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Do We Need Friendship in the Workplace? The Theory of Workplace Friendship and Employee Outcomes: The Role of Work Ethics

İşyerinde Arkadaşlığa İhtiyaç Var mı? İşyerinde Arkadaşlık ve Çalışanlar Üzerindeki Sonuçlarının Teorisi: Çalışma Etiğinin Rolü

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ABSTRACT

This study builds and tests the models that two types of workplace friendships (*friendship with coworkers and friendship with the supervisor*) may have a negative influence on employees' job insecurity and turnover intention. Further, this study assumes that the positive association between *workplace friendship with a supervisor* and job performance is stronger for employees having a low work ethic than for those with a high work ethic. This study also assumes that the negative relationship between friendship with a supervisor and organizational deviance is stronger for employees who have a low work ethic but not for those with a high work ethic. To test these hypotheses, 313 data samples have been collected from service sector employees. According to the results, two types of workplace friendships (*friendship with coworkers and friendship with a supervisor*) are negatively related to job insecurity and turnover intention. The results also show that *friendship with a supervisor* was positively associated with job performance for *employees having a low work ethic* but not for those with a high work ethic. Furthermore, the results show that *friendship with a supervisor* was negatively associated with organizational deviance for *employees having a low work ethic* but not for those with a high work ethic. Surprisingly, the *friendship with a supervisor* is positively associated with organizational deviance for *employees* having a high work ethic.

Keywords: Workplace friendship, job insecurity, turnover intention, job performance, organizational deviance, work ethic, social exchange theory, organizational social capital

ÖZ

Bu çalışma işyerinde arkadaşlıkların (denk durumdaki çalışanlarla arkadaşlık ve yöneticiyle arkadaşlık) iş güvencesizliği ve işten ayrılma niyeti üzerinde negatif etkisinin olabileceği modelini kurmakta ve test etmektedir. Buna ilaveten, bu çalışmada yönetici ile arkadaşlık ile iş performansı arasındaki pozitif yönlü ilişkilerin çalışma etiği düşük olan çalışanlar için geçerli olabileceğini iddia etmiştir. Bu çalışma ayrıca yönetici ile arkadaşlık ile örgütsel sapma davranışı arasındaki negatif ilişkinin çalışma etiği düşük çalışanlar için geçerli olacağını iddia etmektedir. Hipotezleri test etmek için hizmet sektöründe çalışan 313 kişiden toplanan veriler kullanılmıştır. Sonuçlara göre, denk durumdaki çalışanlarla arkadaşlık ve yöneticiyle arkadaşlık ile iş güvencesizliği ve işten ayrılma niyeti arasında negatif yönlü bir ilişki bulunmuştur. Sonuçlar, çalışma etiğinin yöneticiyle arkadaşlık ve iş performansı ilişkisinde moderatör bir değişken olduğunu göstermektedir. Çalışma etiği düşük olan çalışanlarda, yöneticiyle arkadaşlık iş performansı ile pozitif yönlü bir ilişki içerisindedir. Sonuçlar, çalışma etiğinin yöneticiyle arkadaşlık ile örgütsel sapma arasındaki ilişkide moderatör bir değişken olduğunu göstermektedir. Sonuçlara göre çalışma etiği düşük olan çalışanlar için, yöneticiyle arkadaşlık örgütsel sapma davranışı ile negatif yönlü bir ilişki içindedir. Beklenmedik bir şekilde, çalışma etiği yüksek olan çalışanlarda yöneticiyle arkadaşlık ile örgütsel sapma davranışı arasında pozitif yönlü bir ilişki bulunmuştur.

Anahtar Kelimeler: İşyerinde arkadaşlık, iş güvencesizliği, işten ayrılma niyeti, iş performansı, örgütsel sapma davranışı, çalışma etiği, sosyal alışveriş teorisi, örgütsel sosyal sermaye

EXTENDED ABSTRACT

There are important missing pieces in our understanding of the effect of workplace friendship. To move our knowledge further, we need to grasp how workplace friendship effects important employee outcomes. To achieve this goal, this study focuses on the extending our knowledge about the effect of workplace friendship on four employee outcomes (job insecurity, turnover intention, job performance, and organizational deviance) using organizational social capital perspective and social exchange theory.

Specifically, the current study investigates the negative influence of two types of workplace friendships (*friendship with coworkers* and *friendship with a supervisor*) on employees' job insecurity and turnover intention. The current study also argues that the positive association between *workplace friendship with a supervisor* and job performance is stronger for employees having a low work ethic than for those with a high work ethic. In addition, this study also assumes that the negative relationship between *friendship with a supervisor* and organizational deviance is stronger for employees who have a low work ethic but not for those with a high work ethic.

I propose that when a supervisor builds a friendship with employees or supports coworkers to develop a strong friendship amongst themselves, employees can feel secure in the workplace. In response to this positive situation (job security), an employee will not intend to quit the organization, will display high performance and will show less organizational deviance. If a supervisor develops a friendship with his/her employees or supports coworkers' friendship, employees feel happy, relaxed and secure. Thus, the supervisor expects that the *employees who are feeling secure in their jobs* will behave according to management's expectations (not quitting the organization, displaying high-performance and low deviance) as a requirement of reciprocity within this positive working environment.

To test hypotheses, 313 data samples have been collected from service sector employees. The employees' mean age was 29.4 years (s.d.= 4.6). 51% of them were male. The employees' average job tenure was 4.81 years. 34% of the employees had a high school education, 26% of them had a junior technical college education and 40% of them had a college degree. 58% of the participants were working in the marketing and sales department. Other employees were working in the finance, accounting, and the human resource management departments.

Employees filled out the scales workplace friendships, turnover intention, job insecurity, work ethic,

and organizational deviance. The supervisor working with the employee only filled out the job performance scale. I used workplace friendship scale as independent variable. The two-factor model, which specified the *friendship with coworkers* and the *friendship with a supervisor* as unique constructs, fit the data well. I used 4-items job insecurity and 2 items turnover intention scale as dependent variables in this study. I also used job performance scale as one of the dependent variable. This scale was evaluated across 5 items. Further, I used 12-items organizational deviance scale as other dependent variable. I used 17 items work ethic scale as moderator variable. I also used age, education, tenure, gender, and income as control variables.

According to the results, *friendship with coworkers* and *friendship with a supervisor* are negatively associated to job insecurity and turnover intention. The results also show that *friendship with a supervisor* was positively associated with job performance for *employees having a low work ethic* but not for those with a high work ethic. Furthermore, the results show that *friendship with a supervisor* was negatively associated with organizational deviance for *employees having a low work ethic* but not for those with a high work ethic. Unexpectedly, the *friendship with a supervisor* is positively associated with organizational deviance for *employees* having a high work ethic.

