

# A Study of the Relationship between Employee Workplace Friendship and Employee Socialization / 林幸昭 撰 - 彰化縣大村鄉

林杏昭、楊豐華

E-mail: 352621@mail.dyu.edu.tw

## ABSTRACT

Both employees' workplace friendship and organizational socialization are important factors of an organization. The purpose of this study was to verify the relationship between workplace friendship and organizational socialization. The main hypothesis was that workplace friendship influenced organizational socialization.

This study is based on questionnaire survey through electronics technology industry staffs in Taiwan. 302 valid questionnaires were gathered and put into the analysis. According to the results, workplace friendship is significant positively related to organizational socialization. Then, it still stated that the other six parts are also related between workplace friendship and organizational socialization. In other words, there were six elements which support the constructions: history, language, politics, organizational goals and value, performance proficiency and people. Implications for further research and merger management are discussed.

Keywords : workplace friendship、organizational socialization

## Table of Contents

### 內容目錄

中文摘要 . . . . .	iii
英文摘要 . . . . .	iv
致謝辭 . . . . .	v
內容目錄 . . . . .	vi
表目錄 . . . . .	viii
圖目錄 . . . . .	ix
第一章 緒論 . . . . .	1
第一節 研究背景與動機 . . . . .	1
第二節 研究問題與目的 . . . . .	4
第二章 文獻探討與研究假說 . . . . .	5
第一節 職場友誼 . . . . .	5
第二節 組織社會化 . . . . .	9
第三節 影響組織社會化其他變項 . . . . .	13
第四節 研究假說 . . . . .	14
第三章 研究方法 . . . . .	16
第一節 研究架構 . . . . .	16
第二節 操作性定義與衡量工具 . . . . .	17
第三節 樣本與資料蒐集 . . . . .	24
第四節 資料處理與統計方法 . . . . .	24
第四章 資料分析 . . . . .	27
第一節 敘述性統計 . . . . .	27
第二節 信度與效度分析 . . . . .	35
第三節 相關分析 . . . . .	43
第四節 迴歸分析 . . . . .	45
第五章 結論與建議 . . . . .	53
第一節 研究結論 . . . . .	53
第二節 管理實務意涵 . . . . .	55
第三節 研究限制與建議 . . . . .	55
參考文獻 . . . . .	58
附錄 研究問卷 . . . . .	67

## 表 目 錄

表 3-1 職場友誼量表 . . . . .	17
表 3-2 組織社會量表 . . . . .	19
表 3-3 師徒功能量表 . . . . .	23
表 4-1 基本資料之敘述性統計表 . . . . .	28
表 4-2 職場友誼構面之敘述性統計表 . . . . .	29
表 4-3 組織社會化構面之敘述性統計表 . . . . .	31
表 4-4 師徒關係功能構面之敘述性統計表 . . . . .	34
表 4-5 職場友誼之信度分析結果 . . . . .	35
表 4-6 組織社會化之信度分析結果 . . . . .	36
表 4-7 師徒關係功能之信度分析結果 . . . . .	38
表 4-8 職場友誼之效度分析結果 . . . . .	40
表 4-9 組織社會化之效度分析結果 . . . . .	41
表 4-10 師徒關係功能效度分析結果 . . . . .	43
表 4-11 相關係數分析表 . . . . .	44
表 4-12 職場友誼與組織社會化關係之層級迴歸分析 . . . . .	46
表 4-13 職場友誼與歷史構面關係之層級迴歸分析 . . . . .	47
表 4-14 職場友誼與語言構面關係之層級迴歸分析 . . . . .	48
表 4-15 職場友誼與政治構面關係之層級迴歸分析 . . . . .	49
表 4-16 職場友誼與人員構面關係之層級迴歸分析 . . . . .	50
表 4-17 職場友誼與組織目標與價值觀構面關係之層級迴歸分析 . . . . .	51
表 4-18 職場友誼與工作熟悉度構面關係之層級迴歸分析 . . . . .	52

