSION AND IMPLICATIONS

The concept of nostalgia has attracted significant attention from researchers in various fields. However, the studies on nostalgia are still nascent in terms of organizational behavior and management literature. In this regard, this dissertation empirically investigated nostalgia as an organizational phenomenon, which is still scarce within the management and organizational behavior literature in the light of three essays.

Essay 1 identifies the different dimensions or constituents of organizational nostalgia (the organization's allegiance to employees, social events, management support, bonding between employees, the excitement of employees, work conditions, and physical work environment-related sentimental experiences/memories of the organization) and tested those dimensions' effect on employees' affective commitment. Results demonstrated that organizational nostalgia is the core condition for affective commitment in general and may also cause inertia of organizational practices and behaviors, given changing organizational conditions (organizational discontinuity). Specifically, the organization's allegiance to employees-related experiences/memories is a core condition of affective commitment. We also found that when there is less organizational discontinuity, the organization's allegiance to employees, management support, working conditions, and physical work environment-related experiences/memories are core conditions of affective commitment. However, this study only scratched the service of nostalgia study at the organizational level, but it injects much-needed empirical evidence into the ongoing debate on the continuing value of organizational nostalgia.

Essay 2 investigates organizational nostalgia as a valuable and protective resource against the undesirable impacts of the COVID-19 pandemic. We examined the organizational nostalgia elicited by the pandemic era through various organizational memories, antecedents, and affective consequences of organizational nostalgia. We conducted photo-elicitation interviews and used photos as stimuli, which has been unexplored in a mainstream organization and management studies and allowed researchers to investigate the rich and emotional side of organizational life. The results showed that participants nostalgically remember memories related to managers, colleagues, organizational events, jobs, and the working environment

inducing organizational nostalgia in the pandemic era. Besides, we demonstrated that lack of social connectedness, loneliness, anxiety, fear, and uncertainty elicit organizational nostalgia. Additionally, a wide variety of emotions, such as regret, hope, pride, freedom, joy, peace, excitement, yearning, gratitude, sadness, and happiness have been triggered by organizational nostalgia in the pandemic period. Indeed, this research supports that the past is not left behind and is a guide, and nostalgia may be a safe place to escape from adversity for most people today. We hope our work will attract the attention of more researchers and practitioners on this intriguing and under-researched phenomenon.

Essay 3 investigates the role of workplace loneliness on intrinsic motivation and the effect of intrinsic motivation on employee wellbeing through the moderating role of organizational nostalgia. The results showed that workplace loneliness is negatively related to intrinsic motivation. Additionally, the results demonstrated that intrinsic motivation is positively related to employee wellbeing. Furthermore, our results showed that intrinsic motivation partially mediates the link between workplace loneliness and employee wellbeing. On the other hand, this study revealed that organizational nostalgia dampens the negative effect of workplace loneliness on employees' intrinsic motivation. Finally, organizational nostalgia moderates the indirect effect of workplace loneliness on employee wellbeing via intrinsic motivation.

6.1 Managerial Implications

Based on all the above findings, we suggest managers rearrange their organization's current work-life and environment to align with the past experiences of those employees that are positively or negatively included in their memories. For example, management can restore the working environment (e.g., stairs, tables, chairs) or mix them with current new architectural trends to re-establish the meaning of the workplace. In addition, management can provide a safer and more caring organizational atmosphere and safeguard treasured organizational symbols, ecology, and traditions to make people together as a community.

Management should also shape their employees' current behaviors by using nostalgia from past organizational experiences. Here, management can apply nostalgic stories, such as how employees dealt with past crises in the organization or how an organization celebrated their past achievements, as an ideological construction instrument for people's present and future actions. Besides, managers can induce

nostalgia as an integral part of training programs to support organizational members and disseminate stories about 'the good old days.' Further, past stories, anecdotes, rituals, and customs were told in the training session on how the firm's past is related to stakeholders. Finally, the speeches of past managers, supervisors, and leaders can be used to convey the firm's history to the present. In addition, management can help people remember their past awareness of social responsibility, past confidence, and passion for doing new and better things for the organization.

Further, management can use information network technologies to mediate nostalgic memories and communicate the organization's past to people. For example, managers can prepare a video about the chronological development of the organization that can be seen on the firm's web page. Besides, there can be a photo album of the past managers, products, buildings, and the internal environment on the firm's web page.

