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**The Effect of Workplace Friendship on Organizational Trust and Job Satisfaction. Are There Any Differences between For-Profit and Non-Profit Organizations? A Case Study**

*Can Biçer<sup>1</sup>*

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**Abstract**

This study examines the effect of workplace friendship on organizational trust and job satisfaction. The main purpose of this study is to explore whether there any differences of the effect of workplace friendship on organizational trust and job satisfaction in for-profit and non-profit organizations. Previous studies have maintained that workplace friendship has effects on both employees' work behaviors and organizational outcomes. So, in this study, the relationships between workplace friendship and employee outcomes have been examined within the concept of whether there are any different outcomes between profit and non-profit organizations. The data have been collected via survey method and conducted to 279 employees working at both for-profit and non-profit organizations Karabük, Turkey. The study results have revealed that the workplace friendship has various effects on organizational trust and job satisfaction and based on the findings of the data, this study provided that workplace friendship has significant correlations and relationship with organizational trust and job satisfaction ranging from low to high levels in both for-profit and non-profit organizations.

**Keywords:** Workplace Friendship, Organizational Trust, Job Satisfaction

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<sup>1</sup> Karabük Üniversitesi, Safranbolu Şefik Yılmaz Dizdar MYO, canbice@karabuk.edu.tr.

## 1. Introduction

Today, hundreds of millions of people go to work every day. Majority of them spend a minimum of 8 hours in a day, in the same confined space with the same people. They work in various professional fields, for different purposes. Whether they work for earning a living or for psychological fulfillment from work, or as a hobby, they would work with at least two or more people. So, it's inevitable and natural that people at work interact with each other while performing their duties. As a result, workplaces turn into a special place where the employees blend their work and social relationships at the same time. Then, the "social glue", friendship develops among coworkers because friendship gives everyone the sense of belonging, purpose, confidence and satisfaction that we long for, indeed, no one wants to feel being isolated at workplace. Min (2014) maintained that everybody naturally seeks for interpersonal relations and workplace friendship is important for constituting self-concept for the employees.

Workplace friendship is a nonexclusive voluntary, equal workplace relation that depends on reciprocal trust, commitment, mutual taste and shared interest and values (Berman et al., 2002: 218; Morrison, 2004:115). Johnston et al. (2013) and Hegney et al. (2010) claimed that workplace friendship is the direct psychological relationship or psychological fact between individuals at workplace actions and workplace friendship develops based on mutual trust, commitment, voluntary interaction, affection, socio-emotional goals and sharing information value between both sides at work. To sum up, as Herman et al. (2008) pointed out that workplace friendship has two important characteristics that they help distinguish it clearly from other dyadic relationships, for example, supervisor-subordinate and team member relationships. These two important factors are as follows:

- 1-The degree of reciprocal affinity and interest that sides reflect for one another as being unique and unreplaceable,
- 2- The voluntary interdependence, which shows the intensity with which the relationship parties intend to spend spare time to interacting with each other in the absence of restraints or oppressions that are external to the relationship itself.

In addition, workplace friendship opportunity and workplace friendship prevalence are the two dimensions of workplace friendship. Riordan and Griffeth (1995) maintained in their study that frequent interaction and close intimacy between employees lead to friendship or at least to the opportunity for friendship formation. Furthermore, workplace friendship opportunity is the degree of chances that the employees can have to make new friends where or when they work. If they are not working at isolated places or doing single duty jobs, and if there is a generally friendlier working environment, they would have more time to interact and share with other people. Moreover, friendship opportunity flourishes when their jobs let employees communicate each other and develop informal relations at workplace. And, workplace friendship prevalence is the number of workplace friendship that any coworker has or the affinity degree between the coworkers, for example, from close friends to best friends at work. Friendship prevalence can be hypothesized as an effect of both friendship opportunity and cohesion. In sum, the higher opportunities for friendship the higher friendship prevalence will develop. (Burch, 2018:3-7; Lopes, 2005:13; Morrison and Cooper-Thomas, 2016: 9-10; Li, 2017:8). In conclusion, the opportunity for and prevalence of positive workplace affiliations,

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for instance, opportunities to interact, communicate and work jointly with coworkers at workplace and the perception of friendships depending on trust, confidence and a strong mutual desire to connect and interact inside and outside the workplace are regarded as characteristics of person–environment correspondence (Potgieter et al., 2018:3).

