

## Friends or Competitors? Friendship at Workplace –An Error Disclosure

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### Abstract

No friends at Work! Can any organization have a tag line like this? A lot of literature has already been published globally which elaborates on the friendship at workplace but the intent here is to study that friendship at work boosts error disclosure and customs preservation of resources theory as fundamental description. Organisation depends on background factors to encourage employee confession of self-made errors, which persuades a resource problem and a friendship problem. The focus here is on understanding that friendship improved error disclosure moderately through interpersonal instruments of employee's boldness towards coworkers and coworkers boldness towards employees. The concept here is to explain the stimulus of friendship at work. Based on the extensive literature review, we suggest error disclosure through both circumstantial and interpersonal tactics, organisation needs to be cautious about budding incompatibility.

### Keywords

*Friendship, Workplace, Error Disclosure.*

### Introduction

Friendship is a relationship of common fondness between people. Friendship is stronger form of interpersonal bond than an association. Friendship has been studied in academic fields such as communication, sociology, social psychology, anthropology and philosophy. Various academic theories of friendship have been proposed including social exchange theory, equity theory, relational dialectics, and attachment styles. There are many forms of friendship, some of which may vary from place to place; certain characteristics are present in many types of such bonds. Such characteristics include affection, kindness, love, virtue, sympathy, empathy, honesty, unselfishness, loyalty, mutual understanding and compassion, enjoyment of each other's company, trust, and the ability to be oneself, express one's feeling to others, and make mistakes without fear of judgement from the friend. Workplace relationships are sole relational affairs with significant inferences for the individuals in those relationships, and the bodies in which the relationship exist and develop. Friendship at workplace directly affects a workers capability and effort to succeed. These link are complex, can happen in and out of the organisation, and be both optimistic and undesirable. On an average co-workers spend together atleast 50 hours each week, and this leads to friendship through their communal involvement and their aspiration for a built-in support system.

Mingled friendships are friendships that grow in workplace and can have optimistic influence on an employee's efficiency. Workplace friendship leads to further solid work groups, more pleased and dedicated employees, greater productivity, greater goal completion, and increased positive feelings about the organisation; they can make unpleasant job more pleasant. But they can also be harmful to productivity as of the intrinsic rivalry, jealousy, chatter, and disruption from work related happenings that aide close friends. Research demonstrates that after food and shelter, belonging is essential human need. It is rightly said that friendship at workplace is often tricky for a reason. People who are friends with co-workers incline to do well at work but they also get expressively drained and face trouble upholding their friendship. When clash ascends between work friends, that clash hints to undesirable consequences in the group that comprises of friends, but optimistic results amid groups deprived of past friendship (Emma seppala and marissa king, 2017).

An error is a deed which is wrong or incorrect. In some practices, an error is identical with a mistake. In statistics "error" refers to the difference between the value which has been computed and the correct value. In human behaviour, the standards or hopes for behaviour or its significances can be resultant from the intent of the actor or from the potentials of other individuals or from a social grouping or from social standards. Theories on error undertake that behaviour of a human is primarily to achieve goals and abstract error to be the reason behind non achievement of goals. Theories also suggest that errors should be ignored. Errors are the outcome of individual's decision and behaviour. This may lead to adverse significances on working of the organisation (Bin Zhao and Fernando olivera, oct 2006).

In organisational behaviour there are different types of error namely:-

1. Selective perception: Selective perception is the propensity not to notice and more swiftly forget stimuli that cause emotional uneasiness and reverse our prior beliefs.
2. Halo effect: The halo effect is a type of instant judgement inconsistency, or rational bias, where a person making an early assessment of another person, place, or thing will assume vague information based upon concrete information.
3. Stereotyping: A stereotype is an over-generalized belief about a particular category of people.
4. Contrast effect: A contrast effect is the enrichment or impoverishment, relative to normal, of perception, thought or associated performance as a result of consecutive or concurrent exposure to a stimulus of lesser or greater value in the same element.
5. Projection: Projection refers to tendency of people to see their own traits in other people. It means that , when people make judgements about others , they project their own characteristics into others.
6. Impression: we usually say that “first impression is the last impression”. We form an impression of others at first sight. Even though we don’t have the knowledge about their personality trait, we begin to perceive.

