



Retaining Employees through Organizational Social Climate, Sense of Belonging and Workplace Friendship: A Research in the Financial Sector

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Abstract

This paper examined the impact of organizational social climate on employees' sense of belonging, its impact on employees' intention to leave as well as the moderating effect of workplace friendships on this relationship. Using a convenient sampling method on financial sector employees working in Istanbul, Turkey, a survey was conducted. A total of 403 employees were surveyed. The findings of this study revealed that organizational social climate is positively associated with sense of belonging, while organizational social climate, sense of belonging and workplace friendship are negatively associated with intention to leave the organization. According to the findings, the workplace friendship moderates the relationship between sense of belonging and intention to leave. This paper demonstrated that social interactions in the workplace play a vitally important role in employees' intentions to leave the organization. This contributes to conceptual understanding of the job embeddedness theory, which suggests that the relationships are one of the key factors that keep individuals in organizations. This paper highlighted the potential for employee turnover to directly / indirectly arise from the employees' sense of belonging, social climate and workplace friendships acquired in the organization.

Keywords

Organizational Social Climate, Sense of Belonging, Workplace Friendship, Intention to Leave, Turnover Intention

Introduction

In today's world, work has a central and a very important role in the life of an individual. The social dimension of work involves individuals in interaction with one another. It is hard to imagine a job that does not require interaction with people. Considering that most adults spend more than one-third of their waking lives there, except the members of one's family, few individuals are more a part of one's everyday life than those with whom one works (Bryson and MacKerron, 2015; Chiaburu and Harrison, 2008). A place becomes meaningful regarding the individual's relations with other people there, and the sense of community created by these social relations (Gustafson, 2001). Many organizations are taking concrete steps

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to develop a social work climate and foster workplace friendships where their importance is obvious. Pfeffer (2006) suggests that longer-term employment is characterized by more community-like companies where workplace friendships were highly valued. If the social climate of the organization leads the employees to feel a psychological connection to the organization and a sense of belonging, these interactions may improve as the employees form more workplace friendships, thus reinforcing their organizational sense of belonging. Employees who prefer to be a part of an organization in which they have friends and to which they feel a sense of belonging, may be less likely have an intention to leave.

The finance sector plays a vital role for the achievement of continuous economic growth in any country. The employees in this sector tend to be more qualified and the sector relies heavily on highly skilled labor. The experts working in the finance sector are professionals whose work keeps the organizations competitive in a global economy marked not only by recession and global crisis, but also by disruptive technology and emerging markets. Hence, in today's business world, a competent finance professional is an invaluable asset to the organization. Regarding the increasing global need for finance professionals around the world in times of recession and global crisis, the demand for their services is increasing daily (D'Abate and Eddy, 2007). Hence financial organizations are aware of the importance of human resource departments. Although the key skills of recruiting and hiring used to be the only business skills of human resources, today's human resources department involves more than that. They now know that soft skills can be as important as technical skills in an employee recruitment and hiring process. They also look after the well-being of all employees. Research reveals that employees want to see a greater focus on emotional as well as physical well-being in their organizations (Global Talent Trends Study, 2018).

The focus of organizational psychology is on social interactions and how they affect the individual and the functioning of the organization (Cascio, 2015). Social identity theory suggests that individuals define their own identities regarding the social groups in which they act (Tajfel, 1982). Job embeddedness theory suggests that relationships have a key role in keeping individuals in organizations (Mitchell et al., 2001). Applying the social identity theory (Tajfel, 1982), employees who feel a belongingness to their organizations are more likely to make workplace friendships. Whilst highly embedded individuals who have a high sense of group identity have many links not only to their organizations, but also to the organizational community, previous research revealed, with the help of job embeddedness theory, that social networks influence turnover (Mossholder et al., 2005). Therefore, this study attempts to explore the importance of the social side of the organization with the help of a survey that examines the impact of organizational social climate on the sense of the employees' belonging. Furthermore, the impact of the sense of belonging on intention to leave and moreover the moderating effect of workplace friendships on this relationship are analyzed in the findings.

There is only a small amount of research in human resource management which addresses the social and human side of financial organizations. This paper, which mainly considers organizations as social structures, has highlighted the potential for employee turnover to directly / indirectly arise from the employees' sense of belonging, social climate and the workplace friendships acquired in the organization.

