



Workplace Friendships: An Affirmative Effect on the Organizational Obligation

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ABSTRACT: Today, in a Working environment, workplace become a large portion of working peoples life. This presented work is a assimilation of different role of workplace friendship on Employees job performance and work satisfaction. According to available literature, it can be claimed that place of work friendship has the affirmative effect on the organizational obligation which leads to Employee's Satisfaction. By focusing the character of Workplace acquaintance on Performance, this paper provides the valuable insights on how organizations can increase Employee Performance and Job Satisfaction by fostering workplace Friendships. The ouput of the friendship opportunities are fascinating that the perceptions of employees friendship opportunities have direct and indirect effects on employees work satisfaction and job involvement. organizational commitment and intention to turnover. In this study, contextual differences related to demographic and behavioural in different countries are challenges faced by the author. Further ,this study will seek the attainment of different research community to address this issue. Assessment of literature draw the view of understanding about the impact of workplace friendship on employee performance and their job satisfaction. Managerial implications of companionship opportunities and societal appearance within the place of work are also addressed.

Keywords: Acquaintance, Commitment, Opportunity, Productivity, Workplace Friendships, Work Performance.

I. INTRODUCTION

In today's world, where earnings and source of Income are considered one of the main concerns of people, organizations where the people are working, play an important role. Industries, in which those organizations are, can be of difference nature like, Education, Industry, Hospitality Industry, Textile Industry, etc[13]. Our paper mainly focus on the Workplace friendship and its effects on Employees occupational contentment and Work Performance. Rath (2006) Gallup survey has highlighted in its study that approx 30% of US employees thinks that they have the best friends at their work environment [27]. Job Dissatisfaction, Stress and anxiety, Peer Pressure, Work pressure, etc are some of the major issues, which employees of the organizations usually face. To overcome these common problems, Employees in the organizations often search some other people with whom they can share their problems related to workplace or work [12]. Eventually they became friends and somehow they are able to manage with their anxiety and stress.

Rath (2006), Good and healthy relationships at workplace or outside the workplace, always have a positive approach [27]. According to Wright, 1985, Friendship is an equal relationship which is observed to be unique and very special and enhances the sense of a person and his/her friends[36]. Friends are always considered to be the main source of inspiration who can enrich the workplace environment and social approach of a person. However, this situation does not seems fit in every organization. Many Researchers have studied this phenomena and came to the conclusion that workplace friendships often results in positive organizational outcomes[18]. As in the current study,the

researcher has made an attempt to investigate the impact of friendship attributes on work performance in developing countries like india, earlier it was focused on the developed countries.

II. LITERATURE REVIEW

Friendship is an informal relation between two people minimum and maximum any number of people who share mutual trust, cooperation and same attitude towards something to fulfill a specific function [15]. Fehr (1996) has defined friendship as a deliberate, individual relationship commonly giving closeness and assistance [11]. Workplace Friendship is considered as an important element for the organizations and its employees. Berman *et al.*, (2002) [4] Workplace Friendship is a "nonexclusive willful working environment relationships that include common trust, duty, and shared interests and values [4]. Workplace Friendships is not just a concept of behaving in a friendly manner by people in the organizations, but the existence of trust, liking and collective values and favors should be there [9]. Fine (1986) emphasizes on the view that Workplace Friendships helps to extend support and the resources which make the individuals comfortable in completing the tasks given to them, control their work related stress, increasing the effective communication with others and to increase harmony and cooperation [12]. The reasons behind why Workplace Friendships is one of the interest area of researchers can be many, but according to Nielsen *et al.*, 2000 [26], the main reasons are: the relationship connecting friendships in the working environment and huge work related results, the input of Workplace Friendship towards the organizations

and the increasing interest of organizations in team and group work [21].

Researchers like Eisenberg, 1994 are supporting the fact that friendships at workplace should not be practiced, yet many other researchers through their studies highlight that these informal relationships impact the organizations and their working in a positive way[9]. Although there are authors who hold that friendliness at work are to be avoided, several empirical studies, especially done by Richer *et al.*, 2002 [28], Riordan and Griffeth, 1995 [37], highlight the positive organizational consequences of these relationships. According to them, these relationships provide important and some gratifying incentives to the employees. In the views of Kramer, 1996 [11], Friendships at working environment can enhance the communication level. It provide support, according to Buunk *et al.*, 1993 [32], It can increase the level of trust, reverence, assistance, opportunities, career enhancement and security which as a result, affect attitude at work and the behaviours [29].