Furthermore, workplace has important functions in the organizations. Previous studies have claimed that workplace friendship makes work groups more cohesive, and it leads higher productivity, more satisfied and committed employees, higher goal attainment, raises positive feelings about the work and organization, can turn good and bad jobs into better ones, and is a supportive factor in decreasing turnover and intention to leave. Moreover, employees who report having friends at work have higher levels of retention, job involvement, job satisfaction, organizational commitment and are more likely to be engaged in their work than their “friendless” partners. Besides, workplace friendship has a supportive function for the employees that help them to advance in their careers via network connections and enhance them adjusting to changing workplace conditions (Gordon and Hartman, 2009:115; Methot et al., 2016:2; Morrison, 2004:116; Potgieter et al., 2018:3).

Together with the findings of the previous studies about workplace friendship mentioned above, this study concentrates on the effects of workplace friendship and employee outcomes in the profit and non-profit organizations to find out whether there are any differences from the point of both types of organizations. To sum up, the primary goal of this study is to define the effect of workplace friendship on employees’ job satisfaction, trust in the managers and coworkers and whether the effects of workplace friendship on employees differ from in the profit and non-profit organizations or not will be enlightened in this study.

## **2. Literature Review**

Workplaces are authentic sites that people can meet other people, clients, coworkers, managers and members of other organizations easily and workplaces have got a significant role in facilitating friendship making. Individuals have a chance to pursue common beliefs, interests, hobbies at workplaces and friendship can develop with the help of proximity, interaction and shared values or interests within the organization (Berman et al., 2002: 219). Employees form various relationships in organizations that consist of superior–subordinate, peer, mentor–protégé, and friendship relationships (Mao, 2006:1819). According to Lee and Ok (2011), workplace friendship is different from certain behaviors engaged in friendly approaches between employees at workplaces for it depends on reciprocal liking, trust, commitment, shared interests, beliefs or values and it develops voluntarily among employees. Sias (2005) pointed out that workplace relationships are unique interpersonal relationships and function as decision-making, influence-sharing, and instrumental and emotional support systems in the organizations. According to Liu et al. (2013), workplace friendships form a strong social support among employees through reciprocal benefits that they develop and employee who have higher levels of friendship naturally have social support for obtaining information, advice, and feedback dealing with their duty. Dickie (2009) argued that workplace friendship increases employee productivity and institutional participation, improves employee well-being, develops communication among employees so that they can share more work experiences with each other. Additionally, Riordan and Griffeth (1995) underlined in their study that workplace friendship helps the spread of trust, commitment,

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respect, cooperation and energy that affect work relevant attitudes and behaviors in the organization.

Moreover, Zhang et al. (2021) focused on the mediating role of workplace friendship and its effects on organizations and conducted two studies to analyze how high commitment work systems affect employee well-being through workplace friendship, beyond the effects of formal interpersonal relationships in organizations. Therefore, according to the studies that were conducted to 253 full-time employees in the first study and 310 employees in 61 organizations in the second study, the data were obtained through survey method, and it has been found out that high commitment work systems are positively related to workplace friendship and workplace friendship was positively related to well-being, job satisfaction and life satisfaction of the employees. Bader et al. (2013) stated that workplace friendship influences both employees and employers' attitudes and it has an impact on hindering or facilitating the effectiveness of an organization. Plus, it has been mentioned that workplace friendship creates positive work growth and can help employees develop their career through effective communication and information sharing among friends. However, Dotan (2009) maintained that workplace friendships impact individual and organizational outcomes positively like stress relief, creativity, motivation, job involvement, job satisfaction, and organizational commitment, lower levels of intention to leave. On the other hand, it has also been mentioned that workplace friendship might influence organizational outcomes in a negative way like loss of focus on the task, formation of conflict-of-interest situations, and increasing favoritism in the organization as well. To conclude, Austin (2009) asserted that leaders should develop strategies to promote workplace friendship since it establishes cohesiveness in the organization. Leaders should also look over their perception of friendship in the organization so that they can encourage workplace friendships horizontally and vertically among employees in order to improve communication in the organization. Thus, employees can share their experiences and thoughts each other to overcome problems they might have in a busy day at work.

