

**“Exploring the workplace friendship and it’s impacts on different job aspects.”**

A Thesis submitted in the partial fulfillment of the requirement for the degree of  
**MASTER OF ARTS IN PSYCHOLOGY (ORGANIZATIONAL BEHAVIOR)**

Submitted by:

Shruti Goswami

(862302051)

UNDER THE SUPERVISION OF

Dr. Kriti Vyas

Professor



Thapar School of Liberal Arts & Science

Thapar Institute of Engineering and Technology, Patiala

## CERTIFICATE

This certifies that the thesis, “**Exploring workplace friendship and it’s impacts on different job aspects.**” is being submitted in partial fulfillment of the requirements for the **Master of Arts in Psychology** degree at the **Thapar Institute of Engineering and Technology, Patiala**. The work was conducted under the supervision of **Dr . Kriti Vyas** at the Thapar School of Liberal Arts and Sciences, and that no portion of the thesis has been submitted for the award of any other degree or qualification.



(SHRUTI GOSWAMI)

This certifies that, to the best of my knowledge, the student's above-mentioned declaration is true and accurate.

(**Dr. KRITI VYAS**) Assistant Professor, (TSLAS)

## CANDIDATE'S DECLARATION

I hereby declare that the work presented in this thesis, " The interplay between work friendship, job insecurity, work deviance, and employee turnover: A comprehensive analysis " is an authentic record of my own work completed under Prof. Kriti Vyas's supervision and guidance at the School of Humanities and Social Sciences, Thapar Institute of Engineering and Technology, Patiala. It also refers to the work of other researchers, which is duly listed in the reference section. This work is being submitted in partial fulfillment of the requirements for the award of a Master of Arts in Psychology degree.

The content written in this thesis has not formed the basis for the award of any other degree of this or any other university.

Date: 20/05/2025



Place: Patiala

(SHRUTI GOSWAMI)

This is to certify that the declaration made by the student concerned is correct and true to the best knowledge.

(Dr. Kriti Vyas)



Assistant Professor

Thapar School of Liberal Arts and Science, Patiala

## **Acknowledgement**

I want to start by expressing my gratitude to Dr. Kriti Vyas, who guided me on this project and never stopped encouraging me. She has always been one of my biggest inspirations. I will always be appreciative of her immense kindness in giving me guidance, inspiration, and most importantly, taking time out of her hectic schedule for me. She always went out of her way to explain everything to me. Working under her direction was, in my opinion, a fantastic way to get experience in research methodology.

This project would not have been possible without the help of numerous individuals, for whom I am eternally grateful. I must extend my sincere gratitude to everyone who assisted me in finishing my thesis. I am lucky and grateful to have been given the chance to work on my thesis at the Thapar Institute of Engineering and Technology's, Thapar School Liberal Arts and Sciences in Patiala.

I also thank the study participants, who gave their time and honest answers to the questionnaires, for making this research feasible. I want to thank my parents for their unwavering support.

(SHRUTI GOSWAMI)

## **Table of Contents**

### **Chapter-1**

**-Workplace friendship**

**-Workplace deviance**

**-Work Turnover**

**-Job Insecurity**

### **Chapter-2**

**-Hypothesis**

**\*Study-1**

**\*Study-2**

**-Objectives**

**\*Study-1**

**\*Study-2**

**-Participant Details**

**\*Study-1**

**\*Study-2**

**-Tools**

**\*Study-1**

**\*Study-2**

**-Design of the Study**

**\*Study-1**

**\*Study-2**

**-Procedure**

**\*Study-1**

**\*Study-2**

**-Intake process**

**\*Study-1**

**\*Study-2**

**-Instructions**

**Introduction(06-15)**

**Methodology(15-20)**

**\*Study-1**

**\*Study-2**

**Chapter-3**

**Study-1**

**Results(20-30)**

**-Table-1(Descriptive statistics)**

**- Table-2(Co-rrelation)**

**-Table-3 (Regresssion)**

**Study-2**

**Table-1(Themes& Sub-themes)**

**Chapter-4**

**Discussion(30-39)**

**-Study-1 Discussion**

**Study-2 Discussion**

**General Discussion**

**Chapter-5**

**Conclusions, Implications, Limitations &Future directions (40-41)**

**Conclusion**

**Implications**

**Limitations &Future directions**

**References**

**Appendix – A**

**Informed Consent**

**Appendix-B**

**Workplace Friendship Scale (Study-1)**

**Appendix-C**

**Workplace Insecurity Scale (Study-1)**

**Appendix-D**

**Work Deviance Scale ( Scale- 1)**

**Appendix-E**

**Job Turnover Scale(Study-1)**

**Appendix-F**

**Interview questions (Study-2)**

**Appendix-G**

**Acknowldegement**

## **Abstract:**

The quantitative and qualitative approach which is the mixed-methods approach it helped us investigating the role of workplace friendship and how does it influence the job-related variables such as job insecurity, work deviance behaviour , and employee turnover. Study 1 comprised of quantitative analysis with 100 participants with age criteria of 30–45 from different professional settings . Standardized tools were used, including the Workplace Friendship Scale by Neilsen et al , Job Insecurity Scale by Benett & Robinson, Workplace Deviance Scale by Ashford et al , and Job Turnover Intention Scale by Roodt & Bothma. Data were collected via Google Forms and analysed using IBM SPSS. With the help of correlation and regression analysis, the study revealed that workplace friendship significantly mitigates deviant behaviour and turnover intentions in employees , while job insecurity was positively associated with deviance but showed no significant relationship with turnover. Study 2, a qualitative analysis based on 20 in-depth interviews, explored employees' lived experiences and perceptions regarding workplace friendship. Thematic analysis revealed five core themes: defining workplace friendship, its personal and professional benefits, strategies to balance professionalism and camaraderie, facilitating factors, and challenges in maintaining such relationships. The findings underscore the importance of supportive interpersonal relationships in enhancing job satisfaction, emotional well-being, and organizational commitment. This research highlights the protective role of workplace friendships and how it is an important component in buffering against negative organizational outcomes and calls for organizations to foster a culture that values social support and genuine connections among employees.

Keywords- Workplace friendship , Job turnover , Job insecurity , Work deviance behaviour , Social support

## Chapter1: Introduction

### 1.1 Workplace Friendship:

Workplace friendships (WF) have an important role in moulding company culture, boosting morale, increasing productivity, and creating a friendly work environment. These relationships, characterized by friendship, empathy, and mutual trust, provide psychological safety while stimulating creativity, collaboration, and emotional resilience. When employees feel linked, they are more engaged, driven, and devoted to the company. Friendship is a fundamental social tie that plays an important role in people's lives by providing emotional support, companionship, and shared significance" A voluntary, personal relationship typically providing intimacy and assistance" is how Fehr (1996) describes friendship. When this form of interaction is used in a professional setting, it is known as Workplace Friendship (WF).

Workplace friendships differ from general friendships in that they develop in the structured, hierarchical framework of organizations while remaining voluntary and personal in character. Song (2005) distinguishes workplace friendships from other types of friendships by stressing their genesis in professional settings. Berman, West, and Richter (2002) define workplace friendships as "nonexclusive voluntary workplace relationships that involve mutual trust, commitment, reciprocal liking, and shared interests and values" (p. 218) These connections go beyond professional respect and include deeper elements of trust, affection, and shared goals.

Workplace friendships form when employees interact directly and consistently over time, frequently resulting in mutual understanding and emotional relationships. These relationships have a significant impact on the social fabric of companies, creating camaraderie, psychological safety, and collaboration. As employees navigate their professional duties, these friendships provide emotional support, act as stress relievers, and create a sense of personal accomplishment. Sharing ideas, providing criticism, and discussing work-related difficulties become more natural in such connections, thereby improving both individual and team performance.

According to research, individuals who have great professional friendships are more engaged, productive, and loyal to their businesses (Hamilton, 2007; Jehn & Shah, 1997). These relationships enable employees to express themselves freely, take creative risks, and participate in problem-solving activities. Lincoln and Miller (1979), as well as Gibbons and Olk (2003), emphasize the stress-relieving benefits of having friends at work, particularly in high-pressure situations. Friendships enhance motivation, communication, and job involvement, which leads to more creativity and harmony at work, claim Riordan and Griffith (1995).

Workplace friendships are important for promoting teamwork and knowledge sharing. Employees that are buddies frequently give help beyond formal requirements, willingly assisting one another in completing tasks and overcoming obstacles (Fine, 1986). The exchange of praise, respect, and constructive criticism contributes to a positive work culture. These friendships also play an important role in retention; according to Gallup study (Rath, 2006), 75% of employees who had a best friend at work wanted to stay for at least another

year, compared to only 51% of those who did not have such a relationship. Thus, establishing deep interpersonal relationships in the workplace improves both employee satisfaction and organizational stability.

However, the research acknowledges the possible drawbacks of workplace connections. While useful, these ties can blur the distinction between personal and professional spheres. Close friendships at work can give rise to impressions of favouritism, conflicts of interest, or bias, particularly when decision-making is influenced. There is also the danger of cliques forming, which could exclude others and undermine team cohesion. Personal conflicts among friendships can carry over into professional encounters, lowering productivity and morale (Berman et al., 2002). Friendships that span hierarchical divisions, such as those between employees and bosses, might raise ethical difficulties or lead to claims of bias.

Further empirical study supports these concerns. For example, Dotan (2011) stresses that not all workplace friendships result in beneficial outcomes and presents a framework for explaining the variations. The nature of the friendship—whether affective (emotional support) or instrumental (professional advancement)—has a substantial impact on employment outcomes. Instrumental friendships may encourage turnover intentions, whereas affective friendships can increase organizational commitment. Dotan also claims that contradictions in study findings, such as those by Nielsen et al. (2000) and Riordan & Griffith (1995), are due to variances in sample and organizational environments. His concept encourages future study to examine the underlying causes and developmental circumstances of workplace friendships in order to fully comprehend their influence.

In a study of co-worker and supervisor friendships, researchers discovered that both types were connected with job instability and turnover intentions. Surprisingly, the study found that among individuals with poor work ethics, connections with supervisors had a stronger positive association with job performance and a negative relationship with organizational deviance. Employees with excellent work ethics, on the other hand, demonstrated a surprise positive association between supervisory friendships and organizational deviance, implying that workplace relationship dynamics are extremely context-dependent and influenced by personal beliefs and organizational responsibilities.

Additional research has refined our understanding of WF. For example, a study of Turkish public and private sector employees found that whereas friendship opportunity strongly influenced vigour, devotion, and job satisfaction, friendship prevalence had no detectable effect on performance or absorption. Demographic characteristics also had an impact on outcomes; married participants shown greater vitality, and men scored better in absorption than women. Employees in the public sector reported higher levels of job satisfaction, although those in the private sector performed better individually. Only 14.1% of employees polled reported having a best friend at work, indicating that meaningful professional friendships, while important, may not be common. Critics of workplace friendship research point to its inclination to use a post-positivist framework, concentrating primarily on quantifiable results such as performance and efficiency. This viewpoint frequently overlooks the social and humanistic aspects of professional friendships, such as their inherent emotional value and the subjective experiences they provide. Contemporary scholars suggest a sociological perspective to WF, which acknowledges these interactions as developing social practices influenced by historical, organizational, and personal settings. This larger

perspective provides a fuller, more comprehensive understanding of how friendships contribute to human happiness at work.