This study revealed that workplace friendships decrease job insecurity and turnover intention. The current study also found that positive association between *friendship with a supervisor* and job performance is stronger for *employees having a low work ethic* but not for employees with a high work ethic. Further, results show that the negative association between *friendship with a supervisor* and organizational deviance is stronger for *employees having a low work ethic* but not for those with a high work ethic. In short, the benefit of workplace friendship for an employee is less job insecurity and the benefits of workplace friendships for an organization are less turnover intention, high job performance, and less organizational deviance.

1. Introduction

Understanding the influence of workplace friendship is critical because it is part of organizational culture (Riordan, 2013). Organizational culture is importantly the predictor of sales growth, profits, quality (Denison & Mishra, 1995), and innovation (Naranjo-Valencia, Jiménez-Jiménez, & Sanz-Valle, 2016). Therefore, some big companies like Google are encouraging friendship in the workplace (Brustein, 2018).

It is a complicated issue whether workplace friendship has advantages or disadvantages relating to employee outcomes. Past studies show that workplace friendship has advantages like creating a more supportive and innovative climate, increasing productivity (Song, 2006), employee satisfaction, (Denison & Mishra, 1995), team member exchange (Herman, Dasborough, & Ashkanasy, 2008), goal achievement (Song, 2006) performance (Marcoulides & Heck, 1993), and OCB (Li, 2017). However, research also revealed the disadvantage of workplace friendship in that it is positively associated with sexual harassment, gossip, favoritism, dependence on other people and negatively associated with organizational loyalty (Berman, West, & Richter Jr, 2002; Zaleznik, 1997).

Despite workplace friendship being ubiquitous, there are still important missing pieces in our understanding of the influence of workplace friendship. To move our knowledge further, we need to understand how workplace friendship influences important employee outcomes. To this aim, this study focuses on the advantages of workplace friendship by answering Colbert, Bono, and Purvanova (2016) call for future research to extend our knowledge on the effect of workplace friendship on four employee outcomes (job insecurity, turnover intention, job performance, and organizational deviance).

Using the organizational social capital perspective and the social exchange theory, this study investigates the workplace friendship by proposing that it may reduce turnover intention and job insecurity. This study also considers whether workplace friendship might increase job performance and decrease organizational deviance for *employees who have a low work ethic* but not for those with a high work ethic. To empirically test these assumptions, this study used the survey data from 313 service employees with regression modeling.

The current study has five contributions to the workplace friendship theory. Firstly, this study adds new measuring dimensions for workplace friendship. Previous research revealed the two types of the workplace friendship scale as "friendship prevalence" and "friendship opportunities" (Nielsen, Jex, & Adams, 2000). But, based on literature investigation, there is no study about measuring the workplace friendship dimensions which were directed to specific workers like *coworkers and supervisors*. This study adds two new dimensions to the measurement of workplace friendships as "*friendship with a supervisor*" and "*friendship with coworkers*".

Secondly, although the organizational social capital perspective has argued that workplace friendship is negatively associated with job insecurity (Leana & Van Buren, 1999), to our knowledge, no study exists which has investigated this association. Job insecurity harms the organization in that it may reduce commitment and responsibility (Sverke, Hellgren, & Näswall, 2002). Job insecurity also harms the individual's health (Sverke et al., 2002). Therefore, managers have to find a way of decreasing employees' feelings of job insecurity. Thus, this study tests the organizational social capital perspective and the social exchange theory by examining the association between workplace friendship and job insecurity.

Thirdly, this study investigates the association between workplace friendship and turnover intention. Turnover diminishes human capital, increases costs, decreases efficiency, productivity and performance (Dess & Shaw, 2001). Therefore, managers try to reduce employee turnover.

There is little research about how workplace friendship influences employee turnover intention. For instance, Morrison (2004) found a negative relationship between workplace friendship and turnover intention. The current study also looks at whether the association between workplace friendship and turnover intention will replicate or not. In this way, this study attempts to replicate the previously examined findings of Morrison (2004).

Fourthly, prior studies have examined the association between workplace friendship and positive organizational results like increased productivity (Song, 2006), goal achievement (Berman et al., 2002; Song, 2006) and OCB (Li, 2017). Workplace friendship was also had a moderate positive relationship among ethical leadership and task performance (Liu, Kwan, Fu, & Mao, 2013). But, presumably, there isn't any study that has examined the association between *workplace friendship* and employee job performance using the organizational social capital perspective *and* the social exchange theory. Therefore, this study extends prior studies on how workplace friendship is associated with job performance, and how work ethic functions as a moderator variable in this association.

Finally, because deviant behaviors have very high costs to organizations (Litzky, Eddleston, & Kidder, 2006), managers have to be aware of how their behaviors influence employee deviant behaviors. Based on literature investigation, there is no study that has examined the association between workplace friendship and organizational deviance as a counterproductive work behavior using the organizational social capital perspective and the social exchange theory. This study extends prior studies by investigating how workplace friendship is associated with organizational deviance and how work ethic functions as a moderator in this association.

2. Theoretical Background and Hypotheses

In the literature, some important theorists mentioned the topic of friendship. For instance, Abraham Maslow (1943) assumed that friendship is one of the basic human requirements in the hierarchy of needs theory. According to Maslow's theory (1943), friendship is one of the ways of meeting love and belonging needs. McClelland's theory of needs (1988) assumed that there are three basic motives for a human being. These are achievement, power, and affiliation. Affiliative motives are described as the desire to build and continue close relationships with others. In other words, affiliative motives can be expressed as friendship motives.

Although Frederick Winslow Taylor has been criticized by his colleagues for ignoring the social side of the organization in scientific management theory, according to our knowledge, he mentioned workplace friendship for the first time in modern management literature. Specifically, there are four principles in Taylor's (1914) scientific management theory to obtain maximum output in the organization. These are: the development of real science, scientific recruiting of employees, scientific training of employees, and friendship between supervisors and workers. Elton Mayo also mentioned friendship in the workplace. Mayo (2004) argued that friendly, free, happy, and pleasant working environments are the necessary conditions for good employee outcomes. Poor treatment of employees, monotonous jobs, and working overtime, on the other hand, are the sources of problems in the workplace (Mayo, 2004).

2.1. Integrating Organizational Social Capital Perspective (OSC) and Social Exchange Theory

Integrating the OSC perspective with the social exchange theory may help get a better grasp of the association between workplace friendships and the four important employee outcomes: job

insecurity, turnover intention, job performance, and organizational deviance. To this end, firstly, I will clarify what is OSC and how OSC suppositions are related to these four employee outcomes. Later, I will clarify the basic assumptions of the social exchange theory and how this theory predicts the relationship between workplace friendships and these four employee outcomes (job insecurity, turnover intention, job performance, and organizational deviance).

