



UNIVERSITI PUTRA MALAYSIA

**RELATIONSHIP BETWEEN WORKPLACE FRIENDSHIP AND
ORGANIZATIONAL COMMITMENT**

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**RELATIONSHIP BETWEEN WORKPLACE FRIENDSHIP AND
ORGANIZATIONAL COMMITMENT**



**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia, in
Fulfilment of the Requirements for the Degree of Master of Science**

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DEDICATION

*In the name of God who gives me the chance of learning,
I dedicate this thesis to my parents whom I am breathing for;*

*To my dear sister Mahshad who assisted me in data collection;
To my elder sister Mitra who always encouraged me in completing this thesis.*

*(To the soul of Dr Mojtaba Jabalameli one of my best managers and teachers
Who passed away in 2004)*



Abstract of thesis to be presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirement for the degree of Master of Science

RELATIONSHIP BETWEEN WORKPLACE FRIENDSHIP AND ORGANIZATIONAL COMMITMENT

By

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January 2011

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The main objective of this study is to determine the nature of relationship between workplace friendship and organizational commitment in two Iranian organizations. Data collected via a questionnaire survey of 302 employees from an Iranian delivery service company and a milk products company. Workplace friendship and multi-dimensional of organizational commitment scales, created by Neilson (2000) and Mayer & Allen (1997) was used to ask respondents about their perception of workplace friendship and organizational commitment.

Data obtained were analyzed using the SPSS software version 16. The relationship between two dimensions of workplace friendship, which is including of Friendship Prevalence and Friendship Opportunity, and three components of organizational commitment (Affective, Continuance, and Normative Commitment) were examined using the Spearman Rho correlation.

The findings indicate that the level of Organizational Commitment and Workplace Friendship are rather high among the administrative staff of the two companies. The study shows that Friendship Opportunity is positively related to Normative Commitment. Continuance Commitment and Friendship Prevalence are found to be significantly related to Affective Commitment, Normative Commitment, and Continuance Commitment. The result demonstrated that the relationship between friendship dimensions and Normative Commitment is higher than the Continuance Commitment and Affective Commitment. However, there is no significant relationship between Friendship Opportunity and Affective Commitment. The overall pattern in the relationship suggested that workplace friendship has a significant influence on organization commitment among the respondents.

The findings of this study implicate that managers in Iranian companies need to pay serious attention and effort to create a friendly environment that encourages commitment among the employees in their organizations. It is obvious from this study that the opportunity to form friendships may have resulted in positive work attitude in organizational commitment. This study concludes that workplace friendship is becoming a more significant issue in the organizational environment since it relates very closely to how individuals operate in teams and organizations as a whole. As such, the need for further and more direct research is vital to understand the effect of workplace friendship as a phenomenon.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Sarjana Sains

**HUBUNGAN ANTARA PERSAHABATAN DI TEMPAT KERJA
DAN KOMITMEN ORGANISASI**

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Objektif utama kajian ini ialah untuk mengenalpasti sifat hubungan antara persahabatan di tempat kerja dan komitmen organisasi dalam dua buah syarikat di Iran. Kajian dijalankan secara kuantitatif dengan menggunakan satu set soal selidik berdasarkan kepada Skala Persahabatan Di Tempat Kerja (Workplace Friendship Scales) dan Skala Multi-Dimensi Komitmen Organisasi (Multi-Dimensional Organizational Commitment Scales) dicipta oleh Neilson (2000) dan Mayer & Allen (1997) masing-masing. Seramai 302 pekerja dari syarikat perkhidmatan penghantaran Iran dan syarikat produk susu telah dipilih sebagai responden dalam kajian ini.

Data yang diperolehi telah dianalisis dengan menggunakan perisian SPSS versi 16. Hubungan antara dua dimensi persahabatan di tempat kerja iaitu Kelaziman Persahabatan (Friendship Prevalence) dan Peluang Persahabatan (Friendship Opportunity) dan tiga komponen komitmen organisasi iaitu Afektif, Kelanjutan, Dan (Normatif, Continuance, and Normative Commitment) telah diperiksa dengan menggunakan Spearman Rho.

Hasil kajian menunjukkan bahawa tahap Komitmen Organisasi dan Persahabatan Di Tempat Kerja adalah agak tinggi di kalangan staf pentadbiran dua syarikat tersebut. Kajian ini juga mendapati bahawa terdapat hubungan positif antara Peluang Persahabatan (Friendship Opportunity) dengan Komitmen Normatif (Normative Commitment). Kajian juga mendapati yang Komitmen Berterusan (Continuance Commitment) dan Kelaziman Persahabatan mempunyai hubungan yang signifikan dengan Komitmen Afektif, Komitmen Normatif, dan Komitmen Berterusan. Hasil kajian ini menunjukkan terdapat hubungan yang kuat antara dimensi persahabatan dan Komitmen Normatif organisasi daripada Komitmen Berlanjutan dan Komitmen Afektif. Bagaimanapun, kajian ini mendapati tidak terdapat hubungan yang signifikan antara Peluang Persahabatan dan Komitmen Afektif. Pola keseluruhan dalam hubungan ini menyarankan bahawa persahabatan di tempat kerja mempunyai pengaruh yang penting kepada komitmen organisasi responden-responden.

Penemuan kajian ini memberi implikasi kepada pihak pengurus di dua syarikat Iran tersebut di mana mereka perlu memberi perhatian yang serius dan berusaha untuk menyediakan persekitaran yang ramah yang akan mendorong komitmen di antara pekerja. Kajian ini jelas menunjukkan bahawa peluang untuk membentuk persahabatan mungkin dihasilkan dalam sikap kerja yang positif kepada komitmen organisasi. Kajian ini menyimpulkan bahawa persahabatan di tempat kerja menjadi isu yang lebih signifikan dalam persekitaran organisasi kerana perkaitannya yang rapat dengan cara individu beroperasi dalam kumpulan dan organisasi secara keseluruhan. Dengan demikian, keperluan untuk penelitian lebih lanjut dan lebih langsung sangat adalah penting untuk

memahami pengaruh persahabatan di tempat kerja sebagai suatu fenomena.



APPROVAL

I clarify that a Thesis Examination Committee has met on 10 January 2011 to conduct the final examination of Misha Teimouri on her thesis entitled (Relationship between workplace friendship and organizational commitment) in accordance with the Universities and Universiti College Act 1971 and the Constitution Of the Universiti Putra Malaysia [P.U.(A)] 15 March 1998. The committee recommends that the student be awarded degree of Master of Science.

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This thesis was submitted to the Senate of Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Master of Science. The members of the Supervisory Committee are as follows:

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DECLARATION

I declare that the thesis my original work except for quotations and citations, which have been duly acknowledged. I also declare that it has not been previously, and is not concurrently, submitted for any other degree at Universiti Putra Malaysia or at any other institutions.



MISHA TEIMOURI

Date: 10 January 2011

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