The organizational level at which a person works tends to influence the likelihood of forming workplace connections. A survey of 288 Taiwanese workers indicated that individuals at higher organizational levels had less friendships. Contrary to predictions, being in a central position with access to more resources did not result in more friendships, potentially due to power distance or perceived role constraints that restrict open socialization.

Hospitality businesses which includes high rate of turnovers , and have long working hours , and lot of emotional labour and very low compensation , it's important to understand that workers' connection with each other is . Workplace friendship in Hospitality industries are observed to be reducing satisfaction among workers , absenteeism , with an intention to quit whole fostering performance at work and OCB behaviour .

Workplace friendships are not simple it can be drawn from the data itself , they are diverse and they can have a profound impact on every individual and even the industries. It is quite essential for the Companies to understand that it's necessary to build a culture which is healthy and effective and provide a balance relationships among employees thus essential that companies build an organizational culture . Team-building activities, social gatherings, open offices, and well-defined professional boundaries are a few of the methods to foster such relationships without incurring risks.

To congregate , talking about professional friendships it's not just being a mere friend with two or three people and spending day and night with them it is an important part of everyone's life which has effect on our life . It is something more than just a everyday gossips it's about influencing the performance, satisfaction and feeling secure at work , it's about being healthy physically and mentally at work . Future researches should focus on the other benefits of having friendships at work it gives value to the health and the business as well.

## **1.2 Work Deviance Behaviour:**

Workplace deviance behaviour (WDB) is a common issue that affects companies across various industries. Workplace deviance is described as behaviour that violates significant norms in an organization and is detrimental to the organization, its members, or both. It has been extensively researched by scholars and managers who work in management and resource management (Robinson & Bennett, 1995, 1997) It encompasses not only overt wrongdoing like as theft or aggressiveness, but also more subtle kinds of noncompliance such as procrastination, gossip, and passive opposition to managerial directions. Such behaviours, while often missed, can result in significant organizational inefficiencies, lowered morale, and increased operating expenses (Spector & Fox, 2005). Understanding the intricacies of deviant workplace behaviour is becoming increasingly important as firms strive for efficiency and effectiveness in a globally competitive market. The probability of deviant behaviour is increased in today's settings due to stress, role ambiguity, and interpersonal interactions While some forms of deviance may be viewed as harmless or even socially beneficial, others can destroy trust, weaken leadership, and produce toxic work environments. As a result, understanding the many types, causes, and consequences of workplace deviance is critical for developing effective intervention and prevention techniques.

## Types of Workplace Deviances

Robinson and Bennett (1995) presented a generally accepted typology of workplace deviance that distinguishes between two key dimensions: the goal of the deviant behaviour (organization vs. individuals) and the severity of the behaviour (severe versus minor). This paradigm provides four broad categories: Production deviance refers to behaviours that contravene norms governing the quantity and quality of work, such as purposely working slowly, taking excessive breaks, or wasting resources. Property deviance refers to the misuse or damage of a firm's property in an inappropriate manner, i.e., theft, sabotage, or abuse of firm property. Political deviance is when a person uses social situations to his or her benefit, i.e., gossiping, favouritism, or unjustified criticism. Personal aggressiveness is the extreme category and encompasses actions like intimidation, word harassment, bullying, and physical aggression.

## Causes of Workplace Deviance.

Workplace deviance does not occur in isolation; it is frequently a reaction to perceived injustices, unhappiness, and unpleasant emotions felt by employees. Feldman (1984) defines deviance as a violation of organizational norms, which include formal rules, informal expectations, and moral standards. When employees believe that these norms are unfairly imposed or inconsistently administered, they may engage in deviance as a way of voicing discontent or regaining authority.

Kaplan (1975) suggested that behavioural deviance occurs when individuals fail to achieve desired social or occupational goals by acceptable means. In the workplace, this can show as feelings of powerlessness, underappreciation, or being overworked without appropriate pay or acknowledgment. As a result, employees may engage in deviant behaviour as a kind of retaliation or coping strategy.

Empirical research have shown that aberrant conduct has a negative impact on productivity, employee morale, and organizational performance (Camara & Schneider, 1994; Coccia, 1998). Harper (1990) found that up to 75% of employees admitted to engaging in behaviours such as theft, absenteeism, or sabotage. Workplace violence and harassment are also common: according to Webb (1991), 42% of working women in the United States experienced sexual harassment, and Bensimon (1997) estimated that the yearly In the US, workplace violence costs \$4.2 billion annually.

The effect of workplace relations, particularly workplace friendships, has also been investigated in relation to DWB. A study of Taiwan's five-star hotels discovered that the prevalence and availability of workplace friendships were inversely connected with productivity, political and property deviance, and personal antagonism. Furthermore, organizational identification attenuated this association, indicating that employees with stronger organizational links were less likely to participate in deviant behaviour (*American Journal of Social Sciences, Arts, and Literature*, 2014).

Another viewpoint investigated is deviant customer-oriented behaviour, such as breaking rules for clients. In South Korea, researchers discovered that such actions could actually improve service friendships when tempered by co-production between personnel and customers, implying that some deviant behaviour may have strategic social value (Kim, 2020). Managers and HR professionals must be diligent in addressing DWB because of its

negative effects on organizational outcomes, such as increased turnover, reputational harm, legal liabilities, and costs associated with rehiring and retraining (Bennett & Robinson, 2003). Preventive techniques include creating clear ethical standards, encouraging open communication, offering stress-reduction programs, and guaranteeing fair leadership practices that discourage deviant responses to organizational injustices (Spector & Fox, 2005; Stanley, Meyer, & Topolntsky, 2005).

To summarize, workplace deviance is a multidimensional problem rooted in individual, organizational, and social factors. Understanding the origins and effects of such actions is critical for creating a productive, ethical, and inclusive workplace culture.

### **1.3 Work Turnover :**

Employee turnover, also known as work turnover, is the rate at which employees leave an organization and are replaced by new hires. This phenomenon is an important statistic for evaluating organizational health since it represents crucial aspects like employee satisfaction, organizational culture, and managerial performance (Price, 2001). High turnover rates are frequently used as a warning indicator, signaling fundamental difficulties inside the business, such as low work satisfaction, toxic leadership, a lack of promotion prospects, or a misalignment between employee values and corporate mission. Lower turnover rates, on the other hand, are usually indicative of a healthy work environment that values stability, job satisfaction, and competent leadership.

Typically, there are two categories of employee turnover: involuntary and voluntary. Voluntary turnover happens when individuals decide to leave an organization for better chances, higher pay, better work-life balance, or more rewarding responsibilities (Mobley, 1977). Involuntary turnover happens when employees are let go for reasons such as poor performance, organizational restructuring, or downsizing attempts. While some turnover is unavoidable and can provide new perspectives and creativity, excessive or unexpected turnover poses major risks and costs to a business. The Effect of Turnover on Organizational Effectiveness

High turnover disrupts team dynamics, diminishes institutional memory, and raises the direct and indirect expenses of hiring, onboarding, and training new personnel (Hinkin & Tracey, 2000). Beyond the financial ramifications, frequent turnover can weaken team trust, lower morale, and create additional strain on remaining employees, who may become overworked or demotivated (Pizam & Thornburg, 2000). Over time, such instability can jeopardize service delivery, impair productivity, and harm the organization's reputation in the industry.

High turnover is especially destructive in industries that rely on strong interpersonal interactions, such as hospitality, healthcare, and customer service. According to studies, turnover in the hospitality business can have a detrimental impact on client satisfaction, service continuity, and organizational profitability (Karatepe & Olugbade, 2009; Kim et al., 2009). The departure of experienced staff, particularly those in senior positions, results in a loss of institutional knowledge and strategic continuity, making it more difficult to undertake long-term plans.

Causes of Employee Turnover

The causes of turnover are numerous, affecting both individuals and organizations. Individual employees may leave owing to job discontent, a lack of recognition, insufficient career advancement, or unmet personal ideals. Generational transitions are also important; younger employees value flexibility, work-life balance, and meaningful involvement more than traditional incentives such as money (Cohen, Blake, & Goodman, 2015).

Organizational variables that contribute to turnover include poor communication, toxic workplace cultures, ineffective leadership, unclear job roles, and a lack of appreciation (Lambert et al., 2001). When employees feel alienated from the company's mission, unsupported by leadership, or concerned about their future inside the firm, they are more inclined to consider leaving.

Theoretical Foundations: Social Support Theory and Turnover Intention.

Social Support Theory is a significant framework for understanding employee retention, positing that emotional, informational, and instrumental support from colleagues can lessen the psychological strain associated with employment (House, 1981; Hobfoll & Stokes, 1988).

-Workplace friendships, for example, are essential sources of support that help to minimize stress, job unhappiness, and turnover intention (Berman et al., 2002). Employees who express strong social relationships in their workplace are more likely to be engaged, resilient, and devoted to the firm, even during difficult times.

Workplace friendships offer four types of support: appraisal (feedback and confirmation), instrumental (material or informational aid), emotional (care and empathy), and esteem (boosting self-worth). Employees who lack these social supports are more likely to experience burnout, detachment, and turnover (Kram & Isabella, 1985). This viewpoint emphasizes that creating a positive social environment is just as important as providing financial incentives.

Measuring and managing turnover intentions

Turnover intention is the mental process through which employees consider quitting work. It is one of the best predictors of actual turnover (Jaffrey, Charles, and Rajan, 1989). For Caplan and Jones (1975), a person's intention to quit reflects how unsatisfied and unhappy they are and that they are looking for a better opportunity. High turnover intentions will lead employees to actual resignations. Hence it's an important factor for managers to keep a check on.

Hancock et al. (2013) and Perez (2008) It was discovered that monitoring turnover intentions among employees can help forecast employee turnover in the future and uncover concealed causes for such intentions. For instance, having informal workplace networks has been linked to increased job satisfaction and organizational commitment. Members of informal support networks report being more satisfied with their job, but less committed to the formal organization. These findings imply that organizations need to incorporate informal workplace dynamics into their retention efforts. So that they can have an informal space to discuss and chat with other people it will foster their happiness.

Strategies for Reduced Turnover

To manage turnover effectively, organizations will have to move beyond traditional methods and adopt total retention approaches. The most important approaches are:

**Enhancing Career Development Opportunities** Offering clear career paths, mentorship initiatives, and continuous skill building reflects organizational concern for employees' careers, reducing the chances of turnover.

**Inclusion culture of respect and psychological safety** enhances job satisfaction and fosters long-term commitment. Organizations need to make their employees feel valued heard, and committed to the organizational mission. With rising desire for work-life balance, providing options like as remote work, flexible hours, and wellness programs can considerably minimize turnover, especially among younger workers and working parents

**Regular Feedback and Communication** Conducting stay interviews, exit interviews, and frequent employee satisfaction surveys can help detect early indicators of dissatisfaction, allowing for proactive solutions. Competitive compensation and benefits. While not the only determinant, fair compensation remains a critical component of employee satisfaction. To retain excellent talent, it is critical to ensure that compensation is competitive in comparison to industry standards. **Data-driven Turnover Analysis**

Organizations should collect and evaluate turnover statistics by department, tenure, and demographic group. This assists in identifying specific issue areas and customizing retention methods accordingly (Hom & Griffeth, 1991). **Empirical insights and Statistical Approaches**

Quantitative research has been useful in assessing turnover trends. Studies utilizing data from the Federal Human Capital Survey, for example, have found that functional preferences and social solidarity strongly influence turnover intentions in public sector organizations (Cohen, Blake, & Goodman, 2015). Statistical models like ordinal item response theory have been used to assess how changes in job structure, such as performance-based pay systems, affect turnover rates among various employee categories

A prominent fast-food business study that examined employees' social network centrality discovered that individuals with stronger interpersonal links were less likely to depart

Employee turnover is a difficult problem that can affect business performance, culture, and competition in a different ways. Some turnover is unavoidable and can even be beneficial for the industry, but high turnover rates and poorly managed turnover damage efficiency, employee morale, and long-term planning it will directly impact the image of the company itself. By recognizing the psychological, social, and structural causes of turnover, organizations can build plans to enhance employee engagement, job satisfaction, and long-term commitment. Employing theories such as Social Support Theory, along with actual data and active management, provides a powerful means of reducing turnover and building a committed and dedicated workforce.