According to the findings of the previous studies, it's obvious that workplace friendship has various effects and potential benefits for both employees and employers. In light of this information, the goal of this study is to investigate the effects of workplace friendship in profit and non-profit organizations and focus on the employee outcomes within the concept of two different organizational formations. Simply, as for-profit organizations, the sources of revenue heavily depend on selling of goods and services whereas the sources of revenue of non-profit organizations usually depend on subscription, membership fees, donation, etc. and society comes first for them. Thus, for-profit and non-profit organizations are the two different working environments for this study. Zhu et al. (2016) underlined that for-profit organizations maintain and generate their revenues by charging premiums on the products or services they supply, but non-profit organizations rely mainly on donors and other sponsors. So, it can be inferred that the relationship between workplace friendship and employee outcomes might vary within the concept of two different organizations. Therefore, this study seeks to add clarity to the employee outcomes that if there are any differences in two different organizations from the point of purpose of their existence and goals.

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### **Workplace Friendship and Job Satisfaction**

Job satisfaction is the term that refers to the attitudes and feelings employees have about their work. Namely, employees' positive and favorable attitudes towards their job imply the job satisfaction and job dissatisfaction refers to negative and unfavorable attitudes towards their jobs (Aziri, 2011:77). According to Judge et al. (2020), job satisfaction not only involves multidimensional psychological responses to one's job, but also these responses are also influenced by evaluative, emotional, and behavioral effects and this tripartite conceptualization of job satisfaction fits well with typical conceptualizations of social attitudes and relationships of employees in organizations. Moreover, Winstead et al (1995) emphasized that the quality of friendship at workplace is associated with job satisfaction. Landis et al. (2015) also pointed out that an employee who has higher levels of job satisfaction adopts strong feelings which are positively related with the job's characteristics, requirements and organization on the whole. In sum, Rath (2006) maintained that employees who have higher levels of workplace friendship also have higher levels of job satisfaction at work. So, two hypotheses below have been generated within the concept of this paper.

H1: Workplace friendship has a positive effect on job satisfaction.

H2: The effect of workplace friendship on job satisfaction is significantly different between profit and non-profit organizations.

### **Workplace Friendship and Organizational Trust**

Trust is certainly the basis of all relationships and interactions in daily life. Fostering a strong sense of trust in the organization is vital too. Employees will treat each other fairly if sense of trust is created or exists among them. Sias et al. (2004) maintained in their study that the role of trust in developing and maintaining healthy friendships at work is vital and one of the major causes of workplace friendship is the betrayal. Moreover, Dotan (2007) argued that employees have feelings of security, comfort, and satisfaction with their job at workplace when they have trustful friends at work because they can get help or advice from their friend coworkers willingly. Then, it can be inferred that working in an environment where employees care and trust each other make them perform better and have the sense of team lead to getting the duties carried out in a more productive way. Furthermore, Li et al. (2021) pointed out that organizational trust should be assessed from various perspectives such as, the perceptions of the employees of organizational usually depend on the influence of other individuals' attitudes or behaviors and organizational culture, philosophy, and rules. The other one is, the levels of organizational trust depend on the work environment and style of the employees and also organizational climate has a profound effect on individuals in organizations since it directly affects employees' subjective interpretation of objective situations and events within the organization. Therefore, four hypotheses below have been generated in order to examine the correlation between workplace friendship and trust at workplace.

H3: Workplace friendship has a positive effect on trust to manager.

H4: Workplace friendship has a positive effect on trust among co-workers.

H5: The effect of workplace friendship on trust in manager is significantly different between profit and non-profit organizations.

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H6: The effect of workplace friendship on trust among co-workers is significantly different between profit and non-profit organizations.

### 3. Methodology

In this section, research model, population and sample, data collection tools and data collection process are given. This quantitative study is based on obtaining the data via survey method. The participants in the study were the employees of two for-profit and two non-profit organizations in Karabük, Turkey.

#### Sample

The population sample of this study involves employees of two for-profit and two non-profit organizations in Karabük, Turkey and the face-to-face survey has been conducted to employees in four organizations. During the survey conducted, there were 279 employees in for-profit organizations and 81 employees in non-profit organizations. However, due to the respondent rate of the survey, depending on the Covid 19 restrictions, cost and time constraints at that period, this study is based on selecting a sample within the research population. Within this concept, sample group has been formed, and data have been collected through convenience sampling method. The size of the sample has been determined according to the table which was proposed by Krejcie and Morgan (1970). 95% confidence interval has been considered according to the table which was proposed by Krejcie and Morgan (1970: 608), and at least 191 individuals should be involved in this study as the frequency of the case that can be seen considered as  $p=0,5$ , and the frequency of the case that cannot be seen as  $q=0,5$  and the population size  $N>10000$  individuals. Hence, total 305 employees in four organizations have participated in this study.

