ORGANIZATIONAL FRIENDSHIP AND WORK PASSION IN BROADCASTING CORPORATION OF BAYELSA STATE, NIGERIA.

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Abstract
The study investigated organizational friendship and work passion in broadcasting corporation Bayelsa State, Nigeria. The researcher recognized three measures of organizational friendship and two indicators of work passion. Three fundamental objectives were designed namely to: examine the relationship between informational peer and harmonious passion in the broadcasting corporation Bayelsa State, Nigeria, investigate the relationship between collegial peer and obsessive passion in the broadcasting corporation Bayelsa State, Nigeria, and determine the relationship between special peer and harmonious passion in the broadcasting corporation Bayelsa State, Nigeria. Indeed, three research questions and three hypotheses were developed for the study. The researcher employed a survey design and the accessible population of the study comprised of 172 selected employees carefully chosen from six broadcasting corporations in Bayelsa State, Nigeria. A random sampling method was applied and the sample size was 120 employees selected through Taro Yamane's formula. Instrument for data collection was harnessed through primary and secondary sources. Absence of workplace friendship has made most employees to see their jobs as boring and stressful which affect innovations in management of radio stations. Spearman's rank correlation coefficient was used for the data analysis. The findings specified that organizational friendship has a positive effect on work passion. The researcher concluded that organizational friendship determines employees work passion. It was recommended that organizations should provide work- related information to enhance employee work passion and performance.
Keywords*: organizational friendship, informational peer, collegial peer, harmonious passion, work passion*

Introduction

Organization is a social system comprising different categories of persons that operate in competitive environment. Employees are hired to work in an environment with social relationship network by rendering quality and satisfactory service to their customers for the purpose of achieving set goals. Friendship at work appears to be critical; it flows naturally which enables the employees to have passion about their job in order to deliver the quality and satisfactory service expected by the customers. Workplace friendship could as well instigate work passion in broadcasting corporation particularly when the friendship protects personal interests, encourages sympathy, motivation, and share work-related problems. Ordinarily, a major part of man's life is spent on work as informal relationships among workers within organizations portray a potential source of influence for job performance, organization success, and work passion. Dotan (2009) described organizational

friendship as a voluntary mutual relationship that exists among employees at the workplace. Organizational friendship refers to co-worker friendship or workplace friendship where employees have mutual trust, share their feelings, cooperate, and work as a team to accomplish a goal. Most organizations including broadcasting corporation may flourish in their business activities if employees could be invigorated to be passionate about their jobs by establishing organizational culture that supports workplace friendship. The level of performance exhibited by employees depends on the ability to effectively interact with their superior, subordinates, customers, suppliers, and co-workers within the organization.

Workplace friendship progresses from existing formal line of operations in the workplace environment which is essential to facilitate the growth of the organization. Friendships are one of the essential human values that influence individual attitudes and behaviors (Song 2006). Positive interpersonal relationships at work have significant impact on both organizations and the workforce (Ferrell, 2003). Nevertheless, most organizations are battling with defective interpersonal relations that hinder the realization of organizational goal. Dachner (2011) proclaimed that encouraging interpersonal relations among employees creates cooperation, high institutional participation, and innovation in the phase of disruption which influence organizational outcomes. Indeed, every successful business precisely broadcasting corporation is oblige to maintain high level of customer satisfaction by providing quality services that comes with constructive customer interaction. Organizational friendship affords the employees the opportunities to have information, knowledge, support to relieve work stress, and skills to achieve their missions and goals (Hwang et al., 2012). Co-worker friendship is formed and maintained beyond the formal assigned organizational roles hence it concerns shared interest and interdependence. Valler and et al. (2010) pronounced that work passion signifies a strong feeling toward an activity that an individual love in which he devotes a significant amount of time and energy. Work passion is created through employees personal love and basic interest in doing a particular job. It is driven by workers engagement and friendship. This paper examines organizational friendship and work passion in broadcasting corporation Bayelsa State, Nigeria.