Literature Review

Social Climate

Halpin and Croft (as cited in Anderson, 1982: 369) emphasizes "*Personality is to the individual what climate is to the organization*". The set of characteristics describing an organization that distinguishes it from others, referred to as organizational climate, are relatively enduring over time and influence the behavior of people in the organization (Forehand and von Haller Gilmer, 1964). Climate, which is a variable that is both in the heads of organizational members and an attribute of the setting (Schneider et al., 2000), is seen as organizations and individual's joint property (Ashforth, 1985).

Another definition for social climate is "*the collective set of norms, values and beliefs that express employees' views of how they interact with one another while carrying out tasks for their firm*" (Collins and Smith, 2006: 547). Wilkinson (1973) uses social climate and social atmosphere synonymously, where Bennett (2004: 906-907) uses social climate synonymously with "*psychological climate*" and "*social context*".

According to the theoretical specification of Murray's suggestion, social environments being significant determinants of behavior is seen as the origin of the social climate concept (Moos, 1997; Moos and Holahan, 2004; Wright, 1993). Since the beginning, with Lewin et al. discussion of "*social climates*" has been used for prediction of many important individual and organizational outcome variables (as cited in Parker et al., 2003). This resulted in numerous applications of the climate concept towards business and industry (Schneider et al., 1996).

Work environments exist as social and psychological structures, as well as tangible and physical structures (Allen et al., 2004; Rugulies, 2019). These social environments, which have important consequences for individual and group behavior (as cited in Wright, 1993), encompass many elements of a social system. Climates of work environments must be described within this context (Flarey, 1993).

Sense of Belonging

In both Maslow's (1954) hierarchy and in McClelland's (1987) important motive systems, belonging is identified as a basic human need. An individual needs to belong to a community

in which he knows people, in which he is known by them, and in which his own relationship is anchored (Drucker, 2007). Hence, belonging is essential for an individual's well-being (Lambert et al., 2013; Libbey, 2004).

Videbeck's (2011: 123) sense of belonging definition is "*the feeling of connectedness with or involvement in a social system or environment of which a person feels an integral part.*" It is a personal experience which evolves in response to feeling secure, accepted, included, and valued by a group and thus, the individual feels connected with them and reflects a professional or harmonious personal relationship between oneself and them (Levett-Jones and Lathlean, 2008: 104).

The sense of belonging, which is an awareness that others care, and that the individual, in turn, has a responsibility to care for others, is affected by collectively negotiated understandings of who we are, what we stand for and who gets excluded as the other (May, 2013).

For humans, who are highly social creatures, a sense of belonging is comforting because it conveys an understanding of completeness and at the same time, it increases security and decreases anxiety. To meet this need, a healthy community or set of other possibilities must exist and be accessible to individuals (Leiter, 2013). The preconditions for belonging are friendship, open communication, and mutual respect (Giacalone and Jurkiewicz, 2010). Personal acceptance, respect, feeling as being a part and others' support in the workplace creates the feeling of workplace belongingness (Cockshaw and Shochet, 2010: 284).

The strength of the workplace relationships referring to an employee's experience of the organization community, which includes the organizational setting and the interactions that take place therein (Booker, 2016: 218) affect the sense of belonging of the individuals in an environment (Winter-Collins and McDaniel, 2000).

The workplace serves as a kind of community within which many individuals experience "*a real sense of belonging*" (Estlund, 2003: 28) which can develop into an organization's competitive advantage (Onurlubaş et al., 2015). In a similar vein, Jaitli and Hua (2013) claim that as companies grow in size and become more globally dispersed, they continue to be a crucial concern for organizations, while Pembroke (2004) mentions it's a fundamental importance for each and every employee.

The sense of belonging is often referred to as the perceived social climate (Juvonen, 2006). Since the organizational social climate is a contributing factor to the sense of belonging of the employees. This study proposes the following hypothesis:

H₁: Organizational social climate is positively associated with the sense of belonging.