#### Data collection and Analysis

A face-to-face survey method has been employed to determine the effect of workplace friendship on organizational trust and job satisfaction in two for-profit and two non-profit organizations. The survey comprises of four sections. In the first section, a 5-point Likert type (Totally Disagree (1) – Totally Agree (5)) workplace friendship scale, which was developed by Nielsen et al. (2000) to measure the perceptions of friendship of the employees at workplaces, has been used and workplace friendship scale involves two dimensions, with 6 items each and total twelve items. The first dimension, the “friendship opportunity” dimension of the scale involves items to determine whether workplace friendship is supported by the organizations or not and the second one the “friendship prevalence” dimension involves items to determine the presence of workplace friendship in the organizations. The six items measure the friendship opportunity, and the other six items measure the perception of the workplace friendship prevalence. The scale includes one negative statement, item 12 reverse coded, and has been used as reverse coded in the analyze.

In the second section, job satisfaction scale, which was developed by Hackman and Oldham (1975) and translated into Turkish, and reliability and validity testing were conducted by Şeşen (2010), has been employed to measure the job satisfaction of the respondents of the study. The scale involves one dimension and five items. The responds to the survey questions have been evaluated through a 5-point Likert type and 5-Point Likert scale response scale in which responders specify their level of agreement to a statement typically in five points: (1) Totally disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Totally agree.

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Besides, Şeşen (2010, s. 198) has determined the reliability coefficient of the scale as 0,84 and exploratory factor analysis (EFA) has been applied to test the construct validity of the scale that measures the job satisfaction and after the analysis, it has been found out that the scale is consistent with the single factor construct. In the third section, within the concept of the organizational trust 5-Point Likert scale, which involves two dimensions and the first one comprises of eight items that measure the organizational trust in workplace friends from the study of Daboval, Comish, Swindle and Gaster (1994) has been employed and the second dimension involves ten items that used for measuring trust in the manager from the trust model which was developed by Mayer et al. (1995) and Whitener et al. (1998) have been used in their study.

The data obtained from the survey were analyzed using SPSS statistics software and firstly, the reliability of data sets and structural validity which are important statistically have been examined. Secondly, the structural validity of the samples has been tested through Explanatory Factor Analysis (EFA) (Survey Model). The structural validity means that the items in the scale are highly associated with the structure that is desired to measure and the relations among the sample factors are theoretically suitable (Carmines and Zeller, 1979:2). In addition, the reliability of the scales used in the study has been intended to determine and reliability is related to getting the same results after having repetitive attempts of an experiment, test or any measuring process (Carmines and Zeller, 1979:11). Through the process of identifying the reliability of the scales, the statistics of Cronbach's alpha has been employed regarding each scale and the sub-dimensions of the scales. The statistics of Cronbach's alpha is a widely used method to define whether the items in the scale considering extracting a homogeneous structure form an integrity or not and has scores between 0 and 1 (Nunnally & Bernstein, 1994:264-265; Kline, 2011:69). As a whole, it's maintained that 0.70 is accepted as the lowest value for the statistics of Cronbach's alpha (Nunnally & Bernstein, 1994:265). Then, to determine the attitudes of the employees on workplace friendships toward organizational trust and job satisfaction in two for-profit and two non-profit organizations, arithmetic mean values of the sub-dimensions of the scale have been calculated. When assessing the dimensions, the scales "1.00-1.80=Totally disagree, 1.81-2.60=Slightly disagree, 2.61-3.40=To some extent disagree, 3.41-4.20=Mostly agree and 4.21-5.00=Totally agree, have been used to determine (Özdamar, 2001, s.145). Before making the third stage of the analysis, whether the data meet the parametric tests conditions or not has been examined. Before deciding the data meet the parametric tests conditions, it must be considered that the normal values should be  $p > 0,05$ . If not, it must be examined that the kurtosis/skewness values of the data should be between -1,5 and +1,5 (Tabachnick ve Fidell, 2013). However, after having made the analysis, it has been determined that the data have met the parametric tests conditions. Within the light of the information that was obtained from the results mentioned above, the bivariate (simple) regression analysis has been made in order to determine the interaction between workplace friendship, organizational trust and the level of job satisfaction.