Statement of the problem

The accomplishment of predetermined goal in the organization may be threaten if workers do not have interest in their job and develop friendship that helps staff create atmosphere of love, sympathy, awareness to be their brother's keepers while performing assigned responsibilities. When employees demonstrate co-worker friendship it minimizes gossip, bitterness, and petitions, at the workplace. Apparently, place of work friendship provides support and sociability which could enrich the organization. The consequence of employees being dissatisfied could be managed by employers encouraging interpersonal relationship at workplaces. Most organizations likewise broadcasting corporation that neglected the shared vision

advantages or organizational friendship are likely to be destabilize with untold conflict of interest, distorting of organizational objectives, partiality, low productivity, which are detrimental to work passion and the organizational success. Although, in developed countries most organizations enforce workplace friendship by accommodating informational peer and collegial peer which are lacking in radio stations in Bayelsa state. Even when all these responsiveness factors are available most employees especially in broadcasting corporation display behaviours that are inconsistent with organizational friendship that affect their work passion. Employees inability to embrace friendship at the work may be as a result of job dissatisfaction emanating from insufficient salary and poor working conditions which could lead to low productivity and poor information coverage. Furthermore, it is important to mention that the inadequate work passion among the employees in broadcasting corporation is caused by workplace friendship which has not been completely established in the media industry. Irrespective of the fact that the few studies on workplace friendship did not actually relate to broadcasting corporation, this paper tends to examine the relationship between organizational friendship and work passion in broadcasting corporation Bayelsa State, Nigeria.

Aim and objectives of the study

The aim of this study is to examine organizational friendship and work passion in broadcasting corporation Bayelsa State, Nigeria. The specific objectives are to:

i. Examine the relationship between informational peer and harmonious passion in the broadcasting corporation Bayelsa State, Nigeria.
ii. Investigate the relationship between collegial peer and obsessive passion in the broadcasting corporation Bayelsa State, Nigeria.
iii. Determine the relationship between special peer and harmonious passion in the broadcasting corporation Bayelsa State, Nigeria.

Research Questions

i. What is the relationship between informational peer and harmonious passion in the broadcasting corporation Bayelsa State, Nigeria?
ii. To what extent is the relationship between collegial peer and obsessive passion in the broadcasting corporation Bayelsa State, Nigeria?
iii. What is the relationship between special peer and harmonious passion in the broadcasting corporation Bayelsa State, Nigeria?

Hypotheses

Ho_1: There is no significant relationship between informational peer and harmonious passion in the broadcasting corporation Bayelsa State, Nigeria.

Ho_2: There is no significant relationship between collegial peer and obsessive passion in the broadcasting corporation Bayelsa State, Nigeria.

Ho_3: There is no significant relationship between special peer and harmonious passion in the broadcasting corporation Bayelsa State, Nigeria.

Literature Review

Concept of Organizational Friendship

Berscheid and Peplau (1983) claim that friendship entails when two or more persons are in a relationship with one another if their interactions have an impact on each other, they are interdependent in the sense that a change in one person brings a change in the other. This assertion means that friendship is not when an individual is in a long time relationship but the relationship must be beneficial for it to be interpersonal and durable. Moreover, friendship in a simple term signifies a close relationship among colleagues, peers, individuals, and subordinates. Organizational friendship connotes individuals' alliance with their peers, subordinates, superiors, that are created through emotion and behaviour (Mao et al., 2012). In complementing this argument, Song (2006) declares that workplace friendship has a positive influence on organizational productivity and employees' passion towards their jobs. Organizational friendship refers to social connection that comes from the interpersonal relationship, conversation among individuals, subordinates, and superiors at the workplace. Indeed, employees who engage in eloquent friendship are happier than those who work in isolation (Snow, 2013).Happy workers appear to be those who are sociable and have more friends. The existence ofplace of work friendship is paramount for employees to have good relations both outside and within the organization which give workers the opportunity to share their work related problems with their colleagues.

Liu (2013) defined workplace friendship as the distinctive interpersonal relationships that employees have. In affirmation, numerous scholars have advocated that organizational friendship denotes non-exclusive workplace relations that involve mutual trust, commitment, reciprocal liking, and shared interests or values (Blieszner & Adams, 1992; Dobel, 2001).However, organizational friendship contains threats to the self-concept of friends where the exchange of resources is incompatible and they represent conflicting standards of reciprocity. Corporate challenges may be aggravated by the friendships that are rival or debtor and organizational friendships bring benefits with some social costs (Ingram and Zhou, 2008). Consequently, friends at work willingly devote more time to each other, share information, and provide support beyond what is prescribed by formal organizational roles. Work relationships are open, informal, and exhibit a level of inclusiveness. Peer relationships at work are considered to be a principal means by which organizational socialization come to light. The information transferred from peers helps in learning the organizational environment which accelerates learning task and social information (Kramer, 2010). Indeed, work friends relationship are prejudiced by individual and contextual factors like socializing, shared tasks, slack time, physical work nearness, and work-related problems (Dotan 2009). Friendship and social relations in the organization serve as the foundation for a good working atmosphere, which inspire staff to work in a more undisturbed manner considerably reduces stress.

Kram and Isabella (1985) revealed three measures of organizational friendship, which include informational peer, collegial peer, and special peer.