#### **1.4 Job Insecurity:**

Job insecurity has got influenced by a lot of distinct factors like organizational change, new technology, and economic issues. Job insecurity is basically having a perception that you may lose your job or experience significant changes in work, such as fewer working hours, lower earnings, or different tasks. It has become really important. As a result of organizational change, globalization, and economic issues, job insecurity has become one of the largest reason of stress in working life today. Based on studies, job uncertainty violates elementary

psychological needs such as belonging to a group, being competent, and being autonomous (Gilboa et al., 2008; Wang, 2014). This problem has the potential to generate conflict between employers and employees, which results in employees having a pessimistic mindset towards their work and organization and will eventually decrease their potential to generate creative and effective solutions.

Job control is also undermined by job uncertainty, which make people avoid engaging into behaviours such as helping others and taking action when in problem and being kind . People will withhold their personal resources, such as their willingness to perform these behaviours, when they are powerless and cannot control their feelings of uncertainty. (Sverke and Hellgren 2001) conducted a survey among Swedish health workers and discovered that unionized employees were more loyal and less voice and withdrawal behaviour than non-unionized employees. This, therefore, indicates that union membership may diminish the impact of job insecurity (Kieun & Ki, 2019; Hur & Perry, 2020). Furthermore, job uncertainty can have a bad effect on a worker's sense of belonging , security and can negatively affect organizational citizenship behaviour (OCB).( Hur et al. 2014) conducted a survey of 787 workers and found a strong negative correlation between corporate citizenship behaviour and job uncertainty. From the survey findings it was clear that employees do not want to be the part of a company where they think that are not sure about the job or it's uncertain as per their role. That is why friendships in workplaces become a support system. Work friendships naturally occur in workplaces and are voluntary, as Wright (1984) says. Berman et al. (2002) also define it as a friendly, non-exclusive, and personal relationship created through work interactions. These friendships create mutual support, assist in the exchange of information, help In task and fulfill emotional needs (Anjum et al., 2019).

The affective events hypothesis (Weiss & Cropanzano, 1996) depicts that friendships influence the way people thinking about others they become more kind and positive and act, mindfully in situations of stress and frustration such as job uncertainty. There are three primary mechanisms through which work friendships can reduce the negative emotions of job uncertainty. Firstly, they offer social support and belongness that enables individuals to cope with stress and other negative thoughts more effectively (Mao et al., 2012). Through social support, employees can cope with their emotional reactions to insecurity more effectively. Secondly, these friendships generate positive emotions, which helps to create a better and more positive environment and lead to a relaxed and supportive working environment that mitigate or reduce the negative effects of job instability. Thirdly, these connections makes the person feel more connected and have genuine care and support for each other which directly help them to be happy and work efficiently.

This thesis explores the intricate interconnection between job insecurity and its consequences. There is a single research aim, which is to investigate the impact of long-term job insecurity on work-family conflict. The results in Study 3 indicate that one year of job instability significantly boosts men's work-family conflict. The second aim is to determine why the consequences of job instability are heightened or reduced. The results of Study 1, which looked at coping mechanisms, showed that neither problem-focused coping nor avoidance/devaluation coping was able to significantly reduce the stress caused by job instability. The results of Study 1, which looked at coping mechanisms, showed that neither problem-focused coping nor avoidance/devaluation coping was able to significantly reduce the stress caused by job instability. It's interesting to note that avoidance coping can

sometimes make stress worse. Significant gender differences were found in all of the studies. In general, job uncertainty seemed to have a more negative impact on males than on women. These results reinforce the negative consequences of job instability and recommend that mediating mechanisms and gender-based vulnerabilities be further investigated in future studies.

Organizational changes brought on by international competition have resulted in significant job losses and elevated feelings of job insecurity in South Africa. The conventional "job for life" mentality has been undermined by this shift, which has profoundly changed the psychological bond between employers and employees. Because it creates uncertainty and worry and affects people's control over their employment position, job insecurity is especially important. It has been connected to low levels of organizational commitment, disengagement, poor mental and physical health outcomes, and work dissatisfaction. 178 maintenance workers participated in an empirical study to look into the connection between organizational commitment, job satisfaction, and job insecurity. In contrast to earlier research, there was no discernible relationship between work uncertainty and commitment or job satisfaction. On the other hand, those who were semi-skilled, had fewer years of work experience, lower job bands, lower educational credentials, and were members of the NUMSA trade union indicated higher levels of employment insecurity. A moderate effect was shown via regression analysis, which showed that organizational commitment and job satisfaction jointly explained 14.1% of the variation in job insecurity.

Additionally, a recent study examined the cognitive and emotional components of job insecurity (JI), drawing on studies on future-oriented cognition. Three different profiles were found using latent profile analysis on the International Social Survey Program datasets from the United States and the United Kingdom: the ambivalent JI alignment profile (moderate worry and threat), the affective JI misalignment profile (high worry despite low threat), and the secure alignment profile (low worry and low threat). The factors comprising economic dependency such as perceivable employment and school attainment forecasted membership of the affective JI misalignment cluster which contained the highest level of distress. These findings suggest that the internalization and emotional responses regarding perceived risks are equally as impactful as external sources in determining job insecurity. Overall, the literature illustrates the complex connection of job insecurity with various organizational outcomes. It brings four individual characteristics, social relationships formed in the workplace, coping strategies, and even age as important factors. Organizations aiming at optimizing employee performance and wellbeing, while containing the adverse impact of employment volatility need to appreciate these dynamics deeply.

## **Chapter 2: METHODOLOGY**

### **2.1 Hypothesis**

Study-1

H1- Workplace friendships are negatively correlated with work deviance.

H2- Job insecurity positively influences work deviance.

H3- Workplace friendship reduces the negative impact of job insecurity on work deviance.

H4- Workplace friendships negatively influence employee turnover intentions.

H5- Work deviance is positively correlated with employee turnover intentions.

## 2.2 Objectives

### Study-1

- To examine the workplace friendships influence on work deviance , turnover intentions and job insecurity
- To examine the overall impact of workplace friendship on different job aspects.

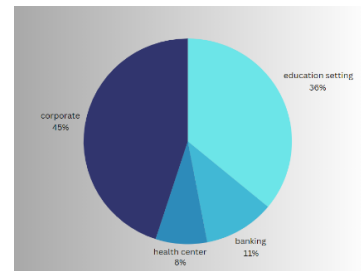
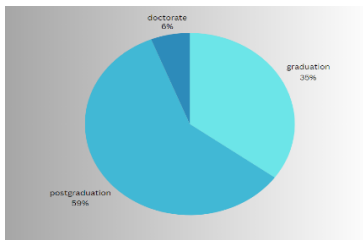
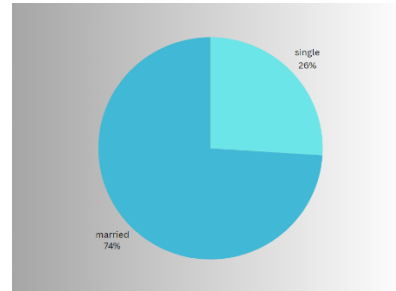
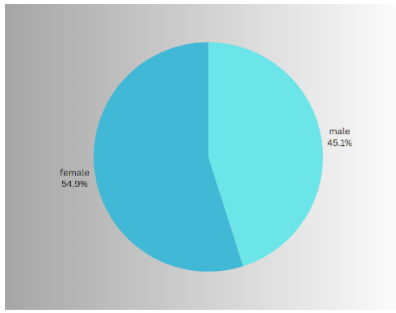
### Study-2

- To establish a clear definition of workplace friendship , identifying key characteristics and types
- To investigate how employees balance professionalism with personal relationships and the effects of this balance on workplace dynamics.
- To determine the extent to which workplace friendships enhance motivation, productivity and work performance.
- To analyse the role of workplace friendships in fostering teamwork , collaboration and successful project outcomes.
- To assess whether strong workplace friendships contribute to higher employee retention rates , and understand the underlying reasons.
- To explore how workplace friendships can impact organizational culture , employee behaviour and the potential to mitigate deviant behaviour.
- To examine how workplace friendships provide emotional support and coping mechanisms for employees facing challenges or stress.

## 2.3 Participant Details

### Study-1

A total of 100 English-speaking Indian population were recruited for the study. Participants' ages ranged from 30 to 45 years . Participants were from distinct professions like corporate , education, banking and health . The mean age of participants were 37.5 years.



## Study-2

A total of 20 English-speaking Indian population were recruited for the study. Participants' ages ranged from 30 to 45 of the participants. Participants were from distinct professions like corporate, education, banking and health. All 20 participants were recruited for an one on one interview.

## 2.4 TOOLS

### Study-1

- A questionnaire with a set of printed questions with a choice of answers.
- A pen or pencil to mark the appropriate answer.
- The Workplace Friendship scale, developed by Neilsen et al. (2000), and adapted to the Turkish language by Kırıl (2016), includes 12 items and two subdimensions. These subdimensions are "Friendship Opportunity" (sample item: I have the opportunity to get to know the people I work with at my school) and "Dominant Friendship" (sample item: I make good friends at my school). This is a 5 point likert scale (1-Strongly disagree to 5- Strongly agree). Neilsen et colleagues examined the scales' reliability and found Cronbach alpha coefficients of workplace friendship scale 0.76 and 0.78 for the sub-dimensions in the Turkish translation, and 0.84 for the overall scale (Kırıl, 2016). The Cronbach alpha coefficient for the complete scale in the current study was 0.70, and when compared to the present analysis, the value was 0.868.
- The six-item version of the scale was developed by Roodt and Bothma. Each item is assessed on a five-point Likert scale ranging from disagree (1 point) to agree (5 points), each item measures turnover intention. Roodt and Bothma indicated that the dependability value of

Cronbach's alpha of the scale job turnover was 0.803, while the current analysis reveals 0.769.

- The job insecurity scale, developed by Ashford et al. 1989, 18 item scale was chosen to measure two subscales: the importance of total job changes (9 items) and the likelihood of change to total job (9 items). Participants were asked to rate the importance and likelihood of changes to total job items using a 5-point Likert-type scale for each subscale, where 1 = very unimportant to 5 = very important (measuring the importance of total job changes) and, 1 = very unlikely to 5 = very likely (measuring the probability or likelihood of changes to total job). According to Ashford Cronbach alpha of.83 for importance and.81 for probability, the current analysis for job insecurity scale had 0.842 and 0.709.

- The work deviant behaviour scale, developed by Bennett & Robinson is to measure deviant behaviours at workplace there were 24 items, it is a 7 point linkert scale which measures to which extent a person has engaged in this behaviour ( 1 – never to 7- daily) . According to Benett and Robinson, Cronbach alpha of.81 and 0.78 was obtained, while the current reliability analysis for workplace deviance scale has a value of 0.947.