## 圖 目 錄

圖 3-1 員工職場友誼與組織社會化研究架構圖 . . . . .	16
-----------------------------------	----

## REFERRENCES

- 一、中文部分:吳美連、蔡明洋、張振傑與莊文隆(2007)。師徒功能對組織社會化之研究—以志願役軍官為例。人力資源管理學報 , 7 , 71-92。李培銘(2005) , 職場友誼與工作投入關係之研究 , 私立中國文化大學國際企業管理研究所為出版之博士論文。林尚平與郭美鳳(1998)。壽險業新進人員之資訊搜尋行為及組織社會化歷程之關連性研究。人力資源學報 , 10 , 106-121。林彩梅與嚴文位(2007)。領導型態與職場友誼關係之研究。多國籍企業管理評論 , 1 , 1-14。溫金豐(2001)。新進管理碩士的組織調適、組織社會化實務、工作經驗及成長需求強度的效應。人力資源管理學報 , 1 , 39-56。謝安田(1998) , 企業研究方法論 , 台北:著者發行。
- 二、英文部分:Allen, T. D., McManus, S. E., & Russell, J. E. A. (1999). Newcomer socialization and stress: Formal peer relationships as a source of support. *Journal of Organizational Behavior*, 54, 453-470.Ashforth, B. E. & Saks, A. M. (1996). Socialization tactics: longitudinal effects on newcomer adjustment. *Academy of Management Journal*, 39, 149-178.Barley, S., & Kunda, G. (2001). Bringing work back in. *Organization Science*, 12(1), 76-95.Barney, J. B. (1985). Dimensions of informal social network structure: Toward a contingency theory of informal relations in organizations. *Social Networks*, 7, 1-46.Bayes, J., & Kelly R. M. (1994). Managing Sexual Harassment in public employment. In S. W. Hays and R. C. Kearney(Eds.), *Public Personnel Administration:Problem and Perspectives* (pp.217-231). Englewood Cliffs, New Jersey: Prentice-Hall.Berman, E. M., West, J. P., & Richter, M. N. (2002). Workplace relation Friendship Patterns and consequences (according to managers). *Public Administration Review*, 62(2), 217-230.Bigliardi, B., Alberto, P., & Dormio, A. I. (2005). Organizational socialization, career aspirations and turnover intentions among design engineers. *Leadership and Organizational Development Journal*, 26, 424-441.Boyd, G., & Taylor, R. (1998). A developmental approach to the examination of friendship in leader-follower relationships. *Leadership Quarterly*, 9(1), 1-25.Chao, G. T., O ' Leary-Kelly, A. M., Wolf, S., Klein, H. J., & Gardner, P. D. (1994). Organizational socialization: Its content and consequences. *Journal of Applied Psychology*, 79, 730-743.Chao, G. T., Walz, P. M., & Gardner, P. D. (1992). Formal and Informal Mentorships: A comparison on mentoring functions and contrast with nonmentored counterparts. *Personnel Psychology*, 45, 619-636.Elkin, F., (1960). *The Child and Society: the Processes of Socialization*. New York: Random House.Feldman, D. C. (1981). The multiple socialization of organization members. *Academy of Management Review*, 6 , 309-318.Fine, G. (1986). Friendships in the workplace. In V. J. Derlega & B. A. Winstead (Eds.), *Friendship and Social Inter-action* (185-206). New York: Springer Verlag.Fisher, C. D. (1986). Organizational socialization: An Integrative Review. *Research in Personnel and Human Resources Management*, 4, 101-145.Frances, D. H., & Sndberg, W. R. (2000). Friendship within entre- preneurial teams and its association with team and venture performance. *Entrepreneurship Theory and Practice*, 25(2), 5-25.Haueter, J. A., Macan, T. H., & Winter, J. (2003). Measurement of newcomer socialization: construct validation of a multidimensional scale. *Journal of Vocational Behavior*, 63, 20-39.Jehn, K. A., & Shah, P. P. (1997). Interpersonal relationships and task performance: An examination of mediating processes in friendship and acquaintance groups. *Journal of Personality Social Psychology*. 72(4), 775-790.Krackardt, D., & Kilduff, M. (1999). Whether close or far: Social distance effects on perceived