The Information Peer

Sias (2005) narrated that informational peer at the workplace exchanges work-related information necessary in promoting successful job performance. In aligning with this assertion, Fritz (1994) added that communication in this peer relationship is pointed to work-related contents and responsibilities rather than personal information. Kram and Isabella (1985) declared that information-based peer relationships are essential demand communication in which two persons benefit from the sharing of information. Indeed, information peer relates to workplace socialization that relies on individuals to provide information about work tasks, networking, maintenance of company assets, and knowledge management. This relationship is branded with low levels of emotional support, trust, feedback, and little revelation. Peer relationship is very common in workplace shares information among colleagues. Basically, this information involves onboarding which enables organization to assist new employees to be familiar with the staff, organization, customers, learn rules, and policies. Furthermore, information peer may help employees in other firms and the broadcasting corporations to disseminate information within and outside the company. If information peer is utilized in broadcasting corporations it could allow the employees to find previous written reports, minimize noise, gain new knowledge, and update existing knowledge.

Collegial Peer

Collegial peers comprise of co-worker and friend roles in their relationship which are established between in-groups and out-groups in the organization (Odden & Sias, 1997).Collegial peers or colleagues exchange feedback as well as task-related and personal information (Sias & Cahill, 1998).Moreover, collegial peers are persons who like conversation, friendship, enjoy working together, and give attention to competence or performance. The behaviour of collegial peers appears to have moderate levels of trust and self-disclosure,additional individual roles, and inclusive information boundaries. This type of work friendship provides emotional support, career strategy, work passion, and job-related feedback (Burbach, 2012). They create action plans for career path and embrace change that could enhance job performance. Collegial colleagues provide essential feedback to organizations. Availability of crucial feedback in broadcasting corporations guides employees to perform their jobs effectively to ensure that accurate information is shared for the benefit of the people.Sias (2005) proclaims that employees who have more collegial peers observe higher quality of information than those who have more information peers. Consequently, collegial peers engage in daily interactions with workers which give them the opportunity to recognize workers competency in the workplace and tremendous performance. In collegial pear relationship, employees tend to know the kind of persons to trust or like. It makes friendship to be admirable and enjoyable particularly for those who are willing to learn or dedicated to work.

Special Peer

Kram and Isabella (1985) highlighted that this system of friendship has the highest level of trust, personal commitment, intensity, and self-disclosure. Special peers identify vital uncertainties and personal predicaments in the scope of work and

family. This is the most intimate of peer relationships where deceits and formal workplace roles are replaced with high level of self-disclosure and self-expression. Special peers refer to deeper, meaningful and best friend in the workplace. A special colleague or peer is a person's brother or helper in the organization. This form of friendship promotes personal feedback and truth among workforce. Apparently, Sias and Cahill (1998) noted that special peers have basic features such as stability, intimacy, ratification, continuity, openness, and co-worker support. It takes longer period to develop special peer relationships than collegial peer or information peer relationships (Fritz,1997).Employees perceive this type of friendship as a genuine friendship with ultimate priority on personal friendship relationship over the work aspect of the relationship (Burbach, 2012).Furthermore, Straugh (2006) maintained that special peer orco-worker friendships are existing means of progress and support in the organization. The support from special peers arises from employees willingness to listen, supervise, offer helpful advice, and encouragement. Having close social contact and special peers in the broadcasting corporations or related organizations increase employee work passion which persuades workers to increase their happiness about their respective jobs as well as preventing work pressure (Evans, 2014).

Work Passion

Work passion is the visible expression of individual purpose in connection with organizational needs (Moses 2001). In line with the explanation of passion, employee work passion symbolizes a strong feeling toward a self-defining activity in a work setting that people love, feel devoted in which they invest significant time and energy (Vallerand & Houlfort, 2003). Indeed, work passion signifies robust feelings of love that employees have on their jobs that require enough time and strength to perform the job effectively. Employee work passion influences employees job performance including the fulfillment and accomplishment of organizational goals. Passion creates excitement for workers especially when they are indirectly connected with individual initiatives with a sense of personal achievement. When an employee takes his duty as a personal and important obligation it represents employee passion for work. Ordinarily, passionate employees are assets for organizations they invest increased efforts, more persistent, and deploy high levels of eagerness. Passion for work is regarded as a motivational force that leads salary earners to devote a significant amount of time and effort in their job and to achieve essential results from such undertaking. The levels of passion for which workers devote on their job influence the degree and quality of individual job commitment or performance which eventually influence interpersonal and organizational outcomes.