The concept of OSC was derived from social capital. Social capital is a desirable quality that firmly set in place in the relationships of individuals and groups of people who are living together (Burt, 1997; Nahapiet & Ghoshal, 1998; Walker, Kogut, & Shan, 1997). Social capital includes social interactions and ties (Leana & Van Buren, 1999). Having a good relationship with others is the common way of building social capital (Tsai & Ghoshal, 1998). It is crucial for organizations because it creates competitive advantages (Watson & Papamarcos, 2002). The existence of relationships among workers within the organization is a required condition of the social capital in the organization. But it is more complicated than having a relationship with others (Gönç-Şavran, 2018).

OSC can be defined as the relationship between individuals in the organization (Leana & Van Buren, 1999). Powerful and positive relationships in the organization depend on building and maintaining OSC (Leana & Van Buren, 1999). If the OSC level is high, members of the organization view their environment through similar lenses (Arregle, Hitt, Sirmon, & Very, 2007). Thus, the level of trust and collective goal tendency in the organization will increase, and in turn, this situation will facilitate collective action and enhance members' skills (Leana & Van Buren, 1999).

There are two main components of OSC: associability and trust. Associability means a readiness and an ability to get involved with collective activity. Trust means that partners can rely on each other (Leana & Van Buren, 1999). To build strong OSC, associability and trust levels among members of the organization must be high (Leana & Van Buren, 1999). OSC not only has benefits like commitment and work flexibility but it also has some maintenance costs (Leana & Van Buren, 1999).

But, this study only tests the benefits of workplace friendship by investigating the associations between *workplace friendships* and employee outcomes using the OSC perspective. To this end, three suppositions of the OSC perspective have been tested in this study. Firstly, because OSC reduces the need to closely monitor employee and helps to build stable relationship among members of the organization (Leana & Van Buren, 1999), it can be argued that OSC lessens employee's job insecurity. Second, according to the OSC perspective, if an employee feels he/she is trusted by his/her supervisor, he/she wants to commit to the organization (Leana & Van Buren, 1999). Hence, it can be argued that workplace friendship decreases employee turnover intention (Leana & Van Buren, 1999). Third, because OSC facilitates the mutual acceptance of partners and supports high-performance (Leana & Van Buren, 1999), it can be argued that OSC and job performance are dependent upon each other.

According to my research, Leana and Van Buren (1999) didn't mention the association between OSC and organizational deviance. I assume that workplace friendship as a component of OSC may reduce organizational deviance. So, this study extends to the OSC perspective by testing the association between workplace friendships and organizational deviance.

This study also tests the association between workplace friendship and four employee outcomes using the social exchange theory. According to this theory, the relations between parties (*friendship with coworkers* and *friendship with a supervisor*) evolves over time (Cropanzano & Mitchell, 2005). After relationships have strengthened among parties, the level of mutual commit-

ment, trust, and loyalty increases between partners (Cropanzano & Mitchell, 2005). Thus, exchange norms develop between parties. These exchange norms demand reciprocity from them (Cropanzano & Mitchell, 2005). For instance, if someone helps another person, that person has to help him/her as a reciprocate behavior.

Using the social exchange theory, I propose that when a supervisor builds a friendship with employees or supports coworkers to develop a strong friendship amongst themselves, employees can feel secure in the workplace. In response to this positive situation (job security), an employee a) will not intend to quit the organization, b) will display high performance and c) will show less organizational deviance. In other words, if a supervisor develops a friendship with his/her employees or supports coworkers' friendship, employees feel happy, relaxed and secure. Thus, the supervisor expects that the *employees who are feeling secure in their jobs* will behave according to management's expectations (not quitting the organization, displaying high-performance and low deviance) as a requirement of reciprocity within this positive working environment. I will explain this process with details in the hypotheses section of the paper. But firstly, I will explain the concept of workplace friendship.

2.2. Workplace Friendship
Workplace friendship means interacting with the members within and outside the organization (Nielsen et al., 2000). Workplace friendship evolves among coworkers, supervisors, and departments during interactions between members of the organization (Berman et al., 2002). It is informal and person-related (Berman, et al. 2002). It can't be programmed and it depends on voluntary ties (Aries & Johnson, 1983). It doesn't include compulsory ties such as regular supervisor-employee relationships (Sias & Cahill, 1998). It requires reciprocal commitment, shared values, and trust between workers (Berman et al. 2002). Shared tasks, closeness, physical proximity, personality, and supervisor approach influence the progressing of workplace friendship (Sias & Cahill, 1998). Workplace friendship is a close but also a different concept from a romance in the workplace. This is because romance includes a relationship between a man and a women from which other people are excluded, and it is also a deeper relationship than friendship (Berman et al., 2002).

To gauge workplace friendship, Riordan and Griffeth (1995) modified six items of *workplace friendship opportunity* from the Job Dimensions Instrument (Hackman & Lawler, 1971). But, this workplace friendship scale only measures the opportunities for friendship in the workplace. Later, Nielsen et al. (2000) developed two types of friendship in the workplace measurement. These were *friendship opportunity* and *friendship prevalence.* To contribute to workplace friendship literature, this study aims to add two new dimensions to the workplace friendship scale which is based on *coworkers and supervisors.* These two dimensions are *friendship with coworkers* and *friendship with a supervisor. Friendship with coworkers* means that there is a reciprocal commitment, shared values, and trust between coworkers. *Friendship with a supervisor* means that there is a reciprocal commitment, shared values, and trust between an employee and his/her supervisor.

It may seem that *friendship with a supervisor* and leader-member exchange (LMX) are similar concepts. But these two concepts have some dissimilarities. LMX is about the excellence of the relationship between leaders and employees (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012). LMX means how a leader treats employees inside the workplace. But *friendship with a supervisor* emphasizes the association between a subordinate and his/her supervisor who are voluntarily interacting both inside and outside the workplace. However, LMX may not be voluntarily and may not include friendship between an employee and his/her supervisor outside of the organization.
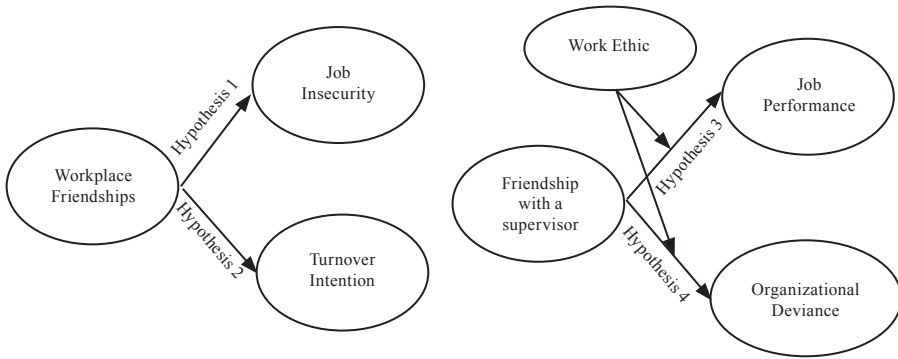
Figure 1. Research models

2.3. Workplace Friendship and Job Insecurity

Job insecurity means an employee's feeling of powerlessness in a threatening work environment (Greenhalgh & Rosenblatt, 1984). I assume that workplace friendships are negatively associated with job insecurity for the following reasons. Good relationships among workers facilitate knowledge exchanges by reducing uncertainty (Hansen, Mors, & Lovas, 2005). Friends who know each other outside of the work environment describe the relationship with their partners as someone can share anything with (Colbert et al., 2016). In other words, when a friendship develops between partners, they feel free to explain both their positive (e.g., bliss) and negative (e.g., worry) feelings to each other (Greco, Holmes, & McKenzie, 2015). So, if partners develop a strong friendship, they can learn real thoughts and feelings from each other (Berndt, 1982). Thus, workplace friendships create a feeling that everything is under control and an employee who learns the real thoughts of others (coworkers and supervisors) feels more relaxed and secure in the workplace.