III. PLACE OF WORK FRIENDSHIP AND WORK SATISFACTION

Workplace Friendship is a positive relationship between employees working in the same organization. Unlike other type of friendships, Workplace Friendships also involves sharing trust, mutual coordination and values as per description given by Berman *et al.*, 2002 [4] and Nielsen *et al.*, 2000 [26]. If we consider work pleasure, then Locke (1976) [18] analysed that if one's feeling of happiness is completed from the perception of his/her job, it is called as Job satisfaction. There is no doubt that friendship at workplace help in encouraging empathy of employees towards others, their motivation and their problem sharing habits. In one of his study, Berman *et al.*, 2002 [4] also found that place of work Friendship help in encouraging positive atmosphere in the workplace. In his another study, derive the conclusion that any organization can help in improving the feeling of job satisfaction within the employees if it encourages the trust and mutual commitments.

Also Mitchell, Holtom & Lee, [22] also feels that if there is the sense of friendship within the employees in the organizations, it can help in developing the sense of trust and belongingness in them. Opponents, in contrast, argue that sometimes romantic relationships, informal relationship leads to favoritism, lost focus on work, conflict of interest, etc which are very harmful for the performance of employees as they can be distracted from the above mentioned factors [4].

Winstead *et al.* (1995) has realized the friendship at workplace in a different way. He has determined the relationship between workplace friendships and job satisfaction especially in various educational institutions [37]. The results derived from the study expressed the fact that the more workplace friendliness will be, job satisfaction will also be more.

Similarly, Everly & Falcione, 1976 [10], Robinson *et al.*, 1993 [30], Schneider & Locke, 1971 [33] have analysed that the employees who have strong and friendly relations with their colleagues, supervisors, and other peers are found to be highly satisfied with their jobs. According to Margulis *et al.*, 1984[20] & Weis., 1987[36], the weightage of one employee's friendship at the

workplace should be related to the job satisfaction for the reason that workplace friendships can make the positive and gratifying for other people [1].

IV. WORKPLACE FRIENDSHIPS AND WORK PERFORMANCE

The work performance of any individual working in an organisation can be elaborated from the behavior of that individual. In the words of Campbell *et al.*, (1990) [6], job performance is a variable related to an individual which separates the Employee's work performance from the organisation's overall performance [2].

As Employee's performance is considered as the behavioural aspect, and Employees performance is also considered as a behavior, this concept can be best explained by the theories of employees behavior under Organisational behavior [8]. Therefore, Luthans *et al.*, (2005) [3] concluded that employees behavior is affected by some factors like personality, attitudes, job satisfaction, motivation.

On the basis of some of the past studies in psychology, sociology, management, which were done on the functional aspects of Workplace Friendships, Riordan & Griffeth, 1995; [25] and Lyubomirsky & Ross, (1997)[14] draw a conclusion that Workplace Friendships majorly influence the intentions, attitudes and behaviours of employees such as Job satisfaction, absenteeism, work performance, etc. Dotan, (2009) [19] on the other hand is in the view that if the employees will have trustworthy friends at workplace, they will be able to seek help and guidance from them and will feel a sense of security, satisfaction and comfort towards their job.

To support this fact, Hamilton, (2007) [24], also summarized that the employees who have good friends at the workplace, always tend to behave in a humane manner by helping their co-workers, guiding them, advising them, giving feedbacks and recommendations on various issues related to work.

Bandura (1982) [12] has investigated some of the researches which recommended that friendships at working environment can increase the work performance in organizations because the employees involved in the better friendships tend to help each other, have communications full of morale and enthusiasm, have less communication barriers, which in result, can increase their efforts in the work performances. Similarly, Morrison, (2009) [23] and Sias & Cahill (1998) [8], in their exploration, they has shown that those people who have true and close friends at workplace, are less absent at workplace, less likely to leave the organizations in spite of those who do not have friends, because they get the feeling of being accepted by their workplace friends [35]. The research questions endeavored to find the impact of Workplace friendships on the performance of the employees and their job satisfaction in the following way-

- How workplace friendships can affect employee work performance?
- What is the role of workplace friendships in Employee's Job Satisfaction?
- What is the impact of Workplace friendships on the level of Job Satisfaction?

V. DISCUSSION

As discussion part this theoretical investigation has been conceded out to observe the function of workplace companionship on workforce work Performance and their Job satisfaction. Although there are many academic explorations carried on in the field of Job Satisfaction and Work Performance, introducing workplace friendship as an influencing dynamic is the idea which create this study more valuable [13]. This study will be value addition to previous hard work of different academicians in perceptive of the place of work friendships and its impact. The research outcomes open a new debate on the impact of workplace friendships and its dimensions. Employees who have more workplace friendships are more committed than those who have not [1]. Another contribution of this study is to understand holistic approach of friendships as a motivating factor.