Intention to Leave the Organization

Tett and Meyer (1993: 262) defined intention to leave as “*a conscious and deliberate willfulness to leave the organization*” and Werbel and Bedeian (1989: 275) as “*perceived probability to continue or terminate employment.*”

Turnover intention has a potential to imply a major and permanent change in one’s working life (George and Jones, 1996). Therefore, employees go through a precise evaluation process before their withdrawal decision (Mobley, 1977).

According to the behavioral intentions focused theory (Fishbein and Ajzen, 1975), intention to perform is the best predictor of an individual’s behavior. As Ajzen (1991: 181) states “*the stronger the intention to engage in a behavior, the more likely should be its performance*” is a general rule. The intention to leave has been acknowledged by many studies as an important antecedent of actual turnover (Lane et al., 1990; Lee and Mowday, 1987; Mobley et al., 1978; Michaels and Spector, 1982; Prestholdt et al., 1987; Steel and Ovalle, 1984, Vandenberg and Nelson, 1999). Furthermore, the intention to leave is based more on individuality being controllable compared to turnover (Shore and Martin, 1989). For these reasons, the intention to leave an organization is chosen as the dependent variable of this study.

As itliođlu (2008: 13) claims, “*Isolating people from their sense of belonging means cutting the roots, which are the arteries connecting them to life.*” Since employees having an organizational sense of belonging may be less likely to change their jobs, fostering this commitment may therefore present a way to improve employee retention and reduce their intention to leave. Therefore, the following hypothesis is proposed.

H₂: There is a negative relationship between the sense of belonging and intention to leave the organization.

Workplace Friendship

In the Fundamental Interpersonal Relations Orientation Theory introduced by Schutz (1958), he asserts that people need people, and besides this, man is a social being who requires the support and companionship of others throughout life (Bruhn, 2009).

Work settings provide coworkers with not only frequent dyadic contact together, but also travelling, commuting, lunches, as well as work breaks with each other (Marks, 1994); these make them share common occupational interests and experiences which extend beyond the professional boundary line. Thus, it is regarded as a natural incubator for personal relationships (Sias and Gallagher, 2009). Work settings are increasingly becoming our main crucibles for making friends, as neighborhood and community ties weaken (Shellenbarger, 2000). The immediate family context is followed by the social group formed by colleagues at work (Stewart as cited in Chadsey and Beyer, 2001) as the most important social network among the adults (Björkqvist et al., 1994; Gruneberg, 1979).

Today, we spend more time with our coworkers compared to our friends and consequently, the development of non-work friendships opportunity is reduced (Riordan and Griffeth, 1995). “*So why not make friends at work?*” (Forck, 2011: 71). Workplace friendships constitute the most ubiquitous and powerful informal relationships in an organization (Sias and Gallagher, 2009). Workplace friendships, which go beyond normal, work-related interactions (Ofogebu et al., 2012) are defined as “*non-romantic, voluntary, and informal relationships between current coworkers that are characterized by communal norms and socioemotional goals*” (Pillemer and Rothbard, 2018: 637).

Workplace friendships differ from non-work relationships with the option to converse about work-related issues (Fritz, 1997), and from other non-work relationships in primary ways in which the leading one is voluntariness. Although almost no employees have the opportunity and/or the right to choose their coworkers, they do have the right to decide with which friends to be surrounded by (Boyd and Taylor, 1998; Sias and Gallagher, 2009).

As the findings of previous research reveal, those with an orientation to the need of belonging tend to establish more close relationships (Pillow et al., 2015) and findings of various studies reveal that many people stay because of their workplace friendships (e.g., Asgharian et al., 2013; Morrison, 2004) and attachments they have to their community (Mitchell et al., 2001). In this respect, the following hypothesis is proposed.

H₃: Workplace friendship moderates the relationship between sense of belonging and intention to leave.

Research Method

Proposed Model

The conceptual model based on the literature review and theoretical and logical grounds was developed indicating the hypothesized relationship between organizational social climate and sense of belonging, sense of belonging and intention to leave, and the moderating role of workplace friendship. Intention to leave is depicted as the dependent variable, sense of belonging is the independent variable, and workplace friendship is shown as the moderating variable. The conceptual model is demonstrated in Figure 1.