Friendships as a social capital in the organization decrease the need to monitor employees (Leana & Van Buren, 1999). When an employee realizes that he/she is not being followed by his/her supervisor, he/she will feel himself/herself secure. *Friendships with coworkers* and *friendships with a supervisor* allow for the building of mutual trust between partners, and in turn, trust-based relationships with coworkers and supervisor create a psychologically secure work environment. Supporting this argument, a meta-analysis paper revealed that trust and job insecurity had a negative relationship (Sverke et al., 2002).

Friends in the workplace protect each other against negative attacks by other employees to eliminate target employees (Greco et al., 2015). Therefore, it can be argued that an employee feels more secure in the workplace when he/she gets protected by his/her friends. Combining these suppositions and findings, the first hypothesis is;

Hypothesis 1: Workplace friendships (friendship with coworkers and friendship with a supervisor) are negatively associated with job insecurity.

2.4. Workplace Friendship and Turnover Intention

Turnover intention means a worker's wish to end the employment relationship (Shaw, Delery, Jenkins, & Gupta, 1998). While positive attitudes like satisfaction increase the possibility of an employee's staying in the organization, negative attitudes like dissatisfaction may cause an employee's turnover intention (Mobley, Griffeth, Hand, & Meglino, 1979). I assume that workplace friend-

ship increases the employee's positive attitudes towards the organization. Therefore, workplace friendship is a good tool to decrease an employee's turnover intention for the following reasons.

Good relationships among employees increase positive emotions like happiness and well-being (Argyle, 2001; Colbert et al., 2016; Greco et al., 2015). Researchers also revealed that *friendship* was positively associated with happiness (Demir et al., 2012; Demir & Davidson, 2013; Demir & Weitekamp, 2007) and well-being (Hartup & Stevens, 1999). Happiness and well-being are negatively associated with turnover intention (Wright & Bonett, 2007).

Strong friendships increase trust among partners (Leana & Van Buren, 1999). Similarly, Bordia et al. (2004) found that a high-quality relationship which includes trust reduces employee turnover intention during organizational change. Trust is also negatively related to turnover intention (Mulki, Jaramillo, & Locander, 2006). Hence, it can be argued that workplace friendship decreases employee turnover intention.

Workplace friendship enhances employee integration, belonging to the organization (Greco et al., 2015) and commitment to the organization (Rawlins & Jerrome, 1994). Highly committed workers don't want to quit the organization (Wasti, 2003). Further, a meta-analyses study showed that commitment to organization decreases employee turnover intention (Mathieu & Zajac, 1990). Combining all the findings and the arguments, the second hypothesis as;

Hypothesis 2: Workplace friendships (friendship with coworkers and friendship with a supervisor) are negatively related to turnover intention.

2.5. Friendship with a Supervisor, Work Ethic, and Job Performance

It can be argued that *friendship with a supervisor* is positively associated with employee job performance for the following reasons. Friendship in the workplace helps to develop solidarity and collaboration, thus employees fulfill their work responsibilities and goals effectively (Greco et al., 2015). Research supports this argument. Song and Olshfski (2008) found that workplace friendship is positively associated with high-quality work, high-performance and completing assignments on time. Similarly, a meta-analysis study found that groups that consisted of friends show higher performance than groups consisted of non-friends (Chung, Lount Jr, Park, & Park, 2018). A research also found that multiplex workplace friendships network size is positively associated with job performance (Methot, Lepine, Podsakoff, & Christian, 2016). However, I assume that the association between *friendship with a supervisor* and performance is conditional, and this association depends on the level of the work ethic of employees.

I will focus on the moderating role of the work ethic in the association between workplace friendship and job performance. Work ethic is a kind of value that emphasizes hardwork (Merriam-Webster Dictionary, 2002). Work ethic includes high moral standards for an individual, and it is an indispensable part of individual and social life for people having high work ethic values (Ali & Al-Owaihan, 2008). According to the work ethic perspective, a society's welfare depends on hard work, indolence is terrible, to devote oneself to work is a necessity, and to work is a person's responsibility to society (Ali & Al-Owaihan, 2008).

Several researchers show the positive association between work ethic and performance (Day & Silverman, 1989; Hayati & Caniago, 2012; Merrens & Garrett, 1975; Ntayi, 2005). Based on these findings, I argue that *employees having a high work ethic* display high-performance regardless of the level of friendship (weak or strong) with their supervisors. In other words, even if a high work ethic employee has a weak friendship with his/her supervisor, he/she will show high-performance.

However, I also argue that *an employee having a low work ethic* may display low or high-performance. His/her job performance depends on the level of friendship with their supervisors. In other words, I assume that the association between *friendship with a supervisor* and job performance will be positive for *employees having a low work ethic* but non-significant for *employees having a high work ethic* for the following reasons.

If *an employee having a low work ethic* has a weak friendship with his/her supervisor, he/he will display low job performance because low work ethic employees don't like hard work. However, *an employee having a low work ethic* may display high performance when he/she develops a strong friendship with his/her supervisor. This is because *an employee having a low work ethic* will grasp the importance of the high-performance expectations of their supervisor after they have developed a strong friendship with their supervisor. During the friendship with a supervisor, *an employee having a low work ethic* will notice the importance of high-performance expectations of the supervisor during their interactions, and in turn, will show high job performance. This is because expectations of others are one of the powerful factors that affect human behavior (Berlew & Hall, 1966). Another reason is that *employees having a low work ethic* know that if they exhibit low-performance, they may get negative feedback (e.g. criticizing low performance) from their supervisor. So, *employees having a low work ethic* will show high job performance to avoid negative feedback.

In addition, a supervisor's stable interaction with an employee leads to him/her identifying with the company (Pastoriza, Arino, & Ricart, 2008). If an employee identifies himself/herself with the organization, he/she will show a high-performance (Walumbwa, Cropanzano, & Hartnell, 2009). A friendship between parties also facilitates shared values (Song & Olshfski, 2008). One of the important values of management is high-performance. Combining these findings and arguments, the third hypothesis is;

Hypothesis 3: Work ethic is a moderator in the association between friendship with a supervisor and job performance and this association will be positive when an employee's work ethic is low (vs. high).