#### **4.Results**

##### **Reliability and Validity EFA Analysis**

In this section, the data which were obtained from the employees through the survey method will be analyzed and assessed.

##### **The Explanatory factor analysis (EFA) and Reliability Results of the Scales**

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The EFA analysis has been made in order to test the structural validity of the scales which were employed in the study to determine the levels of workplace friendship, organizational trust and job satisfaction. According to the analysis, the results of EFA and reliability of workplace friendship are displayed in Table 1: The Results Related to Workplace Friendship Scale and Reliability

**Table 1. The Results Related to Workplace Friendship Scale and its Reliability**

Items	Friendship Opportunity	Friendship Prevalence	$\sigma$
Item1	0,910		
Item2	0,907		
Item5	0,899		0,958
Item3	0,894		
Item4	0,890		
Item6	0,888		
Item10		0,899	
Item12		0,899	
Item8		0,892	0,954
Item7		0,889	
Item9		0,881	
Item11		0,879	
<b>Eigenvalues</b>	6,450	3,403	
<b>Variance Disclosure Rate</b>	53,750	28,355	
<b>Ratio of Total Variance</b>		<b>82,106</b>	<b>0,921</b>
<b>Kaiser-Meyer-Olkin (KMO)</b>		<b>0,924</b>	
<b>Bartlett Test of Sphericity</b>	<b>X<sup>2</sup>=3843,622; p=0,000</b>		

The scale that measures the perception of workplace friendship involves twelve items and the responds to the items have been analyzed through confirmatory factor analysis (CFA)



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employing the method of principal components with varimax rotation. According to the analysis, two sub-dimensions have been obtained whose eigenvalue is higher than 1 and factor loadings are between 0,87-0,91. It has been found that the result is significant as the Kaiser-Meyer-Olkin (KMO) value of the scale is 0,924 and Bartlett's test of sphericity value is  $p < 0,000$ . Since the KMO value should be at least 0,60, the scale is in accordance with the factor analysis and factor loadings are at acceptable levels (Büyüköztürk, 2007). Besides, workplace friendship scale has been found as  $\alpha = 0,921$  reliable. The scale has high reliability level if the values are higher than  $\alpha = 0,70$  (Kline, 2016). The results associated with CFA and reliability of the scale of organizational trust are displayed in Table 2:

**Table 2. The Findings on CFA and Reliability of the Scale of Organizational Trust**

Items	Trust to Workplace Friends	Trust to Manager	$\sigma$
Item1	0,933		
Item6	0,922		
Item8	0,910		
Item2	0,910		0,971
Item3	0,908		
Item5	0,907		
Item7	0,904		
Item4	0,900		
Item13		0,899	
Item15		0,867	
Item16		0,839	
Item14		0,838	
Item18		0,812	0,934
Item11		0,781	
Item17		0,740	
Item9		0,730	
Item10		0,722	
Item12		0,718	
<b>Eigenvalues</b>	6,671	6,359	
<b>Variance Disclosure Rate</b>	37,061	35,326	
<b>Ratio of Total Variance</b>		<b>72,387</b>	0,897
<b>Kaiser-Meyer-Olkin (KMO)</b>		<b>0,932</b>	
<b>Bartlett Test of Sphericity</b>	<b><math>X^2=5284,873</math>; <math>p=0,000</math></b>		

According to the varimax rotation EFA analysis which has been made to determine the validity of the data about the organizational trust, KMO value is 0,932 and Bartlett value is ( $p < 0,05$ ) and they have been found significant. The scale determines the %72,387 of the total variance. It's accepted as an important value since the total variance rate must be at least 60% (Yaşlıoğlu, 2017). In addition, eigenvalue of the scale is over 1 and it consists of two dimensions and factor

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loadings of the scale items fulfil the conditions as  $(0,71-0,93) > 0,35$  (Tabachnick ve Fidell, 2013). It has also been determined that the overall reliability is  $\alpha=0,906$  and from the point of value ranges of the alpha coefficients, as the scale provides higher than 0,70, it means that it is highly reliable (Kalaycı, 2010). The results associated with CFA and reliability of the job satisfaction scale are displayed in Table 3:

**Table 3. The Results Associated with CFA and Reliability of the Job Satisfaction Scale**

Items	Job Satisfaction	$\sigma$
Item2	0,886	
Item5	0,878	
Item1	0,866	0,906
Item3	0,845	
Item4	0,793	
<b>Eigenvalues</b>	3,649	
<b>Variance Disclosure Rate</b>	72,978	
<b>Ratio of Total Variance</b>	72,978	
<b>Kaiser-Meyer-Olkin (KMO)</b>	0,884	
<b>Bartlett Test of Sphericity</b>	<b><math>X^2=962,094</math>; <math>p=0,000</math></b>	

According to the varimax rotation EFA analysis, which has been made to determine the validity of the data about job satisfaction, KMO value is 0,884 and Bartlett value is  $(p<0,05)$  and they have been found significant. Additionally, the scale determines the %72,978 of the total variance and it meets the condition of,  $> \%60$  (Yaşlıoğlu, 2017). The scale consists of single dimension whose eigenvalue is over 1 and factor loadings of the scale items fulfil the conditions as  $(0,79-0,88) > 0,35$  (Tabachnick ve Fidell, 2013). Moreover, it has also been determined that the overall reliability is  $\alpha=0,906$  and from the point of value ranges of the alpha coefficients, scale is highly reliable (Kayış, 2009).

#### Analyses of Demographic Information

Table 4 shows the demographic information of the employees who work at for-profit and non-profit organizations from the point of population sample:

**Table 4. The Findings Related to Demographic Information**

Variables	For-Profit Organizations		Non-Profit Organizations		Total	
	n	%	n	%	n	%
<b>Sex</b>						
Female	40	17,5	45	59,2	85	27,9
Male	189	82,5	31	40,8	220	72,1
<b>Marital Status</b>						
Married	196	85,6	60	78,9	256	83,9
Single	33	14,4	16	21,1	49	16,1
<b>Age</b>						
30 and below	69	30,1	20	26,3	89	29,2

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31-35	37	16,2	13	17,1	50	16,4
36-40	39	17,0	16	21,1	55	18,0
41-45	43	18,8	17	22,4	60	19,7
46 and above	41	17,9	10	13,2	51	16,7
<b>Education</b>	<b>n</b>	<b>%</b>	<b>n</b>	<b>%</b>	<b>n</b>	<b>%</b>
High school or below	27	11,8	8	10,5	35	11,5
Associate of arts degree	105	45,9	37	48,7	142	46,6
Under-graduate degree	83	36,2	26	34,2	109	35,7
Graduate degree	14	6,1	5	6,6	19	6,2
<b>Organizational Tenure</b>	<b>n</b>	<b>%</b>	<b>n</b>	<b>%</b>	<b>n</b>	<b>%</b>
0-1 year	27	11,8	8	10,5	35	11,5
2-5 years	35	15,3	8	10,5	43	14,1
6-10 years	60	26,2	23	30,3	83	27,2
10 years above	107	46,7	37	48,7	144	47,2
<b>Total</b>	<b>229</b>	<b>100</b>	<b>76</b>	<b>100</b>	<b>305</b>	<b>100</b>

The table shows that the sample involves total 305 respondents, and 229 people (%75,1) work in for-profit organizations and 76 (%24,9) people work in non-profit organizations and %20,9 of them is female and %72,1 of them is male. In addition, it shows that %83,9 of the respondents is married and %16,1 of them is single. Additionally, of the total respondents, the ages of the respondents in the study are, 29.2% below 30 years old, 16.4 % are between 31-35 years old, 18 % are between 36-40 years old, 19,7% are between 41-45 years old and 16,7% are above 46 years old. Moreover, of the total respondents, 11.5% has a high school or below degree, 46.6% has an associate of arts degree, 35.7 % has an under-graduate degree and 6.2% has a graduate degree. Once again, of the total respondents, 9.5% has less than one year of organizational tenure, 11.5% has between 0 and 1 year of organizational tenure, 14.1% has between 2 and 5 years of organizational tenure, 27.2% has between 6 and 10 years of organizational tenure and 47.2% has 10 years or over organizational tenure.