Next, management should take specific actions to keep their employees' past experiences alive and remember them positively. For that goal, management can design and holistically practice an (in-) corporated culture to enhance sociality and create a communal 'family-like' structure that enables people to deal with grief through voicing nostalgic notions, create a corporate museum to convey the past to newcomers, celebrate the special days and events, and build nostalgic products, brands, and symbols. In this regard, management can store and ensure the continuity of nostalgic organizational memories through organizational newsletters, websites, and social media channels.

Further, management should be aware that social and emotional connections are subject to change across time and social context, thereby shaping overall affective commitment. In addition, as nostalgic story patterns relate to feelings of loss that people experience when their work changes, management can develop plans, visions, and other traditional forward-looking management concepts to deal with nostalgia's reverse effects, especially under changing conditions. In this regard, management can combine emotive triggers, such as anxiety, postalgia (i.e., a yearning for a paradisiacal future), fantasy, and utopian desires for progression into their organizational activities, to present an ideal end and a promise that this future is well within reach. In a sense, management should portray a future-orientated picture to people in the organization.

Managers should also understand that organizational change is not a stable, predictable, and manageable process due to organizational nostalgia. Therefore,

management should reduce the influence of organizational nostalgia for employee behavior under the higher level of changes. In this respect, management can amplify employees' knowledge and invest in specialized knowledge and skills by gaining in-depth experiences in the industry, functional area, or firm to balance the past emotional memory and experiences and improve employees' appreciation of the past with the future-oriented knowledge management in the organization.

In this regard, management should also be aware that employees require organizational nostalgia consistency because of a psychological need to develop a coherent sense of what their organization is and stands for. However, that consistency poses an obstacle to employees' attachment to the organization under the higher level of changes. In a discontinuous setting, such consistency can be facilitated by the negotiated reproduction of role structures of employees, mutual reinforcement of these role structures, and repeated enactments of these roles during changes. Especially the employees' disconnection with the memories and experiences that they attach importance with nostalgia can create an organizational discontinuity. Considering the studies in the nostalgia literature revealing that discontinuity has negative effects on behaviors, organizational changes should be made in the area that will not damage the ties with important memories and experiences in organizational life. Management can also create key narratives and stories about nostalgic memories and past experiences as organizational success, founders, and milestones in the organization's journey through promoting storytelling. Storing memories and past experiences that will be important to the organization in these ways will increase the sense of continuity for employees.

Employees have negative as well as positive past experiences and memories in organizational life. The negative past experiences may lead to undesirable employee attitudes and behaviors. Hence, identifying these negative experiences/memories is crucial for managers. From the organizational continuity perspective, managers aim to enhance the continuity of positive aspects of organizational life, whereas continuity is not beneficial in the presence of negative past experiences. In this context, managers should encourage nostalgia for identifying these negative past experiences. Especially, while ensuring the continuity of positive experiences in the organizational change within the organization, it is necessary to eliminate or transform negative past experiences from organizational life.

From a practical perspective, the current study has shown that not only nostalgia, but also organizational nostalgia has an important role in the existence of adverse events (COVID-19 pandemic). Moreover, although it was not an organization-related adverse situation, organizational nostalgia has alleviated the negative impacts of the COVID-19 pandemic for many people. In this context, managers should pay more attention to the restorative and positive aspects of nostalgia in case of organizational adversity. In this vein, managers should maintain past experiences through stories, official documents, visuals, and video materials to elicit nostalgia during times of organizational hardships and adversity.

Based on this essay, we also offer implications for occupational health practitioners. Particularly, from a positive psychology perspective, pleasant emotions leverage psychological health during a crisis (Waters et al., 2022). Indeed, pleasant emotions broaden cognitive awareness, thinking, and mindsets, and thus people build personal, social, and psychological resources during the crisis (Fredrickson, 2001). In this vein, the current study provides insights about the use of nostalgia, as one of these pleasant emotions for enhancing the health and wellbeing of employees in the presence of adverse events. That said, practitioners should use organizational nostalgia to prevent adverse health-related impacts (i.e., loneliness, anxiety, fear) of the COVID-19 pandemic era. Besides, nostalgia increases positive mood, enhances positive self-regard, heightens the sense of social connectedness, and elevates the meaning in life (Sedikides and Wildschut, (2018). Additionally, nostalgia is easy to implement, cost- and time-effective strategy for health promotion (Wildschut et al., 2006). Hence, routine nostalgia intervention in the workplace could be applied to promote psychological health and well-being. Furthermore, nostalgia therapy can improve the comprehension of the temporality of organizational hardship and enhance optimism about the future.