2.6. Friendship with a Supervisor, Work Ethic, and Organizational Deviance

Organizational deviance includes harmful behaviors which are targeted towards to organization (Berry, Ones, & Sackett, 2007) like taking things from the organization without permission, coming too late to work without supervisor's approval, and working slowly and putting less effort into the organization (Bennett & Robinson, 2000). Most managers don't like organizational deviance behaviors and try to ameliorate them.

The recent study shows the negative association between work involvement and organizational deviance (Galperin & Burke, 2006). It means that *high work ethic employees* display low organizational deviance. Therefore, I assume that employees having a high work ethic will already have a low tendency to engage in organizational deviance behavior regardless of the level of friendship (low or high) with their supervisor. It can be argued that *friendship with a supervisor* will not create significant change for *employees having a high work ethic* value. In both cases (strong and weak friendship with a supervisor), *employees having a high level of work ethic* will display low organizational deviant behaviors.

However, I argue that if *employees having a low work ethic* have a weak friendship with their supervisors, they will engage in high organizational deviant behaviors because the research shows the positive relationship between anti-work ethic (leisure) and organizational deviance

(Meriac & Gorman, 2017). So, it can be argued that low-level work ethic employees willingly engage in a high level of deviant behavior. However, I argue that if *low work ethic employees* having a strong friendship with their supervisors, they will display low level deviant behaviors. It may be argued that the association between workplace friendship and organizational deviance will be negative for *employees having a low work ethic* but not for those with a high work ethic since *employees having a low work ethic* will learn their supervisor's negative thoughts and attitudes about organizational deviance after he/she has developed a strong friendship with them. So, *friendship with a supervisor* will decrease organizational deviance in *employees having a low work ethic*. Three studies support this idea. Firstly, research revealed that a good relationship with a leader was negatively associated with organizational deviance (Lian, Ferris, & Brown, 2012). Secondly, if a supervisor fosters high trust in the relationship with their employees, employees will engage in less deviant behaviors (Litzky et al., 2006). Thirdly, when an employee satisfies his/her basic needs by developing a friendship, he/she shows fewer deviance behaviors (Lian et al., 2012). Putting this all together, the fourth hypothesis is;

Hypothesis 4: Work ethic is a moderator in the association between friendship with a supervisor and organizational deviance, and this association will be negative when an employee's work ethic level is low (vs. high).

3. Methods

3.1. Participant and Procedure

Participants were selected from service sector employees working in call centers, hotels, and banks located in Istanbul, Turkey. I decided to collect data from service companies because most of the workers in this sector share the same workplace environment. Therefore, the service environment provides the appropriate atmosphere for the development of workplace friendship and for testing its influence on employee outcomes. The researchers contacted the managing directors of the organizations to collect the data. After getting general permission to collect data from managers, the researchers announced the study event to the organization, with a letter providing anonymous and free participation to all employees and their contacted supervisors in a sealed envelope. If an employee and their closest supervisor agreed, they simultaneously filled out the survey. Employees and supervisors were assured that others in the organization would not know their individual responses to the questionnaire. An employee filled out the a) workplace friendships, b) turnover intention, c) job insecurity, d) work ethic and e) organizational deviance scales. The supervisor working with the employee only filled out the job performance scale. I used Brislin's (1970) *translation back* translation procedure from English to Turkish for all scales.

377 employees and their supervisors agreed to join this study, but 64 of them were not able to complete all of the data collection requirements, so I didn't use these samples in the analysis. Consequently, I used 313 data samples for analysis. The employees in the overall sample varied in age from 19 to 46 years. The mean age of the participants was 29.4 years (s.d.= 4.6). 49% of them were female. The employees average job tenure was 4.81 years (s.d. = 3.2), ranging from 1 to 20 years. The average annual income of the employees was US $ 7397 and ranged from US $ 4320 to US $ 14400. 34% of the employees had a high school education, 26% of them had a junior technical college education and 40% of them had a college degree. 58% of the employees were working in the marketing and sales department, 23% of them were working in the finance and accounting department , 10% of them were working in the human resource management department and 9% of them were working in other departments.

3.2. Measures

Workplace friendship: To assess workplace friendship scale, I ran an exploratory factor analysis with varimax rotation to reveal factor structure in SPSS 21 using Nielsen et al.'s (2000) scale. The results revealed two different factors and these accounted for 65% of the total variance. The first factor, which I called f*riendship with a supervisor* made up 34% and the second factor, which I called *friendship with coworkers* made up 31%. The remaining 12 items had loadings from .58 to .90 on their corresponding fact. To identify the construct validity of the workplace friendship scale and to see whether these two dimensions were distinct from each other, I ran confirmatory factor analyses using AMOS 22.

The two-factor model, which specified the *friendship with coworkers* and the *friendship with a supervisor* as unique constructs, fit the data well. The Comparative Fit Index (CFI) value was .91 and the value of RMSEA (Root Mean Square Error of Approximation) was .10 better than the one factor model (CFI= .61 and RMSEA= .24). It appears that the two-factor model of workplace friendship was better than the one-factor model (Cheung & Rensvold, 2002). So, this study adds new dimensions to the workplace friendship scale - "*friendship with coworkers*" and "*friendship with a supervisor*".

Employees had to report their thoughts about their coworkers and supervisors regarding their friendship. Participants indicated how well each statement described them. The Cronbach's alpha value was .85 for the *friendship with coworkers* scale and it was .86 for the *friendship with a supervisor* scale. All items regarding the two workplace friendships can be seen in the appendix. The response scales of workplace friendship, job insecurity, job performance, and work ethic ranged from 1: "strongly disagree," to 6: "strongly agree".

Job insecurity: This measurement scale included 4-items. This scale was taken from Borg, and Elizur's study (1992) Job insecurity measures for employees. The sample items are "my job is secure" (reverse coded) and "in my opinion, I will keep my job in the near future" (reverse coded). The Cronbach's alpha was .79 for this scale.

Job Performance: This scale was evaluated across 5-items taken from Janssen and Van Yperen's study (2004). The supervisors involved completed job performance surveys. The sample items are "this employee always completes the duties specified in his/her job description" and "this employee never neglects aspects of the job that he/she is obligated to perform." The Cronbach's alpha was .73 for this scale.

Work Ethic: Because I conducted this research in Turkey as a mostly Muslim country, I used Ali and Al-Owaihan's (2008) 17 items Islamic version of the work ethic scale. The example items are "laziness is a vice", "life has no meaning without work", and "work gives one the chance to be independent". The Cronbach's alpha was .75 for this scale.

Turnover Intention: This scale was evaluated with 2 items from Colarelli (1984) using a response scale ranging from 1: "never" to 5: "always". The items are "I frequently think of quitting my job" and "I am planning to search for a new job during the next 12 months." The Cronbach's alpha was .88 for this scale.