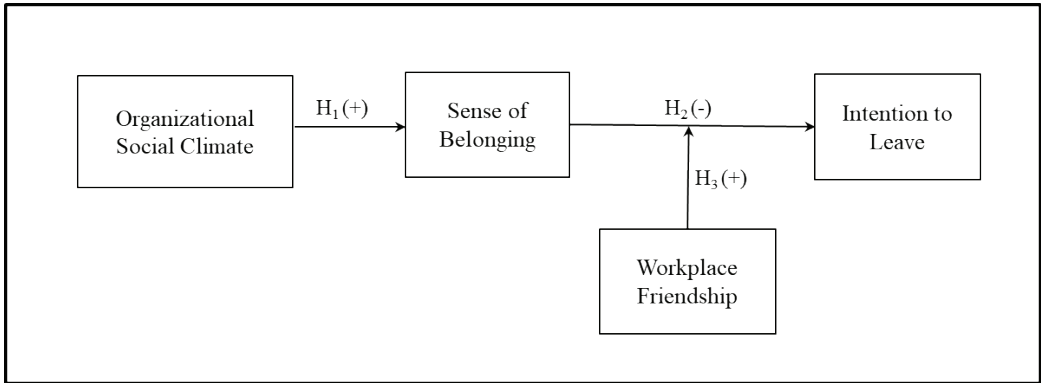


Figure 1. Conceptual model and hypotheses.

Sample Design

The study was conducted in Istanbul, Turkey using a convenient sampling method on employees in the financial sector. The participants of the financial sector worked for organizations that provide banking, insurance, and investment services and their involvement was voluntary. The first pretest of the questionnaires was done by 45 employees; however, there was a need for some wording changes. The second pretest was completed by 30 employees and there was no need to change the questionnaires that had been distributed to 500 employees in envelopes. The final count was 403 (80.6 %) questionnaires were completed and returned in closed envelopes. Of these, semi-filled questionnaires were deleted and 387 (77.4 %) remained for analysis. Ethics committee permission was granted for this study by Niřantaşı University Ethics Committee with the decision dated 30.12.2021 and numbered 2021/20. The obtained data were analyzed with SPSS and LISREL statistical package programs.

The sample consisted of 235 (60.7 %) women and 152 (39.3 %) men. The respondents' mean age was 31.67 (SD: 6.25) with an average tenure of 9.68 years (SD: 6.28) in the current position or sector. The education background of the participants varied from elementary school to doctorate level, in addition, 341 (88.2 %) held an undergraduate or higher degree.

Measures

Organizational social climate was measured using the 9-item questionnaire adapted by etin (2009) from the measure developed by Litwin and Stringer (1968) which includes the separate dimensions of conflict, identity, responsibility, reward, risk, standards, support, and warmth. All items for each dimension were measured with a six-point scale ranging from 1 (totally disagree) to 6 (totally agree). A sample item is "A friendly atmosphere prevails in this organization." Cronbach's alpha value of the organizational climate measure is .920, with a 4.14 mean and 1.03 standard deviation.

Sense of belonging is measured using the 3-item questionnaire developed by Hurtado and Carter (1997). *"I see myself as a part of the organization community"* is one of the items. Cronbach's alpha value of the sense of belonging measure is .980, with a 4.26 mean and standard 1.53 deviation.

Nielsen et al.'s (2000) 6-item questionnaire was used to measure the workplace friendship as the original scale consisted of 2 dimensions and 12 items. The measure contains 6 items measuring the friendship opportunity dimension whereas the other 6 items measure the friendship prevalence dimension. In line with the aim of this study, only the friendship prevalence items were used, one example being *"I have formed strong friendships at work."* Cronbach's alpha value of the workplace friendship measure is .909, with a 4.48 mean and 1.25 standard deviation.

Blau's (1989) 3-item questionnaire was used to measure the employees' intention to leave, with one of the items listed being *"I am thinking of quitting this job."* Cronbach's alpha value of the intention to leave measure is .949, with a 2.48 mean and 1.37 standard deviation.

Results

To control for common-method bias, all the items of all variables were entered in an exploratory factor analysis (EFA) to test the original-single-factor. Where eigenvalues of four factors varied between 2.69 and 5.12 (all > 1.00), 74.44 % of the total variance was explained and no single factor emerged, it was concluded that no threat could be posed by common-method bias (Podsakoff et al., 2003).