Finally, this study demonstrated the buffering role of organizational nostalgia on the relationship between workplace loneliness and intrinsic motivation. Considering the positive, dynamic, psychological, and motivational role of nostalgia for coping with undesirable and aversive situations, managers should promote nostalgia emotion in the workplace for preventing the negative impact of loneliness in the working environment. For that purpose, managers may also store and recount organizational memories. Additionally, producing narratives and stories about organizations develops organizational memories and elicits the employees' nostalgic emotions. In this regard,

these implications may also ensure the continuity between past and present organizational life, and by doing so, facilitate the triggering of organizational nostalgia.

6.2 Limitations and Future Research

This research has some limitations that provide new opportunities for future research. First, the current study was conducted in a Turkish sample, a Near-Eastern culture. Therefore, future research should investigate the applicability of this new scale to other countries and cultures for effective cross-cultural validation and for discovering any cross-cultural differences in organizational nostalgia. In addition, national cultures will vary in terms of past, present, and future time orientation. For instance, employees evaluate their plans by considering past social, cultural, or organizational customs and traditions in their past-oriented culture (e.g., China). In contrast, employees plan their activities and decisions based on the future benefits of those activities in future-oriented cultures (e.g., USA) (Adler and Gundersen, 2007). In this regard, future research should consider cultural diversity regarding time orientation for any studied sample. Additionally, data were collected from full-time employees. Researchers are encouraged to assess other working conditions as remote working, and teleworking, in which loneliness can be more destructive due to the less or inhibited social relationship in the workplace.

Secondly, a cross-sectional design was used in the current study, which does not allow for causality between variables and changes in these variables and any change in these variables over time. In this respect, future studies may do well to design their studies as longitudinal research. In addition, through a multilevel analysis, researchers can examine how managers' and employees' perception of organizational nostalgia influences organizational outcomes. A multilevel study reveals how a lower-level variable may help or impede organizational results, a higher-level variable, to achieve reliable estimations.

Besides, in *essay 2*, using a photo-elicitation method was also a limitation of this study. Although a photo-elicitation interview provides rich data and valuable insights, this method is mainly based on the participants' self-report of nostalgic memories, the triggers, and the consequences of nostalgia. Future research can benefit from researcher-driven photo-elicitation interviews. In this way, photos related to working life in the pandemic provided by the researchers can be used as stimuli for the

interviews. Besides, the follow-up research can use experimental design via participants in the organizational-nostalgia condition (bringing photos related to the nostalgic event experienced in organizational life within the pandemic period) and control condition (bringing photos related to the ordinary event experienced in organizational life within the pandemic period) to deeply assess organizational nostalgia and investigate its antecedents and consequences.

Third, we focused here on affective commitment as an output variable, so future research thus should investigate the potential consequences of organizational nostalgia. For example, examining the effect of organizational nostalgia on collective optimism, empathy and inspiration, organizational citizenship behavior, organizational turnover, organizational identification, and work engagement can be valuable topics in future research. In addition, how organizational nostalgia impacts short- and long-term outcomes, such as organizational resilience, the successful accomplishment of digital transformation, and firm sustainability, can also be further investigated. On the other hand, in *Essay 3*, we investigated intrinsic motivation and psychological wellbeing as consequences of loneliness in the workplace. In this regard, future research can also investigate how workplace loneliness influences employees' organizational identification, mindfulness, work-related anxiety, flow experience, and organizational alienation. Also, future research can expand workplace loneliness literature by exploring the antecedents of workplace loneliness. For instance, organizational culture, climate, high-quality connections, positive interpersonal relationships at work, and perceived organizational support can be examined by future research.

Future research can also examine the effects of antecedents on organizational nostalgia, including organizational humor, collective language usage, dialogue and training programs, high-quality relationships within an organization, organizational emotional scripts, collective daydreaming, images of the organization, and organizational change initiatives.