Organizational Deviance: To measure employee's organizational deviance, I picked 12-item measures from Bennett and Robinson (2000) using a response scale ranging from 1: "never" to 5: "every day". The sample items are "taken property from work without permission", "spent too much time fantasizing or daydreaming instead of working", and "come in late to work without permission". The Cronbach's alpha was .87 for this scale.

Control variables. Five demographic variables (age, education, tenure, gender, and income) were used for this study as control variables. These variables were frequently used in organizational studies as control variables.

4. Results

The means, the standard deviations and the correlation coefficients of all the variables appear in Table 1. As expected, the two types of workplace friendships and the two employee outcomes (job insecurity and turnover intention) are correlated. Specifically, *friendship with coworkers* is negatively correlated with job insecurity ($r = -.24$; $p < .01$), and turnover intention ($r = -.22$; $p < .01$). *Friendship with a supervisor* is negatively correlated with job insecurity ($r = -.23$; $p < .01$) and turnover intention ($r = -.16$; $p < .01$). However, there is no significant correlation between the two types of workplace friendships & job performance and the two types of workplace friendships & organizational deviance.

Table 1. Means, Standard Deviations, and Correlations

Variable	Mean	S.D.	1	2	3	4	5	6	7	8	9	10	11
1. Gender	.49	.50											
2. Age	29.48	4.62	-.24**										
3. Education	2.10	.89	.03	.44**									
4. Tenure	4.82	3.19	-.16**	.80**	.26**								
5. $ Annual income	7397	1918	-.20**	.77**	.44**	.74**							
6. Friendship with coworkers	4.76	.77	.01	.04	.10	.04	.01						
7. Friendship with a supervisor	4.83	.84	-.02	.07	.04	.01	.04	.32**					
8. Job insecurity	1.73	.59	.05	-.02	-.01	-.05	-.02	-.24**	-.23**				
9. Turnover intention	1.19	.56	.01	-.08	-.01	-.05	-.04	-.22**	-.16**	.31**			
10. Organizational deviance	1.84	.62	.02	-.04	.05	.04	-.02	-.03	.01	.00	.03		
11. Job performance	5.41	.43	-.12*	.25**	.03	.17**	.19**	.09	.04	-.10	-.18**	-.18**	
12. Work ethic	4.44	.36	.02	.12*	.08	.04	.10	.13*	.09	-.13*	-.10	-.28**	.10

n= 313. S.D: Standard deviation. Gender: male coded as 0, female coded as 1. Education: high school coded as 1, junior technical college coded as 2, and college coded as 3. *p < .05, **p < .01.

4.1. Hypothesis Testing

I tested the hypotheses using hierarchical regression analysis in SPSS 21. I ran the control variables in the first and independent variables in the second for Hypothesis 1, Hypothesis 2 and the interaction term in the third for Hypothesis 3 and Hypothesis 4. Because the multicollinearity problem can emerge while testing moderated associations among continuous variables, I centered the two types of workplace friendships and work ethic (Aiken & West, 1991).

Hypothesis 1 predicts that workplace friendships (*friendship with coworkers* and *friendship with a supervisor)* are negatively associated with job insecurity. The regression equation shows that the association between *friendship with a coworker* and job insecurity was significant ($\beta = -.17$, $p < .01$). The regression equation also shows that the association between *friendship with a supervisor* and job insecurity was significant ($\beta = -.16$, $p < .01$). Thus, Hypothesis 1 was accepted.

Hypothesis 2 assumes that workplace friendships (*friendship with coworkers* and *friendship with a supervisor)* are negatively associated with turnover intention. The regression equation shows that the association between *friendship with coworkers* and turnover intention was significant ($\beta = -.18$, $p < .01$). The regression equation also shows that the association between *friendship with a supervisor* and turnover intention was significant ($\beta = -.10$, $p < .05$). Thus, Hypothesis 2 was accepted.

Table 2. Regression Analyses Results

Step and Variable	Job Insecurity		Turnover Intent		Job Performance			Organizational Deviance		
	1	2	1	2	1	2	3	1	2	3
1. Gender	.05	.05	.00	.00	-.03	-.04	-.05	.01	.01	.02
Age	-.02	-.01	-.13	-.11	.37**	.36**	.29**	-.20*	-.12	-.10
Education	.00	.02	.02	.07	-.12	-.12	-.09	.11	.14*	.09
Tenure	.05	.04	.03	.03	-.13	-.12	-.06	.28**	.24**	.14
Annual income	.00	.00	.03	.02	.06	.07	.05	-.11	-.08	-.04
2. FWC		-.17**		-.18**		.09	.08		-.02	-.02
FWS		-.16**		-.10*		-.02	-.05		.03	.07
Work Ethic		-.09		-.07		.05	.00		-.28**	-.25**
3. FWC x Work ethic							-.06			-.02
FWS x Work ethic							-.18**			.23**
R²	.00	.09**	.01	.07**	.08*	.09*	.13**	.03	.11**	.16**

Note: n=313. *p < .05; **p < .01, Standardized coefficients are reported. FWC: Friendship with coworkers, FWS: Friendship with a supervisor.

Hypothesis 3 predicts that work ethic is a moderator in the association between *friendship with a supervisor* and job performance and this association is positive when work ethic is low rather than high. The interaction association between *friendship with a supervisor* and work ethic on job performance was significant.(β =-.18, p <.01, see Table 2 and Figure 2). Simple slope analyses showed that for low work ethic employees, there was a significant positive association between *friendship with a supervisor* and job performance (β =.51, t = 1.95, p<.05). But, this relationship was negative and non-significant for those with a high work ethic (β =-.09, t = -1.81, p>.05). Thus, Hypothesis 3 was accepted.
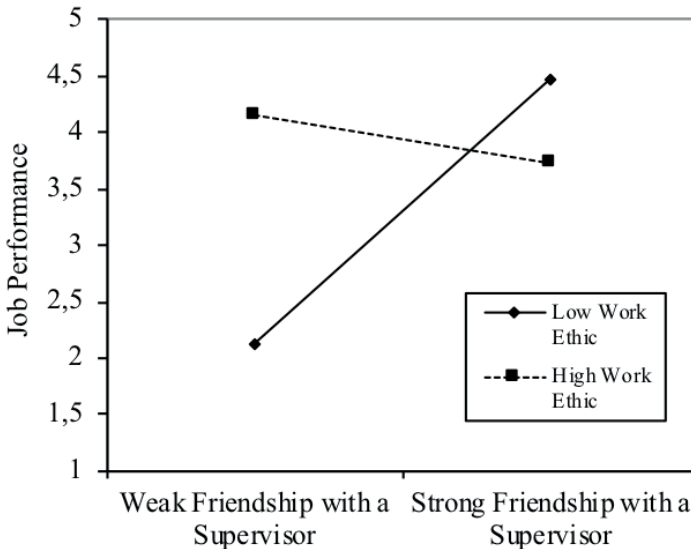