For determination of the reliability of the scales, Cronbach's alpha values (varies between .909 and .980, Table 1) and validity of the exploratory factor analysis was used. The factor analysis placed organizational social climate (OSC), sense of belonging (SoB), workplace friendship (WpF), and intention to leave (ItL) under one factor. Two items of organizational social climate and one item of sense of belonging were removed due to low communalities.

The discriminant validity of our four variables was examined using Lisrel. The hypothesized model demonstrated a reasonably good fit to the data: $\chi^2(129) = 493.68$, $\chi^2/df = 1.28$, RMSEA = .08, GFI = .90, CFI = .95, NFI = .93, SRMR = .047. After examination of several alternative measurement models, the best fitting one was chosen. All the factor loadings for the indicators on the latent variables were significant at 0.001 level.

According to the answers of the respondents, workplace friendship had the highest mean value (4.48), followed by sense of belonging (4.26) and organizational social climate (4.14). Where six-point-Likert type scales were used, the results showed that workplace friendship and sense of belonging were high, also organizational social climate was perceived as being good. Moreover, the mean value of intention to leave (2.48) was low, which could be seen as a good sign for their organizations (Table 1).

Table 1
Means, Standard Deviations, Cronbach's Alpha Coefficients, And Correlations

Variables	M	SD	1	2	3	4
1 Organizational Social Climate (OSC)	4.14	1.03	(.920)			
2 Sense of Belonging (SoB)	4.26	1.53	.358***	(.980)		
3 Workplace Friendship (WpF)	4.48	1.25	.371***	.032	(.909)	
4 Intention to Leave (ItL)	2.48	1.37	-.403***	-.478***	-.298***	(.949)

Note: Values on the diagonal represent Cronbach's alpha coefficients.

*** p <0.001 (two-tailed tests); N=387.

Organizational social climate had a significant positive bivariate correlation with sense of belonging ($r = .358^{***}$) and workplace friendship ($r = .371^{***}$), where organizational social climate, sense of belonging and workplace friendship had negative bivariate correlations with intention to leave ($r = -.403^{***}$; $r = -.478^{***}$; $r = -.298^{***}$). Bivariate correlation is reported in Table 1.

Multi-collinearity was tested using the variance inflation factor (VIF) values. Where values ranged from 1.28 to 1.52, multi-collinearity threat was avoided (Hair et al., 1995; O'Brien, 2007).

To test Hypotheses 1 and 2, regression analyses were applied. Model 1 takes only control variables into consideration; the main effect variable was added in Model 2. A positive relationship between organizational social climate and sense of belonging ($\beta = .358^{***}$) was found. Thus, Hypothesis 1 was supported.

Table 2
Hierarchical Regression Analysis Results

Variables	Sense of Belonging		Intention to Leave	
	Model 1 β	Model 2 β	Model 3 β	Model 4 β
Control variables				
Age	-.024	.053	.020	.023
Gender	-.103*	-.103*	.057	.010
Education	-.067	-.046	.042	.009
Tenure	-.021	.057	.055	.045
Main effect variable				
Organizational Social Climate (OSC)		.358***		
Sense of Belonging (SoB)				-.478***
R ²	.011	.139	.012	.228
ΔR^2	.011*	.128***	.012	.216***

Notes: *p<0.05, ** p <0.01, *** p <0.001

Model 3 had only control variables whereas Model 4 included the main effect variable sense of belonging. It was found that the sense of belonging and intention to leave ($\beta = -.478^{***}$) relationship was negative which supported the second Hypothesis (H₂).

The hypothesized moderation effect of the workplace friendship on the relationship between sense of belonging and intention to leave was analyzed based on the methodology of Cohen et al. (2003): the main effects were added stepwise in Models 5 - 7, and the interaction term multiplication of the two main effects sense of belonging and workplace friendship were added in Model 8. The control variables were excluded where no significant effect was found in Model 3 (Table 3).