- Google forms were also sent through internet to collect responses from participants living far away.

- The use, Google form, of IBM SPSS (Statistical Package for Social Sciences) for the purpose of doing statistical analysis for the acquired results.

- A Microsoft Excel spreadsheet to document and organize the results.

## Study-2

As per the objectives of the investigation, interviews were used to collect data. There were total of 20 interviews taken.

## **2.5) DESIGN OF THE STUDY**

### Study-1

Our study utilizes the following designs –

We did a correlation analysis to examine the influence of friendship at workplace on other variables like turnover, deviance & insecurity. After that regression analysis was done workplace friendship is independent variable and turnover, deviance and insecurity is dependent variable.

### Study-2

We did an exploratory study to understand the effects of workplace friendship and other factors effecting different job aspects. Thematic analysis was done to understand the in-depth and insights of employees about workplace friendship. Thematic analysis helps us to identify the pattern or different themes from the qualitative data, It involves of reading the data carefully and then identify themes, concepts and ideas from it to narrate the results.

## **2.6) PROCEDURE**

### **Study-1**

Subjects were seated comfortably in an area where there was minimal or no external distraction with appropriate lighting. Initially, they were told about the study and were asked to sign an informed consent to indicate voluntary participation. This form included information regarding the purpose of the study, participants' rights to withdraw from the study, refusal to participate, seek questions and doubt clarifications at any time, the data collected as well as their identity was to be ethnically kept confidential, they would be completely anonymous. This data was collected physically and via google forms and to establish contact with the participants of our study. After establishing the rapport and basic orientation to the test regarding how the task has to be performed, the participant will be asked to start with their demographic details, participants had to move on to the four questionnaires attached. These questionnaires were presented to the participants in the same order. They could take time, moving at their own pace since the questionnaires didn't have a strict time limit and since there were no right or wrong answers. However, they were advised to not overthink it and mark the first response that came to their mind. Finally, the participants were debriefed after they completed the study.

### **Study-2**

Subjects were seated comfortably in an area where there was minimal or no external distraction with appropriate lighting. Initially, they were told about the study and were asked to sign an informed consent to indicate voluntary participation. This form included information regarding the purpose of the study, participants' rights to withdraw from the study, refusal to participate, seek questions and doubt clarifications at any time, the data collected as well as their identity was to be ethnically kept confidential, they would be completely anonymous. This data was collected physically and via interviews, the purpose and instructions were explained to all the participants to establish contact with the participants of our study. After establishing the rapport and basic orientation to the test regarding how the task has to be performed, the participant will be asked to answer to the questions of the interview. They could take time, moving at their own pace for their comfort although the interview will take upto 30-40 mins was already told to the participants and since there were no right or wrong answers. However, they were advised to not overthink it and answer the first thought that came to their mind. Finally, the participants were debriefed after they completed the study, followed by thanking them and asking them about the interview and their thoughts about it.

## **2.7) INTAKE PROCESS**

### **Study-1**

In order to collect the data, convenient sampling was used. There was no incentive offered to promote volunteerism. However, it was ensured during their selection that they were at ease carrying out the experiment in the English language.

## Study-2

In order to collect the data , convenient sampling was used .There was no incentive offered to promote volunteerism . However, it was ensured during their selection that they were at ease in answering the interview questiones in the English language , they also had a choice of switching to Hindi if needed.

### **2.8) INSTRUCTIONS**

The following instructions were given to the subject –

#### Study-1

“Participation in the research is voluntary and unconditional; you may withdraw at any time, refuse to participate, seek questions and doubt clarifications at any time, and request results and/or confidentiality assurance at any time without consequences of any kind. The data collected as well as your information will be treated confidentially, and will purely be used for academic purposes. Participant's identity will not be associated with any of the findings of this research and will remain anonymous. This will be done by changing their name and disguising any details that may reveal their identity. Please note that there are no right or wrong answers. There is no strict time limit as well, but this study should take you about 5 to 7 minutes to complete since it consists of 60 questions divided into 4 different sections.”

#### Study-2

Greetings to you and thank you for taking the time to engage in this interview.

I hope you are doing well. Today, we'll talk about workplace friendships and their influence. Your insights will assist us in understanding the essential elements of workplace friendship and how it supports the workplace environment.

“We will ask you a series of questions. Please feel comfortable answering. Try to give your honest answers. Please share your life experiences in detail. This interview will be audio-recorded and will take 30-40 minutes. You can be assured of the confidentiality and privacy of the recordings. Only the research team will have access to it. Your identity will not be revealed at any point in time. Please let us know if you feel uncomfortable at any point. We will be conducting this interview in English. Please answer in the same language. If it is not easy for you, you may switch to Hindi.”

I hope you are clear with the purpose and instructions. Shall we start?

Ending the interview ..

“So, we have reached the end of the interview stage. Would you like to share how you are feeling now? Any last thoughts?”

Thank you for participating in this interview. We appreciate your time and input in this research study.”

## Chapter 3: Results

Study-1

**Table-1 Descriptive Statistics**

VARIABLES	N	MEAN	STANDARD DEVIATION
Friendship	100	41.9400	8.84070
Fri Sub-1	100	21.7200	5.01529
Fri Sub-2	100	20.2200	4.38910
Job insecurity	100	51.9400	10.41252
Insecurity sub-1	100	30.6200	7.68414
Insecurity sub-2	100	21.3200	5.42139
Work deviance	100	40.2600	20.14725
Job turnover	100	11.2100	3.44156

The descriptive statistics reveal key insights into the study variables. Workplace friendship showed moderate to high levels (Mean = 41.94, SD = 8.84), with Subscale 1 (Mean = 21.72) slightly higher than Subscale 2 (Mean = 20.22), indicating positive but varied workplace relationships. Job insecurity had a moderate overall mean (51.94, SD = 10.41), with Subscale 1 (30.62) reflecting higher insecurity related to job stability compared to Subscale 2 (21.32) related to job quality, showing notable variability in participants' perceptions. Work deviance reported a moderate mean (40.26, SD = 20.15), with significant variability, suggesting diverse levels of deviant behaviours across respondents. Lastly, job turnover intentions were relatively low to moderate (Mean = 11.21, SD = 3.44), with consistent responses among participants. These findings indicate that workplace friendships play a central role, while job insecurity and its dimensions, though present, show mixed impacts across the sample.

**Table-2 Correlation**

		FRI	FRI1	FR2	JIS	JIS1	JIS2	Deviance	Turnover
<b>Friendship</b>	Pearson's r								
	P value								
<b>Friendship (subscale 1)</b>	Pearson's r	.942							
	P value	.000							
<b>Friendship (subscale 2)</b>	Pearson's r	.930	.752						
	P value	.000	.000						
<b>Job Insecurity</b>	Pearson's r	.067	.015	.114					
	P value	.550	.890	.307					
<b>Job Insecurity (subscale 1)</b>	Pearson's r	.186	.122	.231	.838				
	P value	.095	.276	.037	.000				
<b>Job Insecurity (subscale 2)</b>	Pearson's r	-.137	-.142	-.114	.649	.129			
	P value	.219	.204	.307	.000	.247			
<b>Deviance</b>	Pearson's r	-.265	-.255	-.240	.210	-.102	.523		
	P value	.016	0.21	.030	.059	.364	.000		
<b>Turnover</b>	Pearson's r	-.402	-.380	-.373	.178	.078	.215	-.003	
	P value	.000	.000	.001	.109	.484	.052	.976	

The correlation table highlights significant relationships between key study variables. Workplace friendship (FRIT) shows a significant negative correlation with both work deviance ( $r = -0.265$ ,  $p = 0.016$ ) and turnover intentions ( $r = -0.402$ ,  $p = 0.000$ ), indicating that higher workplace friendship reduces deviance and turnover. Similar trends are observed for the subscales of friendship (FRI1 and FR2), which also negatively correlate with deviance (FRI1:  $r = -0.255$ ,  $p = 0.021$ ; FR2:  $r = -0.240$ ,  $p = 0.030$ ) and turnover (FRI1:  $r = -0.380$ ,  $p = 0.000$ ; FR2:  $r = -0.373$ ,  $p = 0.001$ ). Job insecurity (JIS1 and JIS2) shows a significant positive correlation with work deviance (JIS2:  $r = 0.523$ ,  $p = 0.000$ ), suggesting that higher job insecurity is associated with increased deviant behaviours. However, job insecurity does not show a significant relationship with turnover ( $p > 0.05$ ), indicating its limited impact on turnover intentions in this sample. Additionally, workplace friendship and its subscales do not significantly correlate with job insecurity ( $p > 0.05$ ), suggesting that friendships may not directly influence perceptions of job insecurity. Overall, the findings emphasize the role of workplace friendships in reducing both deviance and turnover, while job insecurity primarily influences deviance but not turnover.

**Table-3 Regression**

Variables	R	R <sup>2</sup>	Beta	Standard Error (SE)	t	Significance (p)
<b>Deviance</b>						
Job insecurity	.523	.274	.523	.391	5.491	.000
Friendship	.558	.312	-.496	.386	-2.086	.040
<b>Job insecurity</b>						
Deviance	0.523	0.274	0.523	0.391	5.491	.000
<b>Turnover</b>						
Friendship	0.402	0.162	-0.402	3.186	-3.932	.000

The regression results reveal several important relationships among job insecurity, workplace deviance, friendship, and turnover. Job insecurity was found to significantly predict workplace deviance, explaining 27.4% of the variance ( $\beta = .523, p < .001$ ), indicating that higher job insecurity leads to increased deviant behaviour. Interestingly, workplace friendship also emerged as a significant predictor, but in a protective direction—higher levels of friendship were associated with lower deviance ( $\beta = -.496, p = .040$ ), with the combined model explaining 31.2% of the variance in deviance. Additionally, deviance significantly predicted job insecurity ( $\beta = .523, p < .001$ ), suggesting a possible reciprocal relationship. Regarding turnover, friendship was negatively related to turnover intentions ( $\beta = -.402, p < .001$ ), accounting for 16.2% of the variance. Overall, these findings highlight that while job insecurity may contribute to deviant behaviours, strong workplace friendships can buffer against both deviance and turnover, underscoring the value of supportive peer relationships in organizational settings.

## Study 2

After conducting 20 interviews with working adults aged 30-45 years, the findings were transcribed and analysed thematically to explore workplace friendship and its effect on different aspects of job. The transcriptions were carefully reviewed, coded manually and organized into recurring themes such as Defining workplace friendship, Benefits of workplace friendship, Balancing friendship and professionalism and their Subthemes.

Representative quotes from the participants were included under each theme to highlight their individual experiences .