Figure 2. Interaction effect of friendship with a supervisor and work ethic on job performance

Hypothesis 4 predicts that work ethic is a moderator in the association between *friendship with a supervisor* and organizational deviance and this association is negative when work ethic is low rather than high. The interaction effect between *friendship with a supervisor* and work ethic on the organizational deviance was significant ($\beta = 0.23$, $p < 0.01$, see Table 2 and Figure 3). Simple slope analysis showed that for low work ethic employees, there was a significant negative association between *friendship with a supervisor* and organizational deviance ($\beta = -0.52$, $t = -3.42$, $p < 0.01$). Surprisingly, the association between *friendship with a supervisor* and organizational deviance was positive and significant for high work ethic employees ($\beta = 0.23$, $t = 3.24$, $p < 0.01$). Thus, hypothesis 4 was accepted.
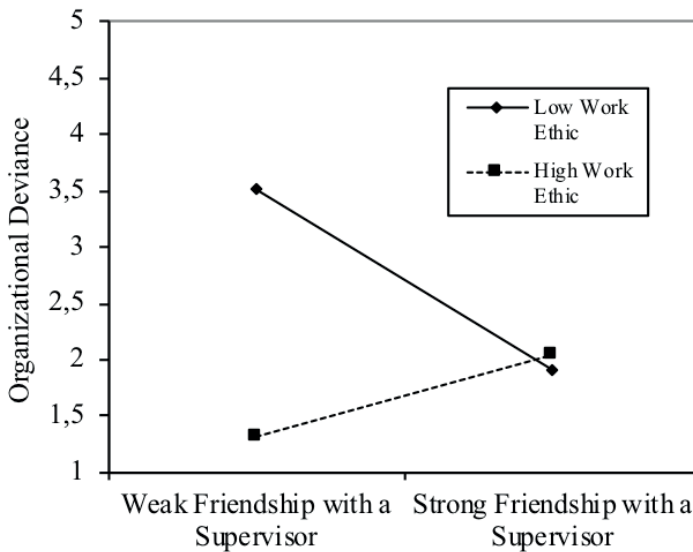

Figure 3. Interaction effect of friendship with a supervisor and work ethic on organizational deviance

5. Discussion

The current study investigated the influence of workplace friendships on four employee outcomes using 313 data samples which were collected from service sector workers. Consistent with the OSC perspective (Leana & Van Buren, 1999) and the social exchange theory (Cropanzano & Mitchell, 2005), the current study found that workplace friendships decrease job insecurity and turnover intention. The current study also found that positive association between *friendship with a supervisor* and job performance is stronger for *employees having a low work ethic* but not for employees with a high work ethic. Further, results show that the negative association between *friendship with a supervisor* and organizational deviance is stronger for *employees having a low work ethic* but not for those with a high work ethic.

5.1. Implications for Theory

One of the aims of this research was to create a questionnaire that could measure workplace friendships. This aim was achieved and a significant result was obtained for the construct validi-

ty of the scale. The exploratory and the confirmatory factor analyses using maximum likelihood estimation show that the two-factor scale fits the data well. It can be seen that, this study added new dimensions to the existing workplace friendship scale - "*friendship with coworkers*" and "*friendship with a supervisor*". These new dimensions may create a difference from existing work by generating a number of new research directions.

I found previously unknown negative associations between workplace friendships (*friendship with coworkers* and *friendship with a supervisor)* and job insecurity. The results show that *friendship with coworkers* and *friendship with a manager* are negatively associated with job insecurity. Feeling secure in the workplace is critical because it is one of the biggest concerns of employees (Jiang & Lavaysse, 2018). In addition, a meta-analysis study shows that job insecurity triggers negative employee outcomes such as psychological contract violation, burnout, and absenteeism (Jiang & Lavaysse, 2018). The findings show that employees may feel less job insecurity if they can develop a strong friendship with coworkers and supervisors.

The current study demonstrates that two types of friendships in the workplace (*friendship with a supervisor* and *friendship with coworkers*) are negatively related to turnover intention. It appears that if a strong workplace friendship develops between parties, employee turnover intention will reduce. In other words, friends in the workplace want to stay in the organization. These results support the idea that social capital decrease turnover (Adler & Kwon, 2002). This result functions as a constructive replication of Morrison's (2004) research.

This study extends the OSC perspective and contributes to the social exchange theory by investigating the moderating role of work ethic in the relationship between friendship in the workplace and employee performance. Results show that *friendship with a supervisor* is positively associated with job performance for *employees having a low work ethic*. However, this relationship was negative and non-significant for *employees having a high work ethic*. Results also show that general level of job performance was higher for *employees who have a high work ethic* than *employees who have a low work ethic* (See Figure 2). It appears that exchange norms and reciprocity in the association between *friendship with a supervisor* and job performance are valid for *employees having a low work ethic but not those with a high work ethic*. In other words, *friendship with the supervisor* increases only a low work ethic employee's job performance but it doesn't increase a high work ethic employee's job performance since employees having a high work ethic are already high-performers.

This study also extends the OSC perspective and contributes to the social exchange theory by investigating the work ethic as a moderator in the association between *friendship with a supervisor* and organizational deviance. Leana and Van Buren (1999) did not mention the association between friendship as a part of OSC and organizational deviance in their study. Furthermore, there is no study which has explained this relationship using the social exchange theory. The results show that there is a negative association between *friendship with a supervisor* and organizational deviance for *employees having a low work ethic* but not those with a high work ethic . It seems that social exchange norms and reciprocity are valid for *employees who have a low work* ethic but not for those with a high work ethic. However, even if the level of friendship with a supervisor is weak, employees having a high work ethic already engage in less organizational deviant behaviors. In other words, a supervisor doesn't need to develop a strong friendship with *employees having a high work ethic* to reduce organizational deviance behaviors.

In spite of the general level of organizational deviance behaviors are low for *employees having a high work ethic* (See Figure 3), surprisingly, results show that *friendship with a supervisor* is

positively associated with organizational deviance for *employees having a high work ethic*. The logical explanation of this result may be as follows. After *employees having a high work ethic* have developed a strong friendship with their supervisor, they may learn that *employees having a low work ethic* engage in very high organizational deviance. Therefore, *employees having a high work ethic* may start to engage in more organizational deviance behaviors because they presumably start to think that a small increase in deviant behaviors will be tolerated by their supervisor. Given that tolerating deviant behaviors increases employee deviant behaviors (Litzky et al., 2006), they may engage in more deviant behaviors. This result shows the dark side of workplace friendship for employees having a high work ethic.

5.2. Implications for Practice

The results show that *friendship with coworkers and friendship with a supervisor* lessen employees' job insecurity. It means that an employee feels more secure in the workplace when they have a strong friendship in the workplace. Decreasing employee's job insecurity is important for managers because a meta-analysis paper shows that job insecurity was negatively associated with job involvement, job satisfaction, commitment, and trust (Sverke et al., 2002). According to results, if a manager wants to reduce an employee's job insecurity, they have to support friendships between coworkers and develop a friendship with their employees.