### Background

When an individual work in close vicinity to other people in an organisation, it’s natural that friendship begin to develop. People are driven to make friends for the sake of rewards, be it is social or perceptible and purposeful. Hence in workplace people can make friends so as to increase their own working conditions (Morrison and terry, 2007). Friendship at workplace encompasses structural aristocrat that an individual trust they would be friends even though they don’t work together, because an individual begins to consider the person more than the co-worker. Friends don’t come at the cost of meeting objectives. The study suggest that avoiding the small talk and concentrating on self- disclosure and non- work related matters can furnace a closeness that makes co-workers more cooperative , dynamic, and responsible. It is very difficult to have friends at work without some fallout. There are some real muddles that can arise when the limits among work and friendship become faint. Work responsibilities need to take priority over mingling. Managers and leaders need to continue being able to allocate errands and role pyramid does need to be valued. Recital assessments need to happen validly and fairly. Workplace friendship fail for 5 reasons:-

1. Problem personality
2. Distracting life events
3. Conflicting expectations
4. Promotion
5. Betrayal

Personality and life events can end a workplace friendship when they divert employees from their work. Betrayal can surely destroy a workplace friendship. It makes sense after betrayal it is very difficult to trust again. In case of promotion, it becomes even more difficult to uphold relationship equilibrium because now one person has the official power over the other.

### Literature Review

Organisation has faith in background factors to endorse self-made errors of the employees that induces a source quandary and friendship quandary. The study intends that workplace friendship upsurges error confession and management of source theory is used for explanation. The result of research directs that friendship increases error disclosure through interpersonal attitude of employees towards the co-workers and of co-workers attitude towards employees.(Hsiao-yen mao, An-tien hsieh,2017)

Supervisor is an important person to encourage perception of an employee towards his/her job that acts as internal motivator of employee efficiency. Results suggest that workplace friendship increased perception of job significance and such an increment did not vary at any organisational level. Internal motivation of employees through workplace friendship spreads surviving fiction on work role of supervisors. The organisation can entrench the instrument of workplace friendship into the job design to promote employees internal motivation and organisational as well as job productivity.(Hsiao-Yen Mao, An-Tien Hsieh, Chien-Yu Chen, 2015)

In organisation the friendship has a deep influence on an employees work experience, either by delaying or by enabling organisational working. The connotation amid friendship at work and organisational upshots such as job satisfaction, organisational obligation and throughput/turnover intentions are studied. The inferences of the research are possibly distant feat. The workplace friendships improve employees' experiences of work and it also has the latent to move the monetary outcome through dynamics such as improved organisational obligation, job satisfaction and low employee turnover.(Lopes Morrison, Rachel,2005)

Research has revealed that self-disclosure to out-group members arbitrates the optimistic association among inter-group friendship and out-group attitudes. It is the study of relationship between self-disclosure and attitudes. During the study students were requested to put forward an in-group or out-group friend and then report the closeness of their disclosures to them, their nervousness and boldness towards a social groups, in the first week of the semester and 6 weeks later. Familiarity of disclosure forecast further optimistic attitudes towards out-groups over time, but this was found between participants who tabled an out-group friend. In the in-

group friend situation, an adverse connotation was found. These relations were facilitated by overall intergroup worry. This highlights the prominence of assimilating philosophies of communal and intergroup relations while considering intergroup connection. (Rhianon N. Turner, Allard R. Feddes, 2011)

Friends in the organisation can extent sustenance and affability and a friendly workplace is generally related with optimistic organisational consequences. A workplace study discovered the problems that are faced by the employees by having close friends in the workplace. It is true that friends are precious both for employees and organisations, the findings show the undesirable upshot, that are muddling of limits; devoting time to the friendship; and disturbance in work leads many difficulties. This causes interruption and worry, leading in lower down of work outputs. (Rachel L. Morrison and Terry Nolan, 2007)