### The Findings Related to Workplace Friendship, Organizational Trust and Job Satisfaction

In this section of the study the perception levels of workplace friendship, organizational trust and job satisfaction have been analyzed. According to the analysis, tmaoable 5 monitors the findings of arithmetic mean and standard deviation associated with workplace friendship, organizational trust and job satisfaction within the concept of for-profit and non-profit organizations:

**Table 5. The Findings on Workplace Friendship, Organizational Trust, and Job Satisfaction**

Groups	Variables	N	Min.	Max.	X	$\sigma$
For-Profit Organizations	<b>Workplace Friendship</b>	<b>229</b>	<b>1,00</b>	<b>5,00</b>	<b>2,778</b>	<b>1,006</b>
	Friendship Opportunity	229	1,00	5,00	2,109	1,184
	Friendship Prevalence	229	1,00	5,00	3,251	1,223
	<b>Organizational Trust</b>	<b>229</b>	<b>1,78</b>	<b>5,00</b>	<b>3,664</b>	<b>0,683</b>
	Trust to Workplace Friends	229	1,00	5,00	2,681	1,333

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	Trust to Manager	229	1,60	5,00	4,451	0,598
	<b>Job Satisfaction</b>	<b>229</b>	<b>1,00</b>	<b>5,00</b>	<b>2,271</b>	<b>1,074</b>
Non-Profit Organizations	<b>Workplace Friendship</b>	<b>76</b>	<b>1,00</b>	<b>5,00</b>	<b>2,727</b>	<b>1,125</b>
	Friendship Opportunity	76	1,00	5,00	2,252	1,296
	Friendship Prevalence	76	1,00	5,00	3,201	1,284
	<b>Organizational Trust</b>	<b>76</b>	<b>2,67</b>	<b>4,89</b>	<b>3,929</b>	<b>0,602</b>
	Trust to Workplace Friends	76	1,00	5,00	3,085	1,296
	Trust to Manager	76	3,00	5,00	4,603	0,476
	<b>Job Satisfaction</b>	<b>76</b>	<b>1,00</b>	<b>5,00</b>	<b>2,321</b>	<b>1,085</b>
Sample	<b>Workplace Friendship</b>	<b>305</b>	<b>1,00</b>	<b>5,00</b>	<b>2,765</b>	<b>1,035</b>
	Friendship Opportunity	305	1,00	5,00	2,144	1,213
	Friendship Prevalence	305	1,00	5,00	3,239	1,236
	<b>Organizational Trust</b>	<b>305</b>	<b>1,78</b>	<b>5,00</b>	<b>3,730</b>	<b>0,672</b>
	Trust to Workplace Friends	305	1,00	5,00	2,782	1,334
	Trust to Manager	305	1,60	5,00	4,489	0,573
	<b>Job Satisfaction</b>	<b>305</b>	<b>1,00</b>	<b>5,00</b>	<b>2,283</b>	<b>1,075</b>

Within the concept of sample population, it has been determined that the perception of the employees' workplace friendship is at medium level as ( $X=2,76$ ), job satisfaction is at low level as ( $X=2,28$ ) and organizational trust is at acceptable level as ( $X=3,73$ ). Therefore, it shows parallelism with both for the for-profit and non-profit organizations.

### The Effect of Workplace Friendship on Organizational Trust

In this section of the study, simple regression analysis has been made not only to determine the effect of workplace friendship on both organizational trust and job satisfaction but also to examine the results of this effect from the point of both for-profit and non-profit organizations. According to the analysis, table 6 shows the findings associated with the effect of workplace friendship on organizational trust:

**Table 6. The Effect of Workplace Friendship on Organizational Trust**

Sample	B	SE	$\beta$	R <sup>2</sup>	Adj. R <sup>2</sup>	F	p
Organizational Trust	0,080	0,037	0,123	0,015	0,012	4,650	<b>0,032*</b>
<b>For-Profit Organizations</b>	<b>B</b>	<b>SE</b>	<b><math>\beta</math></b>	<b>R<sup>2</sup></b>	<b>Adj. R<sup>2</sup></b>	<b>F</b>	<b>p</b>
Organizational Trust	0,067	0,045	0,098	0,010	0,005	2,202	0,139
<b>Non-Profit Organizations</b>	<b>B</b>	<b>SE</b>	<b><math>\beta</math></b>	<b>R<sup>2</sup></b>	<b>Adj. R<sup>2</sup></b>	<b>F</b>	<b>p</b>
Organizational Trust	0,121	0,061	0,225	0,051	0,038	3,949	<b>0,041*</b>

\*p<0.05

From the point of sample population, the model that has been formed has been found out as significant, [F=4,650; p<0,05]. The employees' workplace friendship defines the 1,2% of the