**Table: This table shows the different themes and sub themes and their meaning :**

Theme	Sub-theme	Meaning	Excerpt's
Defining Workplace Friendship	Characteristics	workplace friendships are spontaneous relationships founded on shared interests, aligned values, mutual trust, commitment, and reciprocal liking.	<p>P-2-“ <i>I want in the friend so it would be like honesty, companionship, I think these both are really important for me, because in every relationship trust is must.</i>”</p> <p>P-17” <i>So, trust is something first and second in the workplace friendship, I feel comfort, because that really matters.</i>”</p> <p>P-6” <i>Trust basically and respect , mutual understanding .</i></p> <p>P-11 -“ <i>I would say, the more genuine you are, the better it would be worthless friendships”</i></p> <p>P-18” <i>Friendship we like expect from the person to be honest and like the same respect we are giving to each other.</i>”</p>
Defining Workplace Friendship	Types	Different levels of workplace friendships, from formal acquaintances to deep personal bonds, including casual work friendships and those extending beyond work hours.	<p>P-1”<i>One is like where you chill with them in office time like at lunchtime or at morning , second type of friendship is like where people hang out after the office time or on Sundays”</i></p> <p>P-3”<i>We form a deeper bond right where we can discuss our life, there are certain friend's like they are not sharing that deep bond but whenever I face any situation they will reach out to me , then they are not your</i></p>



			<i>,when people at work form a supportive relationship."</i>
	Professional Benefits	Enhances collaboration, improves teamwork, boosts morale, and provides learning opportunities.	<p>P-20" <i>Coordination led to better results and recognition from management, and it's really boosted my trust toward my relationship with my friend"</i></p> <p>p-3" <i>Each person holds different experiences in their life , when you are communicating , you are forming certain bonds , you are sharing ideas ,so you are learning new things."</i></p> <p>p-8" <i>Maybe you know the kind of skill it is needed you don't have , so then you reach people like you know have those experiences , kind of skills as a professional"</i></p> <p>p-11" <i>If two minds are working on the same thing , and they are like so much connected with each other and they are helping out each other so it becomes very easy."</i></p> <p>p-13" <i>There are times when you have like a team working with best friend's , so it could be like you guys will do the work very easily and it will be done in ease like that ."</i></p>
Balancing Friendship & Professionalism	Maintaining Clear Boundaries	Ensuring friendships do not interfere with professional responsibilities.	<p>P-16" <i>There are things we need to keep in mind when we are in the workspace ,If there is something that is very overwhelming or like the person need to talk so I will just suggest that we can talk about personal things after the office hours."</i></p> <p>p-2" <i>You express it in a more comfortable manner , in a very soft tone as well when it is required , use more</i></p>

Balancing friendship & Professionalism			<p><i>kinder words maybe instead of being harsh, so that keeps the professionalism and the bond stable enough.”</i></p> <p><i>P-20” For me, clear communication helps me most of the time. With my close friends, we have made it clear that feedback at work won’t affect our personal bond”</i></p> <p><i>P-9” We made a tie up like when we are working at a company , we have to be more professional , because we can only grow by being professional at work.”</i></p> <p><i>P-12” The line is very clear between us , like we are very strict with our work “</i></p>
	Role clarity in workplace friendship	Understanding and maintaining the difference between one’s professional role and personal friendship at work.	<p><i>p-14” Like disagreement in a meeting , we don’t take it personally or we don’t really expect each other to get special treatments , when we are working “</i></p> <p><i>P-5” In a professional setting when we are working together we will , maintain that thing like the friendship won’t be interfering in that way “</i></p> <p><i>p-11” It gets sorted mostly people at work they do their work, I do my work , at the end of the day it get’s managed.”</i></p> <p><i>p-15” We don’t let personal feelings affect our work , meeting or decisions, so we respect each other space to keep thing’s healthier”</i></p>
Factors Promoting Workplace Friendship	Similarity or Complementary Traits	Common interests, shared values, or complementary personalities help in forming workplace friendships.	<p><i>p-18” I want the person who is totally opposite to me , like I want the third perspective from them, a different perspective from a different person”</i></p> <p><i>p-10” I think same nature , it’s more like</i></p>

			<p><i>when we have the same energy within we might get along in a good way"</i></p> <p><i>p-3" If I'm of that opinion and I'll share this some other person is also holding same thing , and then it becomes easy as we can help each other."</i></p> <p><i>P-20" so I naturally gravitate toward people who show empathy and really, really authentic have in common, just like watching the same web series or loving finances and learning about tech"</i></p> <p><i>p-2" I think if two people have similar traits , like similar interests , communication styles or values , they might feel more connected right away because they get each other . it can be easier to relate and understand one another ."</i></p>
Factors Promoting Workplace Friendship	Task based interaction	Friendships are fostered when individuals collaborate on shared tasks, engage in problem-solving together, and interact frequently through project work	<p><i>p-3" I have friends that we helped each other mutually . they might be knowing things like when I was new at workplace , I was communicating with my friends that I formed at workplace and they teach me how to form such an excel sheet "</i></p> <p><i>p-9" We were talking on something like we were working on some US based company project and we were talking about it and suddenly during the conversation we talked more about different things."</i></p> <p><i>p-12" so we were given a common task ,and we had to sit together and do it , so that's how we bonded over it "</i></p>

			<p><i>p-13" And then we just decided we used to sit together , we started talking about work and everything , and with time we became close"</i></p> <p><i>p-6"so I found that in my co-worker a math teacher she helped me a lot navigating through this new schedule and task and making sure I'm comfortable"</i></p>
	<p>Lack of reciprocity&amp; Efforts</p>	<p>When one person consistently gives support, help, or attention, but the other does not return the same effort, leading to imbalance, disappointment, and weakening of the workplace friendship.</p>	<p><i>p-7" There was a situation with me where I was giver and he only receive it and don't reciprocate at all, so in starting I was ok and thinking that he will take some time to open up but overtime I realized there is a bit difficult to run this friendship ."</i></p> <p><i>P-20" Just like I told you, like, when I when he needed the support, I was there for him, emotionally and physically. I was there, but when it came to me, when I needed a support, like I went through a family thing and lot of outside world thing. There was no interaction towards me, and he forget, me he forgot things I did for him."</i></p> <p><i>p-13" Obviously you will have to take favors and give favors with someone , I used to help them in some tasks or anything but when it's their time to return it , they denied or they made excuses that I need to go early"</i></p> <p><i>p-17" There were few people whom I thought that my efforts were only one sided , so I just you know stopped after a certain point of time."</i></p>

			<i>p-4"But if it is one sided , it never gets connected , so if for me it doesn't like the other person is not and my side also gets little lower."</i>
	Work Environment Constraints	Organizational factors like physical separation, heavy workload, confidentiality demands, competition, and misaligned work culture restrict opportunities for social interaction and bonding, reducing the formation of workplace friendships.	<p><i>p-11" I did not get to work with my team in office , I sit in different office "</i></p> <p><i>P-1" I've recently transferred to this branch and I'm working as a chief director here so I'm always engaged in work so I don't have much time to communicate with other people around life has been busy lately."</i></p> <p><i>p-10" Currently , I'm being posted in a different place and it's quite new to me so it's quite difficult to focus on friendship because we are comprehend we are dealing with confidentiality of our employees ."</i></p> <p><i>p-19" So it's like in corporate just like politics is there , and like in a way because obviously the competition is there."</i></p> <p><i>p-16" There was this event that I was going to but some people were acting different , like they were not aligning with the things."</i></p>

## Chapter 4: Discussion

### Study-1

The study was conducted to investigate the role of workplace friendship on factors like job turnover, deviance and workplace insecurity. It focuses on the adult population (30 - 45 year olds) from various parts of India. The study aimed to explore the relationships between workplace friendships, job insecurity, work deviance, and turnover intentions among employees. The findings reveal several important insights into how these variables interact within an organizational context.

Firstly, workplace friendships emerged as a protective factor against negative workplace behaviours and attitudes. Employees who reported stronger friendships at work were less likely to engage in deviant behaviours, such as violating workplace norms or displaying counterproductive work behaviours. This suggests that the presence of meaningful and supportive interpersonal relationships at work fosters a sense of belonging and mutual respect, which discourages employees from acting against organizational interests (Wu, Chen, and Zhuang 2023)

It is quite evident that workplace friendships are linked to lower intentions of quitting the job, suggesting that employees who have good connections are more emotionally attached to their work and organizations which results in lower to think about quitting the job. These insights generate the idea of social relationships at work and increase positive behaviour and enhance loyalty and commitment to the organization. (Jia, Liao, and Yin 2022)

On the other hand, job insecurity was found to significantly contribute to workplace deviance. Employees who perceived their jobs as unstable or at risk were more prone to engaging in deviant behaviours. This can be understood through the lens of stress and strain theories, where feelings of insecurity create psychological distress, leading employees to retaliate against the organization through deviant acts as a coping mechanism.

### Study-2

The current study aimed to investigate the dynamics of workplace friendship, namely how people define, feel, and navigate such relationships in professional settings.

A total of 20 interviews were conducted, and through thematic analysis of the interview, it was evident that participants were able to articulate a clear understanding of workplace friendship by sharing their personal experiences, perceptions, and challenges in maintaining such relationships within the professional environment. The responses revealed five major themes and sub-themes emerged from the analysis.

#### **Theme-1 Defining workplace friendship**

Workplace friendship means having closely and friendly relationship's with the people we work with, since we spend our lot of time at work, these friendships can make your work more enjoyable, reduce stress and help people make feel more comfortable and light. Friendships at work our a very common and natural part of our lives. According to (Berman et al.2002) as "nonexclusive voluntary workplace relations that involve mutual trust, commitment, reciprocal liking, and shared interests and values". Workplace friendship is a phenomenon that goes beyond simple pleasant actions among people in an organization;

there should be “trust , liking ,and shared values and interests “rather than just mutual acquaintances . The two sub themes identified are characteristics of workplace friendship and types of workplace friendship in this respondent’s emphasized qualities like honesty, companionship And comfort as essential for meaningful workplace relationships(Morrison &Vancouver 2000)

Moreover , participants distinguished between different types of workplace friendship – ranging from superficial acquaintances to deeper bonds that extend beyond working hours . Some friendships remained confined to office interactions , while others evolved into personal relationships outside work

### **Subtheme – 1: characteristics of workplace friendship**

Excerpts:

*“So trust is something first and second in the workplace friendship, I feel comfortable because that really matters “(p-17)*

*“I want in the friend so it would be like honesty , companionship, I think these both are really important for me , because in every relationship trust is must “(p-2)*

*” Friendship we like expect from the person to be honest and like the same respect we are giving to each other.”(p-18)*

Participants agreed that trust, honesty, camaraderie, and respect are the most crucial aspects of working friendship. One individual stated that trust comes first because it allows them to feel comfortable and safe with their co-workers. Another expressed that honesty and companionship are important to them because they desire a friend who is truthful and supportive, and they believe trust is necessary in all relationships. Another participant emphasized the need of equal regard in friendships, stating that if they respect their friend , they want the same in return as workplace friendships are significant for participants when they are based on real, trustworthy, and courteous relationships that build a sense of psychological safety and emotional support in professional contexts (Murphy, C., & Bedford, A. 2024).

### **Subtheme 2 Types of workplace friendship**

Excerpt’s:

*“we form a deeper bond right where we can discuss our life , there are certain friends like they are not sharing that deep bond but whenever I face any situation they will reach out to me , then they are not your friend but just colleagues “(p-3)*

*“Some friendships at workplace is only for connecting with the work , others like the friendship built with each other that we’ll be taking life long “(p-10)*

*“Some are light just small talks or sharing snacks, others go deeper helping with personal stuff and even becoming like family.”(p-15)*

The findings indicate that workplace friendships are not uniform; they range from informal, office-bound ties to significant, personal relationships that cross professional boundaries. Individuals' professional friendship experiences are determined by the level of interaction,

emotional support, and participation they have outside of work. Participants expressed various levels of workplace friendship, ranging from casual interactions to deep personal relationships (Zarankin & Kunkel 2019)

## **Theme-2 Benefits of workplace friendship**

This particular theme talks about the benefits of having friends at the workplace. Having friends at work can significantly improve how people feel about their careers. When employees form positive relationships with their co-workers, work becomes more pleasurable and less stressful. Friends at work provide emotional support, allowing people to handle stress, share difficulties, and feel less alone during difficult times. Workplace connections also enhance teamwork and communication. Friends are more willing to help one another, share ideas, and work together to solve issues. This can lead to improved job performance and a more positive workplace atmosphere. This Theme is further divided into two subthemes: personal benefits & professional benefits. This theme inculcates the favourable consequences that individuals enjoy both personally and professionally as a result of friendships created at work. These benefits can be emotional, like stress relief and feeling supported, or functional, like boosting teamwork and acquiring new skills. Workplace friendship continues to employees' overall well-being, job satisfaction, and performance (Wildgoose. 2021).