It was the study of author's analysis with 38 individuals where author reconnoitred issues and communication vicissitudes as friendship grows at workplace. Author discovered that aristocrat friendships proficient three primary changes: from co-worker to friend, friend to close friend, and close friend to almost best friend. The co-worker to friend's changes, these changes was result of working together, sharing common ground, and additional-structural mingling. Communication became wider at this change, while remaining quite shallow. The friend to close friend change was related mostly with difficulties in one's personal and work experiences. Communication became wider and more intimate and less thoughtful. The close friend to almost best friend change was related with life events, work-related problems, and the passageway. Communication here became not as much of cautious and more intimate. The study also provides the understandings about the role of communication in the dual edifice of relationship perceptions and best part is that it talks about the impact of the workplace background on friendship development. (Patricia M. Sias and Daniel J. Cahill, 1998)

The author has developed an outline of individual error reporting that lures from research on human error, learning, flexible behaviours and high-consistency organisations. The outline defines three stages that motivate error reporting that are error finding, situation valuation, and optimal behavioural retort. The author has further discussed upon hypothetical inference of the outline and guidelines for upcoming research. (Bin Zhao and Fernando Olivera, 2006)

The study is all about whether the workplace friendship affect employee work attitude. The researchers and scholars always focus on the adverse effects of workplace friendships. Moreover, there is argument over whether workplace friendship is possible inside organizations. Nevertheless, the optimistic latent for both individuals and the organization of having friendships at work may overrule the adverse facets. The researcher scrutinized the effect of workplace friendship on employee efficiency. Workplace friendship is abstracted as friendship between superior and subordinates. The outcomes specify that workplace friendship can lead employees to have confident work attitudes. Tentatively, the conclusions upkeep the Leader-Member Exchange (LMX) theory in relations of accentuating the significance of workplace friendship to upsurge the constructive work attitudes and performance of employees. The results infer that organizations may get advantage from boosting friendship amid employees. (Seok-Hwi Song, 2006)

The study was conducted to explore gender dissimilarities in apparent benefits of workplace friendships and the connexion amid friendship factors and organisational results. Four hundred and forty-five plaintiffs were asked to define the assistances they acknowledged from workplace friends, and which dignified workplace friendship occurrence, workgroup consistency, job satisfaction, organisational obligation and purpose to leave. Alliances at work were found to be ominously stronger and allied with job satisfaction for men. Further, women were pointedly described the assistances of workplace friendship in terms of communal and responsive support, although men were likely to emphasis on the aids friends provided them in their career or getting their job done. Conclusions are deliberated in the background of other structural and masculinity research. (Rachel Morrison, 2007)

This paper is based on theoretical model of the relationship among professed friendship at workplace and work-related conclusions. The study is based on the survey responses of 174 employees in a small electric utility. Findings are employees' insights of friendship chances in the workplace have undeviating effects on job involvement and job satisfaction, in addition to ancillary effects on organizational assurance and intention to throughput. Management inferences of alliance opportunities and social topographies within the workplace are discussed. (Christine M. Riordan, Rodger W. Griffith, 1995)

This paper studies orientations toward workplace friendship. Centred on a review of senior managers, it speaks about the following questions: Do senior managers endorse, disregard, or deject workplace friendship? What jeopardies and aids of workplace friendships do managers identify? What rules and tactics that distress workplace friendship are found in organizations? How do these structural efforts upset acuties of employee performance? This paper discovers that, nevertheless the risks, alignments in errand of workplace friendships are extensive, and many influences involve in hard work to stimulate them. (Evan M. Berman, Jonathan P. West, Maurice N. Richter, Jr. 2002)

In today's world employees spend a large lot of their lives at work. As a result, friendships amid employees are habitually formed at work. Findings suggested that workplace friendship has a diversity of optimistic functions for both individuals and organizations. Workplace friendship enables amplified communication, admiration, safekeeping, and faith amongst employees. These rewarding assistances have expressive allegations for the

employees' upshots. Thus, the study examines the straight end product of workplace friendship on employees' attitude toward their job and its through and secondary consequence on organizational right of abode behaviour, intention to leave, non-attendance, and job performance. (JungHoon Jay Lee, Chihyung Ok ph.D,2011)

### Conclusion

1. Friendship at workplace will increase the productivity of the employee.
2. Hence , there will be overall growth of employee as well as the organisation
3. But on contrary there can be conflicts between the employees. Which may hinder the employee productivity to some extent and giving the scope for further study?

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