Table 3
Summary of Hierarchical Regression Analysis of Variables Predicting Intention to Leave

Variables	Model 5 β	Model 6 β	Model 7 β	Model 8 β
Main effect variables				
Organizational Social Climate (OSC)	-.403	-.266***	-.176***	-.167**
Sense of Belonging (SoB)		-.383***	-.408***	-.153*
Workplace Friendship (WpF)			-.219***	-.009
Interaction variables				
SoB*WpF				-.356***
R ²	.160	.286	.326	.332
ΔR^2	.160***	.126***	.040***	.006**

Notes: *p<0.05, ** p <0.01, *** p <0.001

In Model 8 R-squared, change was analyzed in order to demonstrate moderation effect; while controlling main effect variables, the interaction variable was added to the model. Where change in R-squared was statistically significant ($\Delta R^2 = .006^{**}$), it proved the significance of the interaction variable (Cohen et al., 2003). The moderating effect of workplace friendship on the relationship between sense of belonging and intention to leave was also significant ($\beta = -.356^{***}$) which supported the third Hypothesis (H₃).

The presentation of the moderating effect of workplace friendship is shown graphically (Figure 2). It shows that the sense of belonging with intention to leave relationship is negatively independent from the level of workplace friendship, whether that be high or low.

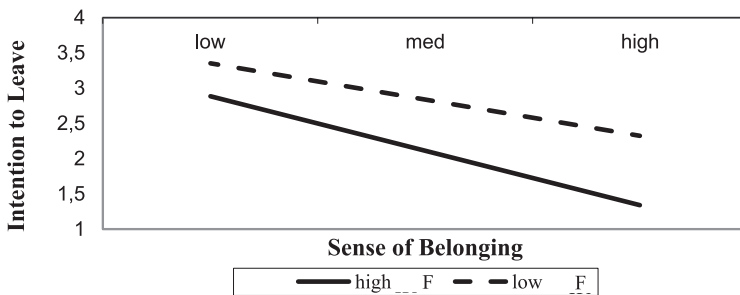


Figure 2. The moderating effect of workplace friendship on the relationship between sense of belonging and intention to leave.

Employees having a higher level of workplace friendship had a lower level of intention to leave at all the levels of sense of belonging. Moreover, the decrease of the level of intention to leave was higher for employees who had a higher level of workplace friendship compared to a lower level (Figure 2).

Conclusion

Throughout the study it was evident that the organizational social climate had a significant positive relationship with sense of belonging and workplace friendship, whilst organizational social climate, sense of belonging and workplace friendships had negative relationships with intention to leave the organization.

Pfeffer (2005) states that how employees of an organization work remains as a crucial, differentiating factor of competitive success where other factors lose their importance. Considering the negative impacts that turnover has on an organization (Mowday et al., 1982), it is important for organizations to understand the elements that have an impact on the employee's intention to leave the organization. Organizations that are seeking to decrease turnover rates should implement effective human resource management policies in order to retain their employees. When the variables that affect the employees' intentions to leave the organization are determined, the organizations may retain the talented potential to the competitive advantage of the employees contributing to the organization.

The findings which show a positive relationship between organizational social climate and sense of belonging are consistent with the claim of Juvonen (2006) that the sense of belonging often refers to the social climate of organizations. These findings also support the results of the study of Lampinen et al. (2018) which revealed that social relationships including openness, mutual trust, respect and appreciation foster a sense of belonging among colleagues in an organization.

The findings which show a positive relationship between organizational social climate and workplace friendships are consistent with the claims of Mao et al. (2012: 249) that workplace friendship relationships have to be encountered in a social environment within work organizations.

The findings also reveal a negative relationship between sense of belonging and intention to leave. The major force for the intention to stay in the organization may be an affective attachment to the organization so that employees who have a great sense of belonging to the organization are less likely to leave. These findings are consistent with the arguments of Meyer and Allen (1991) who claim that affectively committed employees continue to work in an organization because they want to do so.

The findings also suggest that workplace friendship has a moderating effect on the relationship between sense of belonging and intention to leave. It is consistent with the findings of the study of Morrison (2004), who theorized that workplace friendship has a negative relationship with turnover, and also with the findings of the studies of Ozbek (2018) which reveal that workplace friendships decrease turnover intention, Riordan and Griffeth (1995) which indicate that employees' perceptions of friendship opportunities in the workplace have direct effects on intention to turnover and Asgharian et al.'s (2013) study findings where respondents indicated that they would consider leaving the organization if they no longer had friendships in the workplace and added that they have stayed at their jobs longer than anticipated due to the friendships they have made with the other employees.