### **Subtheme 1 Personal benefits:**

Excerpt's

*“Friendly environment where you're able to talk share what are difficulties, it just feels good and comfortable, because you are able to work comfortably” (p-4)*

*I think you need a safe space for your thoughts, and you always need someone to share, a person with whom you can chat, you can share your experience “(p-19)*

*“Listening would be I would say anything important part, humans are social animals wherever we go we need belongingness everywhere, we need to be belonged.” (p-2)*

Participants in the current study emphasized that workplace friendships have a significant impact on their emotional well-being and sense of belonging; they described how having friends at work provides emotional support, stress relief, and a sense of being understood in a professional setting. These friendships provided a safe platform for individuals to disclose their personal issues, vent frustrations, and feel soothed, thereby improving their overall job experience. (Xiao et al. 2020 & Durrah 2022)

### **Subtheme-2 Professional benefits :**

Excerpt's:

*“Coordination led to better results and recognition from management and it's really boosted my trust towards my relationship with my friend” (p-20)*

*“If two minds are working, on the same thing and they are like so much connected, with each other and they are helping out each other so it becomes very easy.” (p-11)*

*There are times when you have like a team working with best friend's , so it could be like you guys will do the work very easily and it will be done in ease like that .”(p-13)*

Participants stated that workplace friendships provide real professional benefits such as information sharing, collaborative problem solving, and reciprocal assistance with job tasks. Such alliances formed an informal support structure that boosts productivity and allows for more efficient work completion. Participants reported that friends at work frequently provided advice, shared resources, and supported during hard situations, thereby establishing a collaborative work culture.(Wang et al.2024)

### **Theme -3 Balance between friendship and professionalism**

This relates to how employees balance personal friendships with professional responsibilities at work. While friendships provide emotional bonding, maintaining boundaries and role clarity is critical to ensuring that these relationships do not interfere with job commitments. Balancing friendship with professionalism requires clear communication, respect for job roles, and the capacity to separate personal emotions from work-related tasks .(Hamilton, O. S., Virhia, J., & Almeida, T. 2023).

#### **Subtheme -1Maintaining boundaries :**

Excerpt's

*“You express it in a comfortable manner , in a very soft tone as well when it is required , use more kinder words maybe instead of being harsh, so that keeps the professionalism and the bond stable enough.” (p-2)*

*“For me clear communication helps me most of the time .with my close friends we have made it clear that feedback at work won't affect our personal bond “(p-20)*

*” We made a tie up like when we are working at a company , we have to be more professional , because we can only grow by being professional at work.”(p-9)*

These participants demonstrate the need of communicating properly and generously in business friendships in order to maintain a strong personal tie as well as professionally. One person notes that speaking softly and gently, particularly when providing feedback or discussing job issues, helps to preserve respect and keeps the connection healthy. Using polite words instead of harsh or rude language makes it simpler to be professional while yet being approachable. Another person emphasizes the necessity of making it known to close colleagues that honest comments on work performance should not jeopardize personal friendships. They have agreed that work talks and personal feelings are distinct, so even if there is criticism at work, it will not affect their friendship outside of work . Participants emphasized ways for maintaining boundaries, such as deferring personal interactions until after work hours and utilizing respectful communication to balance professionalism and friendliness (Forbes, 2025)

#### **Subtheme-2 Role clarity:**

Excerpt's:

*“like disagreement in a meeting , we don't take it personally or we don't really expect each other to get special treatment when we are working“(p-14)*

*"It gets sorted mostly people at work they do their work, I do my work , at the end of the day it get's managed."*(p-11)

*"We don't let personal feelings affect our work , meeting or decisions, so we respect each other space to keep thing's healthier"*(p-15)

Participants agreed that one crucial aspect of sustaining successful workplace friendships is learning not to take professional conflicts personally. They recognize that while they work together, there will be differences in thoughts or ideas, but this should not influence their personal relationship. They ensure that any work-related conflicts or debates remain professional and do not spill over into their personal friendship. Another essential thing they made was to respect each other's professional space. This implies allowing their friend to do their job without undue interference. Despite their friendship, they recognize the significance of professional boundaries. They avoid being too casual or intruding into each other's work spaces in a way that could jeopardize their effectiveness. Participants discussed not taking disagreements personally during work discussions, ensuring that friendship does not interfere with task distribution or decision making, and respecting one other's professional space .(Luscombe, B.2024)

#### **Theme-4 Factors promoting workplace friendship**

The theme delves into the essential aspects that support the establishment of friendships in the workplace; friendships do not arise naturally, but are influenced by a variety of interpersonal and situational circumstances. Understanding these facilitators helps to explain why some workplace friendships develop into deep relationships while others remain strictly professional. Through thematic analysis, we identified two primary characteristics that lead to the development of friendship in the workplace: similarity or complimentary traits and task-based interaction (Antalyalı, Ö. L., Ekşili, N., & Çetinkaya Bozkurt, Ö. (2023)

##### **Subtheme-1 Similarity or complementary traits:**

Excerpt's:

*" I think same nature , it's more like when we have the same energy within we might get along in a good way "*(p-10)

*"so I naturally gravitate toward people who show empathy and really, really authentic have in common, just like watching the same web series or loving finances and learning about tech"*(p-20)

*"I want the person who is totally opposite to me , like I want the third perspective from them, a different perspective from a different person"*(p-18)

People create connections at work based on their similarities and differences. Some people believe they get along better with those who have similar energy or interests, such as sharing hobbies or watching the same TV series. They feel more at ease and connected as a result of their similarities. On the other side, some people enjoy having friends that are very different from them because they provide new ideas and ways of thinking. Having both types of friends—those who are similar and those who are different—can be beneficial because friends who are similar provide comfort and understanding, but friends who are different provide new perspectives and learning opportunities. Participants stated that they form

friendships based on similar energy and shared interests; however, some participants value friends with opposing perspectives, implying that complementary differences can also strengthen workplace bonds by broadening their viewpoint and promoting diverse thinking (Hashim et al. 2012).

### **Subtheme-2 Task based interaction:**

Excerpt's:

*"I have friends that we helped each other mutually . they might be knowing things like when I was new at workplace , I was communicating with my friends that I formed at workplace and they teach me how to form such an excel sheet "* (p-3)

*" We were talking on something like we were working on some US based company project and we were talking about it and suddenly during the conversation we talked more about different things."*(p-9)

*"And then we just decided we used to sit together , we started talking about work and everything , and with time we became close"*(p-13)

These participants demonstrate how workplace friendships often emerge naturally via work-related talks and teamwork. One participant mentioned that while they were new to the job, they sought assistance from their co-workers. These pals taught them crucial skills, such as how to make an Excel spreadsheet. This type of assistance made their jobs easier and allowed them to learn faster. Participants discussed connecting over common work goals, learning from one another, and spending extended time together while performing tasks, which naturally led to friendship creation. (Chang, H.-Y., et al. 2022)

### **Theme -5 Factors reducing workplace friendship**

This theme discusses the challenges and difficulties that people confront when attempting to create or keep friends at work. While some people may effortlessly create close ties with their co-workers, others struggle for various reasons. Understanding these challenges is critical for understanding why some professional connections remain superficial and never develop into true friendships, or why some friendships fade over time , There are some barriers and challenges that hinder the formation and maintenance of workplace friendship. While some relationships flourish, others struggle due to some factors. Recognizing these hindrances is critical to understanding why some workplace connections remain superficial or deteriorate over time (Sias, P. M., & Perry, T. 2004)..

### **Subtheme-1 Lack of reciprocity and efforts:**

Excerpt's:

*"There was a situation with me where I was given and he only receive it and don't reciprocate at all it and don't reciprocate at all, so in starting I was ok and thinking that he will take some time to open up but overtime I realized there is a bit difficult to run this friendship ."*(p-7)

*" Just like I told you , like when he needed the support I was there for him emotionally and physically. I was there, but when it came to me, when I needed a support, like I went through*

*a family thing and lot of outside world thing. There was no interaction towards me, and he forget, me he forgot things I did for him.*“(p-20)

*”But if it is one sided , it never gets connected , so if for me it doesn ’t like the other person is not and my side also gets little lower.”(p-4)*

Participants addressing a typical issue in friendships: when one person is always giving time, help, and emotional support, while the other person does not reciprocate. Initially, people are usually patient. Participants described situations in which their efforts to sustain connections were one-sided. They reported being disappointed when their gestures were not reciprocated. Over time, they distanced themselves from such friendships. One participant related a personal experience in which they were always there for a colleague, providing emotional support and even assisting with physical responsibilities. However, when this participant had personal concerns, such as family issues, the colleague did not even check in with them or provide any assistance. This one-sided relationship felt unfair and cruel because friendship is supposed to be a two-way street in which both parties care about each other.(Siegrist, J. 2005)

### **Subtheme-2 Work environment constraints:**

Excerpt’s

*“ I did not get to work with my team in office , I sit in different office “( p-11)*

*“ I’ve recently transferred to this branch and I’m working as a chief director here here so I’m always engaged in work so I don’t have much time to communicate with other people around life has been busy lately. “ (p-1)*

*”So it’s like in corporate just like politics is there , and like in a way because obviously the competition is there.”(p-19)*

Participants discussed their difficulties people have in making friends at work due to workplace conditions. Even when a person wants to connect with others, the work atmosphere and surroundings might make this challenging. The first participant said that they don't even get to sit with their teammates. They are seated in a separate office from their actual teammates. This physical isolation hinders their ability to casually converse, interact, or form friendly relationships. Simply said, not being around your team makes it difficult to form bonds with them. Participants highlighted job overload and other organizational and environmental challenges that impede the creation and maintenance of workplace friendships. They specifically emphasize how institutional constraints, role expectations, and a competitive work culture limit opportunities for meaningful social relationships at work. Factors established barriers to frequent interaction and true connection, making it difficult to develop or sustain friendships. (Methot et al. 2016),

However, contrary to expectations, job insecurity did not show a significant relationship with turnover intentions. This indicates that while employees might feel insecure about their jobs, this insecurity does not necessarily translate into an active desire to leave the organization. Possible reasons could include economic conditions, lack of alternative job opportunities, or employees’ perception that leaving might not resolve their insecurity concerns. Overall, the findings emphasize the critical role of workplace friendships in promoting positive workplace behaviours and reducing turnover intentions, therefore acting as a form of social support that foster employees' emotional well-being and organizational attachment. At the same time, the

results also highlight that job insecurity remains a constant driver of negative workplace behaviours, though its impact on turnover intentions might be limited to certain contexts. All of these insights underscore the significance for organizations to promote a culture where employees have support and healthy connections which will also help in giving more job security to them.