I found that the workplace friendships (*friendship with coworkers and friendship with a supervisor)* are negatively associated with employee turnover intention. Since finding and replacing a new employee creates additional costs (e.g. the loss of time and money) (Staw, 1980), turnover damages organizations. Employee turnover also harms other employees' morale (Staw, 1980). Therefore, managers try to decrease employee turnover. The results show that if a manager builds a strong relationship with employees or supports a friendship between coworkers, employees will probably stay with the organization. In other words, if a supervisor wants to keep staff in the organization, they have to support and develop friendships with their employees.

The result of this study shows that if *employees having a low of work ethic* have a weak friendship with a supervisor, they perform poorly. Some managers may threaten their *employees having a low work ethic* in the form of bullying, cutting pay or laying them off to attain high performance. However, results show that *employees having a low work ethic* may demonstrate a high job performance when their friendship with a supervisor is strong. This study presents interesting practical implications for supervisors by answering the question "why should a supervisor develop a friendship with *employees having a low work ethic*?". One of the answers to this question is that managers can increase *low work ethic employees'* job performance by developing a friendship with them. Another answer is that if an employee with a low work ethic has superior skills such as creativity and the organization needs an employee's creativity, in this case, managers have to build a strong friendship with these *low work ethic employees* to attain high performance. However, managers don't need to develop a strong friendship with *employees having a high level work ethic* in order to attain high job performance as *employees having a high work ethic* already achieve a high job performance, regardless of the level of friendship level (weak or strong) with their supervisor.

The current study shows one of the ways of ameliorating organizational deviance. Reent research shows that managers display abusive supervision when they see deviant behaviors of an employee (Mawritz, Greenbaum, Butts, & Graham, 2017). But this kind of behavior may not solve the deviance problem. Results suggest that if a supervisor develops a friendship with *employees*

having a low work ethic, they will engage in less organizational deviant behaviors. However, managers don't need to develop a strong friendship with *employees who have a high level work ethic* to ameliorate organizational deviance because *employees having a high work ethic* already engage in less organizational deviance, regardless of the level of friendship level (weak or strong) with their supervisor.

Overall, the benefit of workplace friendship for an employee is less job insecurity. In addition, the benefits of workplace friendships for an organization are less turnover intention, high job performance, and less organizational deviance. The results support the idea that understanding relationships between people in the organization is the key to managerial success (Krackhardt & Hanson, 1993) and both employees and managers gain advantage from the workplace friendship (Herman et al., 2008).

5.3. Limitations and Future Research

All variables (except job performance) used in this research were measured by self-reports. Future research will use the reports of other workers (coworkers and supervisors) to replicate this study because using both employees and supervisors' data to measure workplace friendships may give more comprehensive results.

The current study was cross-sectional, and so, it is not clear which variable affects the others. The significant association between workplace friendships and the four employee variables may be reciprocal. For instance, friendship in the workplace may lessen job insecurity or job insecurity may lessen workplace friendship. This situation may create a common method variance bias problem (Lindell & Whitney, 2001). Therefore, a longitudinal study is needed.

The sample size of this study collected from 313 employees and their supervisors from the service sector, was fairly small and therefore the results can't be generalized. This research was also quantitative so future studies are needed to qualitatively assess this model. Data was collected from Turkey. According to Hofstede (1980), Turkey is a country that is high in collectivism and high in power distance. Future research might investigate workplace friendship and these employee outcomes in a different cultural context.

There are different costs and benefits to OSC. For instance, OSC may increase trust and commitment, may facilitate flexible organization, collective action, and intellectual capital (Leana & Van Buren, 1999). But this study didn't test these associations. Future studies may build a theory and test the associations between friendships in the workplace and these outcomes. OSC also has some cost or dark sides like being an impediment to innovation and institutionalized power structure (Leana & Van Buren, 1999). Workplace friendships may also relate to distraction from goals, increased inter-role conflict, complication of complex decision making, and inhibition of knowledge sharing (Pillemer & Rothbard, 2018). Future studies may test these dark sides of workplace friendship.

This study investigated workplace friendships associated with job insecurity and turnover intention. However, I didn't investigate the moderator and mediator variables in these relationships. Investigating moderators (e.g., organizational justice, pay satisfaction) and mediators (e.g., job satisfaction, trust) variables in these relationships may contribute to the workplace friendship literature. Furthermore, individualism and collectivism may be a moderator in the association between friendship in the workplace and employee outcomes. Because more collectivistic and less individualistic people may be more open to workplace friendship. Research also found that if employees feel secure, they demonstrate high performance (Kraimer, Wayne, Liden, & Sparrowe,

2005). So, future research may investigate the mediating role of job insecurity in the association between workplace friendship and employee job performance.

The current research examined the interaction effect of work ethic and friendship with a supervisor on job performance. The current study also examined the interaction effect of work ethic and friendship with a supervisor on organizational deviance behaviors. However, possible mediators (e.g., job satisfaction, OCB or organizational commitment) are missing in this study. Future studies may investigate mediated and moderated mediation models.

I didn't take into account leadership styles in the research model. Future research may investigate the leadership styles as moderators (e.g., transformational leadership, relationship-oriented leadership, and task-oriented leadership) in the association between workplace friendships and employee outcomes. Finally, Sias, and Cahill (1998) mentioned three levels of workplace friendship. These are friends, close friends, and best friends. Future research may investigate the association between these three different levels of workplace friendships and employee outcomes.

6. Conclusion

The current study reveals that two types of workplace friendships (*friendship with coworkers and friendship with a supervisor*) are negatively associated with job insecurity and turnover intention. This study also shows that *friendship with a supervisor* was positively associated with job performance for *employees having a low work ethic* but not for those with a high work ethic. Furthermore, results show that *friendship with a supervisor* was negatively associated with organizational deviance for *employees having a low work ethic* but not for those with a high work ethic. Taken as a whole, the results suggest that workplace friendship is a useful managerial tool to get positive employee outcomes for organizations.

Acknowledgment

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APPENDIX

Two Dimensions Scale of Workplace Friendship

Friendship with the coworkers
1. I have formed strong friendships at work with my coworkers
2. I socialize with my coworkers outside of the workplace.
3. I can confide in my coworkers at work.
4. I feel I can trust many of my coworkers a great deal.
5. Being able to see my coworkers is one reason why I look forward to my job.
6. I do not feel that the coworkers I work with are true friends. (R)

Friendship with the supervisor
1. I have formed strong friendships at work with my supervisor.
2. I socialize with my supervisor outside of the workplace.
3. I can confide in my supervisor at work.
4. I feel I can trust my supervisor a great deal.
5. Being able to see my supervisor is one reason why I look forward to my job.
6. I do not feel that the supervisor I work with is a true friend. (R)

Note: R: Reverse item