In *the essay 2*, we assessed the COVID-19 pandemic as an adverse situation and event-inducing organizational nostalgia. Future research should explore other adverse situations (i.e., economic and financial crisis, natural disasters) inducing organizational nostalgia to determine whether nostalgic memories are specific to particular adverse events and to determine the impact of organizational nostalgia on employees' health and wellbeing in the existence of other adverse events. Also,

although we did not interfere with the organizational nostalgia-related photo choices of the participants in any way (such as memories/ experiences should be positive or negative), the participants voluntarily shared their positive memories within the scope of the current study. In this vein, future research should focus on gathering negative as well as positive organizational memories in the process of interviewing (i.e., general call for nominations for the research, interview questions) in a more neutral and non-intrusive manner to limit potential biases. Furthermore, the current study focused mainly on the affective consequences of pandemic-induced organizational nostalgia. The current study suggests that investigating behavioral (i.e., organizational commitment, task performance, job satisfaction) and motivational (i.e., perceived organizational support, intrinsic motivation) consequences of organizational nostalgia may also be a fruitful direction for future research.

We also used organizational discontinuity as a moderator of our research model in *essay 1*. In future studies, researchers can investigate the environmental, market and technology uncertainties or turbulences, environmental dynamism, management/leadership style, organizational sub-cultures, and temporal orientation as a cultural dimension of the organization (i.e., future-oriented behaviors and actions of people) as a moderator of the organizational nostalgia-organizational consequences link. In addition, organizational discontinuity's scope, depth, and rate can be considered in future studies. Next, researchers can investigate how organizational nostalgia consistency is achieved over time in a discontinuous setting. Further, the adequacy of nostalgia to cope with extreme contexts is subject to further research to resume and potentially redesign traditional nostalgia analysis.

The controversy of organizational nostalgia can be investigated in detail. Mainly, how and when organizational nostalgia harm organizational operations, sustainability learning, social interactions, knowledge, and innovation management efforts can be examined in detail. Also, melancholia is another past organizational repertoire (Balmer, 2011). Therefore, researchers can investigate organizational melancholia as a collective sadness of the past and its features, constituents, and impact on employee behaviors and actions for future research.

Finally, we considered organizational nostalgia from a cultural perspective in *essay 1*. However, organizational nostalgia can be viewed as a climate rather than just socio-cultural feelings. In this respect, mechanisms of nostalgia climate can be identified in detail in future studies.

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BIOGRAPHY

Berivan Tatar graduated from Afyon Kocatepe University in the Department of Business Administration (English) in 2014. She started her master's degree in the Department of Management and Organization (English) at Marmara University in 2014. Meanwhile, she started her academic career as a Research Assistant at the Gebze Technical University in 2015. She received her master's degree in 2016 and started her doctoral education in the Management department at Gebze Technical University in 2016. Her research interests include management and organization, organizational behavior, and organizational psychology.

APPENDIX

Appendix A: Dimensions and Scale Items for Organizational Nostalgia

Note: * denotes dropped items

Organization's allegiance-related nostalgia

We had a sentimental longing for past experiences and memories about:

CE1: the common achievements in our organization.

CE2: the support in training and similar matters provided by our organization.

CE3: how our organization gave us a sense of family.

CE4: the importance of employees' ideas in our organization.

CE5: how cooperation among all employees was a common value.

CE6: the importance of equality and justice in our organization.

CE7: the awareness of social responsibility in our organization.

CE8: the importance of transparency in our organization. *

Social events- related nostalgia

We had a sentimental longing for past experiences and memories about:

EE1: how the corporate successes were celebrated.

EE2: how dining events were organized. *

EE3: how Christmas celebrations were held.

EE4: how birthday celebrations were held.

EE5: how educational, social, or cultural trips were organized.

EE6: how sports events were organized.

EE7: how celebrations on special days (anniversary of the establishment of the organization, professional days, etc.) were held.

Management support- related nostalgia

We had a sentimental longing for past experiences and memories about:

ME1: how our managers shared their knowledge and experience with us.

ME2: how our managers supported us when we needed them.

ME3: how our managers and all of us had a trust-based relationship.

ME4: how our managers contributed to our professional development.

ME5: how our managers became such successful leaders.

ME6: some of our departed managers.*

Bonds regarding employee-related nostalgia

We had a sentimental longing for past experiences and memories about:

COE1: how our colleagues and we had a relationship based on trust.

COE2: how cooperation was considered in our work.

COE3: how our colleagues and we had a strong bond of friendship.

COE4: how we supported our colleagues in our work.