#### **4.1 General discussion:**

This research was done using a mixed-methods approach to examine the impact of workplace friendship on employee turnover, deviance, and insecurity within an organization. Study 1 was based on quantitative data with standardized testing and hypothesis verification whereas study 2 incorporated thematic analysis of twenty interviews.

As part of this research, Study 1 analysed the impact of workplace friendships from a quantitative approach focusing on employees' intention to leave, workplace deviance, and job insecurity as significant indicators. Results showed that workplace friendship is a significant buffer in organizational settings. Employees who reported having good friendships with their colleagues were less likely to engage in rule-breaking deviant behaviours. This phenomenon can be understood via social exchange theory which states that positive relationships encourage a healthy norm of reciprocity, resulting in the supportive and nurturing behaviours that are needed to avoid harm.

Moreover, workplace friendships significantly reduced the intention to quit the organization because they fulfill the social and emotional needs of employees, foster a feeling of attachment, and enhance loyalty to the organization. Surprisingly, the research found that job insecurity increased workplace deviance which suggests that employees may engage in counterproductive behaviours as a coping strategy to manage their fears about job security. However, somewhat puzzling, job insecurity did not markedly elevate the intention to leave, which suggests that the presence of some economic dependence or lack of employment alternatives might explain this outcome. In Study 1, however, findings indicate that workplace friendship serves as a buffer, maximizing positive behaviours and mitigating negative outcomes even when there are problems related to their work.

Using qualitative interviews, Study 2 demonstrated the personal experiences and insights of the participants regarding workplace friendship and its effect. It clearly forecasted their impact on self and organizational behaviour. The thematic analysis identified five significant themes: Defining workplace friendship, Benefits of workplace friendship, Balancing friendship and professionalism, Factors promoting workplace friendship, and Factors reducing workplace friendship. It was crystal clear that all the participants were agreeing that work friendships is the major source of their happiness at work and plays a very significant role in their lives.

These friendships at work create a safe environment, which directly makes employees feel respected and heard at their works. Trust and confidentiality are the two important factors, which participants highlighted during the interview that how trusting relationships led to open communication, reduced misunderstandings, and encouraged a healthy work environment.

Work friendships were directly associated with increased job satisfaction as good connections help a person to feel secure and happy and they will encourage to help each other making the organization atmosphere more positive and collaborative. The statistics results also indicated

how friendships enhanced team working and cooperation, where employees were more likely to achieve goals together, help each other in tasks and provide assistance when needed.

By blending numbers and narratives in research is providing concrete evidence that workplace friendships does play an important role and actually influence employees' happiness and organizational success. There are studies which indicate that friend's at work are associated with a great deal of positive outcomes for employees such as job satisfaction, organizational commitment, and employee engagement. For example, (Yavuzkurt and Kiral 2020) discovered that workplace friendships significantly predicted secondary school teachers' job satisfaction, indicating that such friendships positively affect employees' job attitudes. Their findings indicated that friendship possibilities at work created higher job satisfaction among teachers.

Khaleel et al. (2016) examined the relationship between employee engagement and workplace friendships and how it is moderated by job embeddedness. They discovered that high-quality workplace friendships has benefits as it helps increase employee engagement, particularly when individuals are highly committed to their job and organization. This would imply that building friendships at work can be a useful strategy to increase employee engagement, particularly when it gets combined with strategies to improve job embeddedness and they will less likely to quit their jobs.

Durrah I. A. (2022) investigated the contribution of workplace friendships to employees' new ideas in Oman's service industry. The research established that workplace friendships had a positive contribution to employees' innovativeness. It also illustrated that psychological benefits as it helps to make the environment more safe for workers. where employees feel comfortable expressing their personal ideas and share their opinions without hesitation. These support the quantitative findings by showing how workplace friendships realize their positive contribution. Employees do agree with the fact that such friendships provide them with social and emotional support, which in turn enables them to cope better with workplace challenges and tiring job roles. Such relationships increase trust and confidentiality, providing space for open communication as well as collaboration and teamwork. In addition to enhancing individual well-being, such an environment facilitates good teamwork and group problem-solving.

To conclude when we look into both quantitative and qualitative evidence it is clear that a healthy workplace depends upon healthy informal connections at workplace. Employers can make workers more creative and productive by encouraging and promoting such relationships, which will make workers more committed and engaged and satisfy workers' needs and make them feel belonged and foster a sense of security.

## **Chapter 5: Conclusion, Implications limitations & Future directions**

### **5.1 Conclusion**

This particular study investigated workplace friendship in terms of numbers and individuals' personal experiences in order to understand how people get influenced by it and what other factors or benefits it provides to the people and organisations. The quantitative data indicated that workplace friendship is positively associated with significant factors which are important in organizational variables such as employee involvement, and organizational commitment because workplace friendship was negatively associated with negative factors like deviance and turnover . The findings clearly indicates that individuals who have good positive connections at work they feel supported with their jobs and will be loyal and committed to the company . Meanwhile, the personal experiences uncovered employees' inner sentiments regarding their professional relationships. The participants explained that such relationships offer different positive impacts like caring and social support, provides with a sense of belongingness, and render a workplace safe. Moreover, workplace friendships have been found to increase trust, collaboration, and open communication, all of which are significant to individual well-being and organizational effectiveness. Overall, the study shows that workplace friendship is a great investment that can significantly contribute to employee well-being and organizational effectiveness. Promoting and having such relationships can contribute to a more optimistic workplace, improved employee morale, and improved team dynamics. Hence, organizations should deliberately build a culture that values deep professional friendships , values the importance of such connections as a fundamental part of employee development and organizational effectiveness.

### **5.2 Implications**

Both the studies come to an conclusion that having good friendships at work has it's benefits like being happy and the performance of employees get's impressive Friendships are work foster the work environment with happiness, there will be less of stress and team collaboration. It's important for companies to encourage and promote positive connections among employees which will benefit both workers and the company by improving productivity, satisfaction and build positive organisational culture, these little things makes a big change in the environment.

Workers are benefited by having supportive co-workers because it provides them with emotional support , a sense of security and belongingness also enhances their day-to-day performance. In today's era, when most individuals work from home or in a combination of settings, there is a need to come bring some change and adopt some ways to remain close and develop genuine relationships with fellow co-workers . In general, these studies clearly indicates that office friendships are not a distraction but a very critical factor and a component of a healthy and successful business.

### 5.3 Limitations & Future Directions

This study provides us with many insights regarding workplace friendship still there are some limitations to be noted . The first study employed questionnaires, which rely on accurate and truthful responses from participants. However, occasionally, participants may provide answers that are socially acceptable or may not fully represent their genuine emotions. The results might not be applicable to other workplaces with diverse cultures because the sample was restricted to a particular group.

The study employed interviews from four different working sectors to go deeper into the insights there was a need to have more diversity by combining distinct working sectors with different working culture due to which, these findings are difficult to generalize to everyone. Both studies provide a glimpse of professional friendships at a specific period, but do not demonstrate how these relationships may evolve over time.

In the future, research may involve larger and more varied groups, examine various industries, and investigate the long-term benefits of workplace friendships on well-being and job performance with the help of longitudinal study. It would also be beneficial to investigate how workplace friendships develop in remote or hybrid work environments, as well as to employ methodologies that follow these connections over time, to gain a more comprehensive picture.

### REFERENCES

- Glambek, M., Skogstad, A., & Einarsen, S. (2018). Workplace bullying, the development of job insecurity and the role of laissez-faire leadership: A two-wave moderated mediation study. *Work & Stress*, 32(3), 297–312. <https://doi.org/10.1080/02678373.2018.1427815>
- De Cuyper, N., Baillien, E., & De Witte, H. (2009). Job insecurity, perceived employability and targets' and perpetrators' experiences of workplace bullying. *Work & Stress*, 23(3), 206–224. <https://doi.org/10.1080/02678370903257578>
- Anthony M. Bertelli, Determinants of Bureaucratic Turnover Intention: Evidence from the Department of the Treasury, *Journal of Public Administration Research and Theory*, Volume 17, Issue 2, April 2007, Pages 235–258, <https://doi.org/10.1093/jopart/mul003>
- Feeley, T. H., Hwang, J., & Barnett, G. A. (2008). Predicting Employee Turnover from Friendship Networks. *Journal of Applied Communication Research*, 36(1), 56–73. <https://doi.org/10.1080/00909880701799790>
- Ozbek, M. F. (2018). Do We Need Friendship in the Workplace? The Theory of Workplace Friendship and Employee Outcomes: The Role of Work Ethics. *Journal of Economy Culture and Society*(58), 153-176.

Feeley, T. H., Hwang, J., & Barnett, G. A. (2008). Predicting Employee Turnover from Friendship Networks. *Journal of Applied Communication Research*, 36(1), 56–73. <https://doi.org/10.1080/00909880701799790>

Witte, H. D. (1999). Job Insecurity and Psychological Well-being: Review of the Literature and Exploration of Some Unresolved Issues. *European Journal of Work and Organizational Psychology*, 8(2), 155–177. <https://doi.org/10.1080/135943299398302>

Witte, H. D. (1999). Job Insecurity and Psychological Well-being: Review of the Literature and Exploration of Some Unresolved Issues. *European Journal of Work and Organizational Psychology*, 8(2), 155–177. <https://doi.org/10.1080/135943299398302>

Marler, L. E., & Stanley, L. J. (2018). Commentary: Who Are Your Friends? The Influence of Identification and Family In-Group and Out-Group Friendships on Nonfamily Employee OCB and Deviance. *Entrepreneurship Theory and Practice*, 42(2), 310-316. <https://doi.org/10.1177/1042258717749237>

Feeley, T. H., Hwang, J., & Barnett, G. A. (2008). Predicting Employee Turnover from Friendship Networks. *Journal of Applied Communication Research*, 36(1), 56–73. <https://doi.org/10.1080/00909880701799790>

Tews, M. J., Michel, J. W., & Allen, D. G. (2014). Fun and friends: The impact of workplace fun and constituent attachment on turnover in a hospitality context. *Human Relations*, 67(8), 923-946. <https://doi.org/10.1177/0018726713508143>

Wu, S.-C., Chen, Y.-C., & Zhuang, W.-L. (2023). The Effect of Workplace Friendship on Hotel Employees' Intention to Leave: Moderating Role of Psychological Contract Violation. *Sustainability*, 15(12), 9438. <https://doi.org/10.3390/su15129438>

X., Liao, S., & Yin, W. (2022). Job insecurity, emotional exhaustion, and workplace deviance: The role of corporate social responsibility. *Frontiers in Public Health*, 10, 1000628. <https://doi.org/10.3389/fpubh.2022.1000628>

Ozbek, M. F. (2018). Do We Need Friendship in the Workplace? The Theory of Workplace Friendship and Employee Outcomes: The Role of Work Ethics. *Journal of Economy Culture and Society*, 58, 153–176. <https://doi.org/10.26650/JECS2018-0001>

Choi, S. B., & Ko, W. (2022). Do we need friendship in the workplace? The effect on innovative behavior and turnover intention. *Frontiers in Psychology*, 13, 9645324. <https://doi.org/10.3389/fpsyg.2022.9645324>

Bedford, A., & Murphy, C. (2024). “I wouldn’t be here without them”: An explorative study of workplace friendships and well-being in child and family social workers. *Child & Family Social Work*. Advance online publication. [https://doi.org/10.1111/cfs.13257:contentReference\[oaicite:6\]{index=6}](https://doi.org/10.1111/cfs.13257:contentReference[oaicite:6]{index=6})

Hamilton, O. S., Virhia, J., & Almeida, T. (2023). Workplace friendships: The double-edged sword. *LSE Business Review*. <https://blogs.lse.ac.uk/businessreview/2023/02/13/workplace-friendships-the-double-edged-sword/>

Workplace friendships and the line between connection and conflict. *Forbes*.

