Literature Review: Workplace Friendships in Collectivist Societies Haifa Hannum Arija, Sherli Junianingrum

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Abstract:

Workplace friendships are important to learn more about. Even though research has been conducted in Indonesia regarding friendship in the workplace, there are still factors that need to be considered. One of them is the cultural tendency of collectivism which is also included in the cultural category of Indonesian society. This literature review can provide an overview of friendship in the workplace and suggest considerations for future research.

Keywords: Friendship in the Workplace, Collectivism Culture.

1. Introduction

The results of a survey conducted by BPS (Central Statistics Agency) in July 2020 regarding the impact of Covid-19 on business actors showed that companies responded to this situation by reducing the number of workers. This reduction can result in a decrease in friendships between workers. The decline of workplace friendships is likely to have important consequences (Sias et al., 2004). According to him, for individuals losing a friend can mean losing an important source of instrumental and emotional support. A decline in friendships can also make it difficult for employees to carry out their duties effectively. Nielsen et al., (2000) added that when workers truly experience friendship at work, they tend to be committed because of the emotional attachment they feel towards their organization.

According to (Patel & Plowman, 2022) the pandemic caused traumatic experiences and other major difficulties, especially for health workers and other frontline workers and educators. These workers say that social and emotional support from their friends at work is more critical than ever to help them get through these difficult times. There are several factors behind the increasing importance of having friends on site (Badri et al., 2022; Barotuttakiah & Helmy, 2020; Cao & Zhang, 2020; Herlina & Loisa, 2018; Lestari & Azizah, 2020; Najmudin & Haryono, 2022; Riordan & Griffeth, 1995; Rizki et al., 2021; Wulandari & Helmy, 2022; Wyandini et al., 2023).

For a long time, workplace friendships have been seen as an important part of the informal structure of organizations (Nielsen et al., 2000). This increased attention is due to the recognition that informal relationships in the workplace can be powerful. This is strongly felt by countries that have collectivist tendencies. Where according to Hofstede et al., (2010) stated that the workplace itself in a collectivist society can become a group in the emotional sense of the word. A survey conducted by Hofstede et al., (2010) also shows that Indonesian society has collectivist tendencies.

2. Literatur Review
Workplace Friendships
Individuals engage in a variety of relationships at work, including supervisor-subordinate, peer, and mentor relationships (Sias et al., 2004). These workplace relationships often grow closer, developing into bonds of affiliation known as 'friendships'. Friendships in this case are unique workplace relationships in two main ways: (1) friendships are voluntary – although individuals do not usually choose who they work with, they choose which of them. those people to be friends with; and (2) friendship has a personalistic focus in which individuals know and treat each other as whole persons, not simply occupants of roles in the workplace (Sias & Cahill, 1998).

Riordan and Griffeth in Riordan and Griffeth in Nielsen et al., (2000) developed and tested a theory-based model showing the relationship between perceived friendship opportunities and critical work-related outcomes. According to this model, friendship opportunities are positively and directly related to employee job satisfaction and work engagement. Then this is positively related to organizational commitment and negatively related to turnover intention.

Workplace Friendships in Collectivist Societies
Indonesia is known to have collectivist tendencies (Hofstede, et al., 2010). According to Hofstede (2011), collectivism as a society, not an individual characteristic, is the extent to which people in society are integrated into groups. A collectivist society in the workplace can be a group in the emotional sense of the word. For example, this emotional feeling is shown by the relationship between superiors and employees seen in terms of morale. It resembles a family relationship that is obliged to protect each other in exchange for loyalty. In this case, Nielsen et al., (2000) stated that when employees truly experience friendship at work, they tend to be committed because of the emotional attachment they feel towards their organization.

There is also quite a bit of previous research related to friendship in the workplace conducted in Indonesia. Table 2.1 below shows research that has been conducted previously.