COE5: Some of our departed colleagues. *

Excitement for employee-related nostalgia

We had a sentimental longing for past experiences and memories about:

SE1: how our desire and determination to do our work were high.

SE2: how our self-confidence was high for subjects related to our jobs.

SE3: how we had a strong passion for our jobs. *

SE4: how we had a strong passion for our goals.

SE5: how we were excited about our jobs when we first started.*

SE6: how we developed ourselves personally and professionally.

SE7: how we gained intrinsic satisfaction from our jobs.*

Working condition-related nostalgia

We had a sentimental longing for past experiences and memories about:

JE1: the start date of our employment.

JE2: our higher workload periods.

JE3: the specific authority and responsibilities are given to us.

JE4: the important promotions we received. *

JE5: the limited technological opportunities in our workplace. *

JE6: the jobs we completed successfully. *

Physical work environment- related nostalgia

We had a sentimental longing for past experiences and memories about:

PE1: the physical building of the organization.

PE2: the location of the organization.

PE3: our work environment.

Appendix B: Scales for Nomological Validity

Note: * denotes dropped items

Organizational discontinuity

ODC1: Our organization does not have much in common with its past situations.

ODC2: We feel our organization is different than it used to be in the past.

ODC3: When we recall our memories, we think that our organization is not where we used to work in the past.

Affective commitment

AC1: We would be happy to spend the rest of our careers with this organization.

AC2: We enjoy discussing our organization with people outside it.*

AC3: We feel as if this organization's problems are ours.

AC4: We think we could easily become as attached to another organization as we are to this one. (R)*

AC5: We do not feel like a part of the family at our organization. (R)

AC6: We do not feel emotionally attached to this organization. (R)*

AC7: This organization has a great deal of personal meaning for us.

AC8: We do not feel a strong sense of belonging to our organization. (R)

Appendix C: Scales for Essay 3

Organizational Nostalgia

I felt quite nostalgic about my work and organization.

I had nostalgic feelings about my work and organization.

I felt nostalgic about my work and organization during the past month.

Loneliness in the Workplace

Emotional Deprivation

LON1: I often feel abandoned by my co-workers when I am under pressure at work.

LON2: I often feel alienated from my co-workers.

LON3: I feel myself withdrawing from the people I work with.

LON4: I often feel emotionally distant from the people I work with.

LON5: I feel satisfied with the relationships I have at work.

LON6: There is a sense of camaraderie in my workplace.

LON7: I often feel isolated when I am with my co-workers.

LON8: I often feel disconnected from others at work.

LON9: I experience a general sense of emptiness when I am at work .

Social Companionship

LON10: I have social companionship/fellowship at work.

LON11: I feel included in the social aspects of work.

LON12: There is someone at work I can talk to about my day to day work problems if I need to.

LON13: There is no one at work I can share personal thoughts with if I want to.

LON14: I have someone at work I can spend time with on my breaks if I want to.

LON15: I feel part of a group of friends at work.

LON16: There are people at work who lake the trouble to listen to me.

Intrinsic Motivation

MOT1: The tasks that I do at work are themselves representing a driving power in my job.

MOT2: The tasks that I do at work are enjoyable.

MOT3: My job is meaningful.

MOT4: My job is very exciting.

MOT5: My job is so interesting that it is a motivation in itself.

MOT6: Sometimes I become so inspired by my job that I almost forget everything else around me.

Employee Wellbeing

Life well-being

LWB1: I feel satisfied with my life.

LWB2: I am close to my dream in most aspects of my life.

LWB3: Most of the time, I do feel real happiness.

LWB4: I am in a good life situation.

LWB5: My life is very fun.

LWB6: I would hardly change my current way of life in the afterlife.

Workplace well-being

WWB1: I am satisfied with my work responsibilities.

WWB2: In general, I feel fairly satisfied with my present job.

WWB3: I find real enjoyment in my work.

WWB4: I can always find ways to enrich my work.

WWB5: Work is a meaningful experience for me.

WWB6: I feel basically satisfied with my work achievements in my current job.

Psychological wellbeing

PWB1: I feel I have grown as a person.

PWB2: I handle daily affairs well.

PWB3: I generally feel good about myself, and I'm confident.

PWB4: People think I am willing to give and to share my time with others.

PWB5: I am good at making flexible timetables for my work.

PWB6: I love having deep conversations with family and friends so that we can better understand each other.