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variance. In other words, it affects the 1,2% of the perception of workplace friendship and the levels organizational trust of the employees. The model which was formed for the perception of workplace friendship and the levels organizational trust of the employees in for-profit organizations has been found as insignificant, [F=2,202; p>0,05]. However, the model related to the perception of workplace friendship and the levels organizational trust of the employees in non-profit organizations has been found as significant, [F=3,949; p<0,05]. According to the model, workplace friendship affects the levels organizational trust by 3,8%. Table 7 displays the findings associated the effect of workplace friendship on job satisfaction:

**Table 7. The Effect of Workplace Friendship on Job Satisfaction**

<b>Sample</b>	<b>B</b>	<b>SE</b>	<b><math>\beta</math></b>	<b>R<sup>2</sup></b>	<b>Adj. R<sup>2</sup></b>	<b>F</b>	<b>p</b>
Job Satisfaction	0,150	0,059	0,145	0,021	0,018	6,499	<b>0,011*</b>
<b>For-Profit Organizations</b>	<b>B</b>	<b>SE</b>	<b><math>\beta</math></b>	<b>R<sup>2</sup></b>	<b>Adj. R<sup>2</sup></b>	<b>F</b>	<b>p</b>
Job Satisfaction	0,140	0,070	0,131	0,017	0,013	3,976	<b>0,047*</b>
<b>Non-Profit Organizations</b>	<b>B</b>	<b>SE</b>	<b><math>\beta</math></b>	<b>R<sup>2</sup></b>	<b>Adj. R<sup>2</sup></b>	<b>F</b>	<b>p</b>
Job Satisfaction	0,178	0,110	0,184	0,034	0,021	2,596	0,111

\*p<0.05

The model which was formed for the workplace friendship and the job satisfaction has been found significant from the point of sample population, [F=6,499; p<0,05]. The workplace friendship of the employees defines the variance by 1,8%. Hence, the job satisfaction of the employees is affected by the perception of their workplace friendship by 1,8%. Additionally, the model which was formed for the workplace friendship and job satisfaction of the employees in for-profit organizations has been found significant, [F=3,976; p<0,05]. In short, it can be argued that the perception of the workplace of the employees affects their job satisfaction by 1,3%. On the other hand, the model, which was formed for the perception of workplace friendship and the levels of job satisfaction of the employees in for-profit organizations has been found insignificant.

## 5. Discussion and Conclusions

The aim of this study is to reveal the effects of workplace friendship on organizational trust and job satisfaction and analyze these effects within the perspective of for-profit and non-profit organizations. According to the previous studies in psychology, sociology, and management, workplace friendship influence employees' work-related attitudes, intentions, and behaviors such as job satisfaction, organizational trust, job performance, turnover intention, and absenteeism (Riordan & Griffeth, 1995; Ross, 1997). Dotan (2007) also emphasized that if employees have trustful friends at workplace, they will surely get help or advice from their friend coworkers and, therefore, gain feelings of security, comfort, and satisfaction with their job at work.

In this study, from the point of the hypothesis developed, it has been found out that workplace friendship has a positive effect on job satisfaction and the effect of workplace friendship on job satisfaction is not significantly different between profit and non-profit organizations. Moreover, it has also been found out that workplace friendship has a positive

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effect on trust to manager and workplace friendship has a positive effect on trust among co-workers. On the other hand, the effect of workplace friendship on both trust in manager and among co-workers are significantly different between profit and non-profit organizations. Last but not least, these research conclusions also provide some revelations such as higher levels of workplace friendship can result in an overall increase in productivity, job satisfaction, purpose, and loyalty to the organization whether it is for-profit or non-profit. It can also be inferred that workplace friendship may boost productivity, engagement, collaboration due to friendship nature as it develops trust, communication, and support among employees. Therefore, it is suggested that managers should seek for the ways of promoting workplace friendship in organizations to achieve organizational goals as it develops higher sense of trust, enhances employee motivation and wellbeing in the workplace.

## 6. Limitations and Future Research

There were limitations to this study. One limitation of this study was based on the number of the employees in both two for-profit and two non-profit organizations. It would be more analytical to get more information more than 279 workers to examine the effects of the workplace friendship from the point of hypothesis developed in the study. That was also because of the period when the Covid 19 pandemic restrictions were due in Turkey. Another limitation was the number of the organizations where the study was conducted. It would be better to get more information from more than four organizations, so general applicability of the findings needs testing.

Henceforth, future research is required to expand on the knowledge of the importance of workplace friendship and extend researches should be done to examine the effects of workplace friends compared to various types of organizations.

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