Previous Research Table

No.	Author (Year)	Sample	Research Method	Results
1.	(Wyandini et al., 2023)	409 employees in the West Java industrial area (Bekasi, Karawang, Purwakarta and Greater Bandung) with a minimum work period of one year or more. Quantitative	Quantitative	The research results show that workplace friendships contribute to work engagement among employees in the West Java industrial area.
2.	(Wulandari & Helmy, 2022)	42 non-PNS employees of the Kebumen Population and Civil Registration Service.	Quantitative	(1) Workplacefriendship and Ethical leadership each have a positive and significant effect on psychological safety. (2) Workplace friendship, ethical leadership and psychological safety each have a positive and significant effect on knowledge sharing, (3) Workplace friendship has a positive and significant effect on knowledge sharing through psychological safety, (4) Ethical leadership has a positive and significant effect on knowledge sharing through psychological safety.

3.	(Barotuttakiah & Helmy, 2020)	50 employees of the Kebumen Regency Perkim LH (Housing, Settlement Areas and Environment) Department	Quantitative	The results of this research show that the variables Workplace Friendship and Person-Organization Fit have an influence on Organizational Citizenship Behavior through Job Satisfaction among employees of the Kebumen Environment and Forestry Department.
4.	(Lestari & Azizah, 2020)	There are 50 contract nurses at Permata Medika Kebumen General Hospital	Quantitative multiple regression models, path analysis and Sobel test	The results of this research show that that the Affiliate Motivation and Workplace Friendship variables influence performance through organizational commitment in contract nurses at Permata Medika Hospital, Kebumen.
5.	(Rizki et al., 2021)	105 non-PNS professional employees in Unsoed	Quantitative	The analysis results show that : (1) Workplace friendship and workplace well-being each have a positive and significant effect on employee engagement. (2) Employee engagement mediates the influence of workplace friendship on employee performance. (3) Employee engagement mediates the influence of workplace well-being on employee performance in nonPNS professional

				employees at Jenderal Soedirman University.

Source: Previous research (2023).

Table 2.1 above shows that topics related to friendship in the workplace have indeed been discussed in Indonesia, which is a collectivist country. However, this research has not considered the culture of collectivism itself. The research results from this table can also be seen that friendship in the workplace influences several factors that can benefit the organization or company.

3. Research Methods

The methods used in previous research in the table above also often use quantitative methods. Therefore, apart from considering the collectivistic culture of Indonesian society, research that needs to be carried out is to consider other methods. This is intended to obtain results that can complement the shortcomings of previous research.

4. Results and Discussion

Workplace friendships are beginning to be seen as an important part of the informal structure of organizations (Krackhardt & Stern, 1988). This increased attention is due to the recognition that informal relationships in the workplace can be powerful. In terms of cultural tendencies, collectivist societies tend to have emotional relationships with each other. This is in line with the meaning of friendship in the workplace itself.

Therefore, more research regarding friendship in the workplace needs to be carried out in collectivist societies, one of which is Indonesia. Although there has been a lot of research in Indonesia regarding friendship in the workplace, this research has not considered the cultural value of collectivism itself. Apart from that, the methods used from previous research can also be further developed in order to improve previous research.

4.1 Results

This research was carried out using a literature review method in which researchers collected previous research. The results of the literature review show that research related to friendship in the workplace needs to take into account society's cultural tendencies towards collectivism. Considering that this tendency has almost the same characteristics as friendship, namely the emotional aspect. Apart from considering collectivist tendencies, the proposed method was also developed to complement previous research.

4.2 Discussion

In accordance with the results of the discussion that has been carried out, it can be concluded that friendship in the workplace for workers in Indonesia can improve the performance of a company or organization. Apart from that, consideration of collectivistic cultural tendencies and the methods used can also be developed.

5. Implications

5.1 Theoretical Implications

The literature review in this research can provide a new perspective on the topic of friendship in the world of work. The two suggested considerations can also be new explorations in this research.

5.2 Practical Policy Implications

The results of this research can be a reference for practitioners in understanding workplace friendships that exist among their workers. Workers are also expected to better understand the importance of friendship in the workplace.

6. Research Limitations

Researchers realize that this research has several limitations, including that respondents in this study have not explored all topics related to friendship in the workplace.

7. Suggestions

It is hoped that future research can consider the cultural value of co-acceptive society in its research. The methods used in the topic of workplace friendships also need to be explored further.

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