<https://www.forbes.com/sites/benjaminlaker/2025/01/20/workplace-friendships-and-the-line-between-connection-and-conflict/>

Chang, H.-Y., et al. (2022). How workplace fun promotes informal learning among team members: A cross-level study of the relationship between workplace fun, team climate, workplace friendship, and informal learning. *ResearchGate*. [https://www.researchgate.net/publication/357911184\\_How\\_workplace\\_fun\\_promotes\\_informal\\_learning\\_among\\_team\\_members\\_a\\_cross-level\\_study\\_of\\_the\\_relationship\\_between\\_workplace\\_fun\\_team\\_climate\\_workplace\\_friendship\\_and\\_informal\\_learning](https://www.researchgate.net/publication/357911184_How_workplace_fun_promotes_informal_learning_among_team_members_a_cross-level_study_of_the_relationship_between_workplace_fun_team_climate_workplace_friendship_and_informal_learning)

Hashim, I. H. M., Mohd-Zaharim, N., & Khodarahimi, S. (2012).

Perceived similarities and satisfaction among friends of the same and different ethnicity and sex at workplace. *Psychology*, 3(8), 621–625. <https://doi.org/10.4236/psych.2012.38095>

Sias, P. M., & Perry, T. (2004).

Disengaging from workplace relationships: A research note. *Human Communication Research*, 30(4), 589–602. <https://doi.org/10.1111/j.1468-2958.2004.tb00746.x>

# APPENDIX A

## Informed consent

Dear Participant,

I, Shruti Goswami , M.A. Psychology student at the Thapar Institute of Engineering and Technology in Thapar School of Liberal Arts and Sciences (TSLAS) Patiala. I'd like to invite you to take part in a study that examines friendships at work and how they affect various aspects of the job. Under the direction of Dr. Kriti Vyas (Assistant Professor, TSLAS, Patiala), I am carrying out this research for my dissertation. Below is a description of the study and your rights as a participant.

**Description:** The project is a survey-based study to better understand workplace friendships among individuals. Participants must attentively read the provided statements and reply appropriately by selecting the option that best suits them. your identity will not be divulged to anyone; it will only be used for study.

### Eligibility Criteria :

Age range: 30-45 years old, working.

English Speaking Level: Fluent reading and writing skills.

Area of residence: Born and raised in an Indian metropolitan setting.

**Ethical guidelines:** Participant's answers will not be associated with their names . your participation in this study is voluntary. you are free to withdraw at any point in time from the study. This survey requires you to fill in the necessary personal and demographic details , and then the questionnaire is given. However, no personal information will be shared. If you have any questions about the study, please contact us.

Shruti Goswami (MA psychology student , TSLAS) :sgoswami\_ma23@thapar.edu

Dr. Kriti Vyas (Assistant professor psychology , TSLAS):

[Kriti.vyas@thapar.edu](mailto:Kriti.vyas@thapar.edu)

**Risks & Benefits:** There is no threat to your safety. The questions do not raise any sensitive or contentious themes. The questionnaire encourages you to consider workplace friendship and its effects on several work domains.

**Name:** \_\_\_\_\_

**Occupation:** \_\_\_\_\_

**Date & Time:** \_\_\_\_\_

**Contact No:** \_\_\_\_\_

**Email Id:** \_\_\_\_\_

**Informed Consent Statement:**

I , \_\_\_\_\_

consent to engage in the research investigation .The study was described to me, and my questions were satisfactorily answered. I will understand that my freedom to withdraw or refuse to participate will be respected, and that my responses and identity will be kept confidential . I provide my consent voluntarily.

Participant Signature :

Date:

\_\_\_\_\_

\_\_\_\_\_

Invigilator Signature :

Date:

\_\_\_\_\_

\_\_\_\_\_

**DEMOGRAPHIC DETAILS**

Name Initials:

Age:

Gender:  MALE  FEMALE

MARITAL STATUS: SINGLE  MARRIED

EDUCATION : GRADUATION  POSTGRADUATION

DOCTORATE

TYPE OD INDUSTRY: EDUCATION SETTING  CORPORATE /MNC'S

HEALTH CENTER  BANKING

HOW LONG BEEN IN THIS INDUSTRY: \_\_\_\_\_ (1-2) yrs for eg.

YEARS OF EXPERIENCE : \_\_\_\_\_

WORK PROFESSION : \_\_\_\_\_ (post you are working on)

## APPENDIX -B

### Workplace Friendship Scale

This section provides a number of statements about individuals commonly use to define themselves. Please select the most suited option that you feel acceptable. There are no correct or wrong answers. All that matters is your own impression. Choose from (1-strongly disagree, 2- Disagree , 3- Neutral , 4- Agree to 5- strongly agree).

1. I have formed strong friendships at work with my co-workers.
2. I socialize with my co-workers outside of the workplace.
3. I can confide in my co-workers at work.
- 4 I feel I can trust many of my co-workers a great deal
5. Being able to see my co-workers is one reason why I look forward to my job
6. I do not feel that the co-workers I work with are true friends
7. I have formed strong friendships at work with my supervisor
8. I socialize with my supervisor outside of the workplace
9. I can confide in my supervisor at work.
10. I feel I can trust my supervisor a great deal .
11. Being able to see my supervisor is one reason why I look forward to my job .
12. I do not feel that the supervisor I work with is a true friend .

## APPENDIX-C

### Workplace Insecurity Scale

Assume for a moment that each of the following events could happen to you in your current job. Please select the most suited option that you feel acceptable . choose from ( 1 = very unimportant, 2 = unimportant, 3 = neither important nor unimportant 4 = important, 5 = very important.)

1. You may lose your job and be moved to a lower level within the organization.
2. You may lose your job and be moved to another job at the same level within the organisation .
3. The number of work hours the company can offer you to work may fluctuate from day by day .
4. You may be moved to a different job at a higher position in your current location.
5. You may be moved to a different job at a higher position in another geographic location .
6. You may be laid off permanently .
7. Your department or division's future may be uncertain.
8. You may be fired .
9. You may be pressured to accept early retirement.

- Please indicate your answer on one of the five alternatives below each question, where 1 = very unlikely, 2 = unlikely, 3 = neither likely nor unlikely, 4 = likely, 5 = very likely.

1. Lose your job and be moved to a lower level job within the organization.
2. Lose your job and be moved to another job at the same level within the organization.
3. Find that the number of hours the company can offer you to work may fluctuate from day to day.
4. Be moved to a higher position within your current location.
5. Be moved to a higher position in another geographic location.
6. Lose your job and be laid off permanently.
7. Find your department or division's future uncertain .
8. Lose your job by being fired.
9. Lose your job by being pressured to accept early retirement.

**APPENDIX-D**  
**Work Deviance Behaviour Scale**

This section provides a number of statements . Please select the most suited option that you feel acceptable. Please select from (1- Never, 2- Once a year , 3- Twice a year , 4- Several times a year , 5-Monthly , 6- Weekly , 7- Daily)

1. Worked on a personal matter instead of work for your employer.
2. Taken property from work without permission.
3. Spent too much time fantasizing or daydreaming instead of working.
4. Made fun of someone at work.
5. Falsified a receipt to get reimbursed for more money than you spent on business expenses.
6. Said something hurtful to someone at work.
7. Taken an additional or a longer break than is acceptable at your workplace.
8. Made an ethnic , religious, or racial remark or joke at work .
9. Come in late to work without permission.
10. Littered your work environment.
11. Cursed at someone at work.
12. Told someone about the lousy place where you work .
13. Lost your temper while at work.
14. Neglected to follow your boss's instructions.
15. Intentionally worked slower than you could have worked.
16. Discussed confidential company information with an unauthorized person .

- 17. Left work early without permission .
- 18. Played a mean prank on someone at work .
- 19. Left your work for someone else to finish.
- 20. Acted rudely toward someone at work .
- 21. Used an illegal drug or consumed alcohol on the job .
- 22. Put little effort into your work .
- 23. Publicly embarrassed someone at work .
- 24. Dragged out work in order to get overtime

## APPENDIX – E

### Job Turnover Scale

Please read each question and indicate your response using the scale provided for each question.

1. How often have you considered leaving your job?

- Never 1-----2-----3-----4-----5 Always

2. How satisfying is your job in fulfilling your personal needs?

- Very satisfying 1-----2-----3-----4-----5 Totally dissatisfying

3. How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?

- Never 1-----2-----3-----4-----5 Always

4. How often do you dream about getting another job that will better suit your personal needs?

- Never 1-----2-----3-----4-----5 Always

5. How likely are you to accept another job at the same compensation level should it be offered to you?

- Highly unlikely 1-----2-----3-----4-----5 Highly likely

6. How often do you look forward to another day at work?

- Always 1-----2-----3-----4-----5 Never

## **APPENDIX-F**

### **Interview Questiones**

#### **Section 1: General understanding of workplace friendship**

1. How would you define a workplace friendship, and what characteristics do you think are essential for such relationships?
2. In your opinion, what role do workplace friendships play in your daily job experience?
3. Is it necessary to form friendships at work? What are your thoughts about it?
4. How would you describe the different types of friendships you've observed or experienced in the workplace?
5. In your experience, what personal elements (such as personality and common interests) impact the formation of workplace friendships?

#### **Section 2: Personal Experiences**

6. Can you describe a friendship you've formed at work? What factors contributed to its development?
7. Can you describe when you trusted this co-worker (friend at the workplace) beyond work-related tasks? What made you trust them?
8. How do you balance professionalism and workplace friendships while setting boundaries and managing their impact on work interactions?
9. Have you ever had a working friendship in which the effort or benefits were one-sided? How did this influence your relationship?

#### **Section 3: Impact on Productivity and Work Engagement**

10. Do you believe that having friends at work enhances your motivation and productivity? Can you provide a specific instance that illustrates this?
- Can you share examples of how workplace friendships have influenced teamwork and the outcome of a project?
11. How do workplace friendships influence the dynamics of teamwork and collaboration? Have you seen a direct impact on project outcomes?
12. In your perspective, do workplace friendships play a role in employee retention? Why do you think that is?
- In your opinion, how do workplace friendships influence an employee's decision to stay with the company?
13. Have your friendships at work ever helped you in making decisions more effectively? Can you share an example?

#### **Section 4: Long-Term Effects**

14. Do you believe workplace friendships can lead to a more positive organizational culture? How so?
- Do you believe strong friendships in the workplace can mitigate or exacerbate deviant behaviour? Why?
15. How important is it for organizations to promote friendships at work as a strategy to reduce employee negative behaviours? Why?
- Have you noticed any change in employee behaviour in teams where friendships are encouraged? Can you elaborate?

#### **Section 5: The Role of Support and Accountability**

16. How do workplace friendships provide support that may help employees cope with challenges or frustration in their roles?
- How do you rely on your colleagues for emotional support during difficult times at work?
17. How do you believe having friends at work influences individuals' attitudes and behaviours, especially during stressful times?

## **APPENDIX-G**

### **Acknowledgment:**

I am grateful to all who contributed to the success of this research, especially the participants who generously shared their time and insights. This study would not have been possible without their willingness to participate. I am also grateful to my supervisor Dr. Kriti Vyas( Assistant professor ,TSLAS) for their invaluable guidance and support.