Furthermore, the findings suggest that the employees who have a higher level of workplace friendship have a lower level of intention to leave at all the levels of sense of belonging. Also, the decrease in the level of intention to leave is higher for employees who have a higher level of workplace friendship compared to a lower level.

These findings give organizations an idea on what to require in recruiting. The findings suggest that the social side of the organization constituted an important consideration for employers when recruiting and hiring new employees, so by recruiting and hiring, they should be aware of the importance of social skills as well as the core business skills, work experience and knowledge.

According to this study's findings, it appears that an individual's perception of the overall organizational social climate is a good predictor of his/her sense of belonging. The findings also reveal that workplace friendships, which play a significant part in many people's lives, also play a significant part in their organizational lives. These findings suggest that organizations should do their best to promote a social organizational climate. This is critical because human resources work today involves more than the recruiting, hiring and compensation of employees because employees are now demanding that organizations should pay attention to social problems and look after their well-being.

This study involves conceptual, empirical and practical arguments on why organizations need to focus on their social dimensions, in order to further improve organizational excellence in today's competitive business environment. The researchers suggest that the organizations focus more on practical issues, which can directly contribute to improving the quality of the relationships in a working context. In an organization, when a social climate is fostered and the feelings of friendship and a sense of belonging are improved, the reduced turnover intentions become a byproduct.

Although, it appears clear from this study that the social climate of the organization, the sense of belonging of the employees and the workplace friendships predicts the employees'

intention to leave the organization, there is still a poor understanding of the consequences of these behaviors. There appears to be several additional consequences of the social climate of the organizations that have yet to receive research attention.

Limitations and Future Research

This study focused on the role of organizational social climate, sense of belonging and workplace friendship among the employees of one industry in one city only, that is, the financial sector in Istanbul, Turkey (Limitation 1). Therefore, extreme caution should be exercised in claiming generalizability of the results. Replication studies in other regions of Turkey and other countries among financial sector employees as well as other industries would broaden the database for further generalizations. Data was obtained from respondents using self-reports (Limitation 2). To overcome this potential problem issue in following research, supervisory and peer ratings should be assessed.

Since feeling a sense of belonging is the essence of organizational commitment (Meyer and Allen, 1991; Mowday et al., 1982; van Dyne and Pierce, 2004), it is suggested by the researchers that any future research should be directed at the proposed linkage between organizational social climate, organizational commitment and workplace friendship relationship or the organizational social climate, organizational identification and workplace friendship relationship.

However, it is important to recognize that the sense of belonging of employees is not only related to the general social environment. Rather, there are also other components in the organizational social climate of an organization. These components may be both individual and organizational. These components should also be regarded in future research.

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Questionnaire

Socio-demographical aspects

1. Please indicate your gender.
2. Please indicate your age.
3. Please indicate your tenure.
4. Please indicate your educational attainment.

Organizational Social Climate (developed by Litwin and Stringer, 1968 and adapted by Çetin, 2009)

1. A friendly atmosphere prevails in this organization.
2. It is very difficult to understand people in this organization.
3. People in this organization are cold and distant to each other.
4. In this organization people do not trust each other.
5. In this organization the relationship between superiors and subordinates is quite sincere.
6. Everyone in this organization criticizes each other.
7. Interpersonal relations in this organization are warm and sincere.
8. There is a significant sense of unity among employees in this organization.
9. Cooperation, sharing and cooperation play an important role in the relations between the employees in this organization.

Sense of Belonging (developed by Hurtado and Carter, 1997)

1. I see myself as a part of the organization community.
2. I feel that I am a member of the organization community.
3. I feel a sense of belonging to the organization community

Workplace Friendship (developed by Nielsen, Jex and Adams, 2000)

1. I have formed strong friendships at work.
2. I have social activities with coworkers outside of work.
3. I can share my secrets with my coworkers.
4. I feel I can trust many of my coworkers.
5. Being able to see my coworkers is one reason why I look forward to my job.
6. I do not feel that anyone I work with is a true friend. (reverse question)

Intention to Leave (developed by Blau, 1989)

1. I am thinking of quitting this job.
2. I intend to search for a different job.
3. I intend to quit this job.