balance in friendship networks. *Journal of Personnality and Social Psychology*, 76(5), 770-782.Krackardt, D., & Stern, R. N. (1988). Informal networks and organizational crises: An experimental simulation. *Social Psychology Quarterly*, 51(2), 123 - 140.Kram, K. E., & Isabella, L. A. (1985). Mentoring alternatives: The role Of peer relationships in career development. *Academy of Management Journal*, 28(1), 110-132.Kruger, L. J., Berstein, G. & Botman, H. (1995). The relationship Between team friendships and burnout among residential counselors. *The Journal of social psychology*, 135(2), 191-201.Lincoln, J. R., & Miller, J. (1979). Work and friendship ties in organizations: A comparative analysis of networks. *Administrative Science Quarterly*, 24(1), 181-199.Louis, M. R. (1980). Surprise and sense making: What newcomers experience in entering unfamiliar organizational settings. *Administrative Science Quarterly*, 25, 226-251.Louis, M. R., Posner, B. Z., & Powell, G. N. (1983). The availability and helpfulness socialization practices. *Personnel Psychology*, 36, 857-866.Mao, H. Y. (2006). The relationship between organizational level and workplace friendship. *The International Journal of Human Resource Management*, 11(1), 130-145.Mao, H. Y., Chen, C. Y., & Hsieh, T. H. (2009). The relationship between bureaucracy and workplace friendship. *Social Behavior and Personality*, 37(2), 255-266.Markiewicz, D., Davine, I., & Kausilas, D. (2000). Friendship of women and men at work job satisfaction and resource implications. *Journal of Management Psychology*. 15(2), 161-184.Marsden, P. V. (1988). Homogeneity in confiding relations. *Social Networks*, 10(1), 57-76.Nielsen, I. K., Jex, S. M., & Adams, G. A. (2000). Development and validation of scores on a two-dimensional workplace friendship scale. *Educational and Psychological Measurement*, 60(4), 628-643.Ostroff, C., & Kozlowski, S. W. J. (1993). The role of mentoring in the information gathering processes of newcomers during early organizational socialization. *Journal of Organizational Behavior*, 42, 170-183.Riordan, C. M., & Griffeth, R. W. (1995) . The opportunity for friendship in the workplace: An underexplored construct. *Journal of Business & Psychology*, 10(2), 141-154.Robbins, S. P. (2001) *Organizational Behavior*(9 th ed.). New Jersey: Prentice-hall.Scandura, T. A., & Ragins, B. R. (1993). The effects of sex and gender role orientation on mentorship in male-dominated occupations. *Journal of Organizational Behavior*, 43, 251-265.Schein, E. H. (1968). Organizational socialization and the profession of management. *Industrial Management Review*, 9, 1-16.Scott, K. D., & Taylor, G. S. (1985). An examination of conflicting-findings on the relationship between job satisfaction and absenteeism: A meta-analysis. *Academy of Management Journal*, 28(3),599 – 612.Sias, P. M., & Cahill, D. J. (1998). From coworkers to friends: The de velopment of peer for friendships in the workplace. *Western Journal of Communication*, 62(3), 273-299.Sias, P. M., Smith, G., & Avdeyeva, T. (2003). Sex and Sex-composition differences and similarities in peer workplace friendship development. *Communication Studies*, 54(3), 332-340.Tajfel, H., & Turner, J. C. (1986). The social identity theory of inter-group behaviour. In S. Worchel & W. G. Austin(Eds.), *Psychology of Intergroup Relations*(pp. 160-175).Chicago: Nelson-Hall.Taormina, R. J. (1997). Organizational socialization: a multidomain, continuous process model. *International Journal of selection and Assessment*, 5, 29-47.Thomas, H. D. C., & Anderson, N. (1998). Changes in newcomers ' psychological contracts during organizational socialization: a study of recruits entering the British Army. *Journal of Organizational Behavior*, 19, 745-767.Thomas, H. D. C., & Anderson, N. (2006). organizational socialization: A new theoretical model and recommendations for future research and HRM practices in organizations. *Journal of Organizational Behavior*, 19, 745-767.Tsui, A. S., & O ' Reilly, C. A. (1989). Beyond simple demographic effects: The importance of relational demography in superior-subordinate dyad. *Academy of Management Journal*, 32(2), 402-423.Tsui, A. S., Terri, D. E., & O ' Reilly, C. A. (1992). Being different: Relational demography and organizational attachment. *Administrative Science Quarterly*, 37, 549-579.Van Maanen, J., & Schein, E. H. (1979) Toward a Theory of Organizational Socialization. In B. M. Staw(ed.) *Research in Organizational Behavior*, 1, 209-264.Willbur, J. (1987). Does mentoring breed success? *Training & Development Journal*, 41, 38-41.Wright, P. H. (1978). Toward a theory of friendship based on a conception of self. *Human Communication Research*, 4(3), 196-207.Yager, J. (1997). Friendshihts: The power of friendship & how it shapes our lives. Stamford, Connecticut: Hannacroix Creek Books.Yen, W. W., Chen, S. C., & Yen, S. I. (2009). The impact of perceptions of organizational politics on workplace friendship. *African Journal of Business Management*, 3(10), 548-554.