On the contrary, Our study also contributes to the fact that Friendships at workplace can also have a major “distracting effect” from one’s work. unnecessary conversation, having excessively much amusing and an incapability to separate work from friendly relations,

were cited as the factors contributing to frustration with workplace friendships. Also, in this study, more indirect effects on work performance arising from friendly behaviours of Employees are indicated. Employees, sometimes have to do extra work also for the sake of friendship with the colleagues [15]. This is the common scenario in case of hierarchical friendships like friendship between a superior and subordinate. This Hierarchical friendship is also the cause of negativity within the rest of the team.

One main point is that the friendships of men and women at workplace should also be explored more. Generally, In Indian context, people are less comfortable in the opposite gender friendships [13]. To eliminate this, more cross-gender interactions may ease such relationships by providing recognition of shared interests, values and by reducing the negative stereotypes.

As a final point, one has, the stronger those friendships are, the larger perspective to the perceived sacrifice of leaving the organization will be, thus increasing job satisfaction and work performance also.

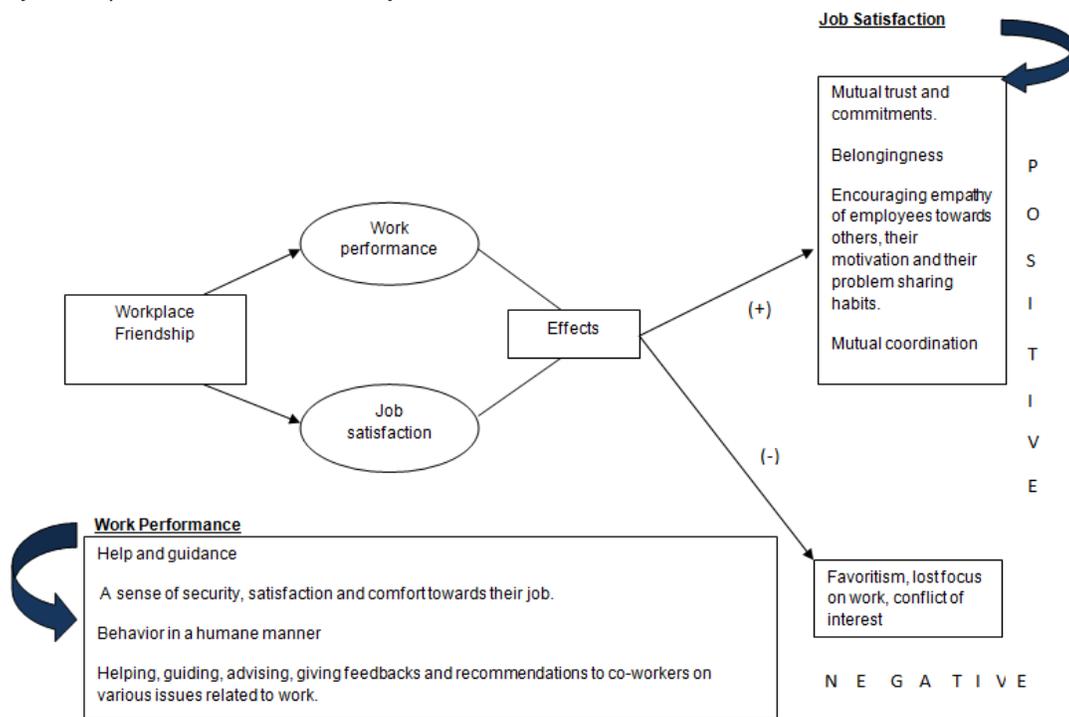


Fig. 1.

VI. CONCLUSION

Our discussion suggests that workplace friendship can present a major role in motivating the employee towards better job satisfaction and greater Work performance. When Individual work turns out to be cohesive work, it enhances productivity with synergy. The importance and positive effect of the present study can underline with relationship of other domain of work culture.

VII. FUTURE SCOPE

Based on the over writing, it can be accomplished that place of work companionship extensively and optimistically affect work Performance and occupation Satisfaction. Hence, it is the need of the day that organizational policies must be framed according to the requirement of time. The addressed questions reveals more focused approach towards understanding the environment of work culture.

We see that employees immediately or proactively respond to the fellow people if they share the positive bond of friendship at the workplace.

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