Employees with work passion intention are guided with the famous principles of internalization of activity influenced by the interaction of their characteristic, psychological needs of autonomy, competence and relatedness, (Williams & Deci,

1996). Job passion consists of affective and cognitive elements of job attitude. Moreover, job passion is affective in nature when employees develop liking or love their jobs and perceive enjoyment in the job. Cognitive element entails the perceived importance or significance of the job to the worker as the job becomes internalized to the employee and defines who he is (Cardon et al., 2009). However, Tucker (2002) asserted that most organizations and broadcasting corporations observed that their workers are increasingly dispassionate and uninterested at work but if they try to have passion for their jobs such passion drives work success. Amiot et al. (2006)disclosed two basic forms of work passion namely harmonious, and obsessive passion. These two types of passion represent a force where the employees drive their activities to bring out the individual purpose for the job.

Harmonious Passion

Amiot et al. (2006) explained harmonious passion as a voluntary or autonomous internalization of the job which individuals freely and voluntarily see the jobs as important because of characteristics of the job itself like the job challenges. In supplementing this proclamation, harmonious passion occurs from autonomous internalization process where individuals are at liberty to choose their passionate activity which they love, find it essential, and it represents their personal judgment. Individuals with harmonious passion are not under pressure to perform duty, are not also compelled to engage in an activity but invest a significant flexible amount of time and energy in their job. Furthermore, if employees in broadcasting corporations are harmoniously passionate about their jobs they may have the opportunity to choose the places and persons to interview with no pressure from feelings of social approval or recognition coming from the job. Workers who have harmonious passion may engage in the activity freely without feeling any contingencies attached to the job and when they experience sufferings or negative factors that are inimical they may withdraw their service or seek for transfer. Associates of harmonious passion view the job as important to them and may not allow their job to conflict with other aspects of their lives, hence they have control over their jobs especially when to or not to engage in the job (Vallerand & Houlfort, 2003).Similarly, persons with harmonious passion love their job by moving around their work schedules to ensure that it does not affect other non-work activities and family obligations. The employee's investment is flexible and plans their work to be in harmony with other sources of their livelihood.

Obsessive Passion

Obsessive passion refers to apprehensive internalization of the job which the individuals view the job as important because of definite pressures or outcomes attached to the job (Amiot et al., 2006). Consequently, obsessive passion entails external or internal pressures that controlled work behaviour of the individual such that the activity becomes ego contingent. Employees with an obsessive passion love their job, attach prominence to it, put substantial amount of time and effort in it, but they may feel guilty because the activity did not allow them to spend time with their loved ones. For example, such pressures could emanate from feelings of superiority, self-esteem, recognition or social acceptance deriving from the job, which induces the worker to continue with the activity so as to sustain these outcomes(Bayraktar & Jiménez, 2022).Besides, it is the pressures or outcomes that control the individual who feels intimidated to pursue the activity necessary to maintain the sense of

prestige and self-worth. Workers job becomes obsessive when it controls them and conflicts with other aspects of their lives. Persons with obsessive passion have an apparent feeling to engage in target activities and behaviors which compelled them to engage in the passionate activity. The higher the obsessive passion for an activity, the more an employee may not resist the internal instinct to participate in the activity.

Nevertheless, obsessive passion brings about negative emotions in the organization hence the job passion makes people to express feeling of shame, to be distracted, confused, sad, and feel guilty as employees expect that other responsibilities should be fulfilled (Valler and & Houlfort 2003). Moreover, the rigid perseverance that exist in obsessive passion also leads to burnout, mental, and emotional exhaustion which eventually distract employees from concentrating on the job (Marques 2007).

Theoretical Framework

Social exchange theory is propounded by George Casper Homans. This theory was applied to ascertain friendship that may attract reward and pains or punishment at the workplace. Social exchange theory relates to when individual receive a favour or support, reward, from persons, the beneficiary becomes satisfied and indebted to exchange or reciprocate the received benefits in order to restore the equilibrium of the interpersonal relationship (Homans, 1958: Lin, 2004). Similarly, social exchange theory(SET) signifies a social behaviour that leads to exchange process where individuals compare the friendship at work that generates potential benefits with the one that has risks or punishment in their social relationship. This theory states that when the risks or negative outcome from exchange of social relationship and friendship is greater than the rewards, the parties could terminate or abandon the relationship. If the reward is higher than the risks or dissatisfaction the employees are obliged to maintain the friendship. Ordinarily, the purpose of having friends at work is to maximize benefits and minimize costs. Most relationships are established with give-and-take trajectory but this does not mean that they are always equal. Social exchange advocates that the value of the benefits and costs of each relationship determine the continuity of friendship and social association.

The rewards consist of praise, satisfaction, recognition, gifts, money, teamwork, smile, and promotion. Risks in this manner, involve sabotage, gossip, query, termination, suspension, dissatisfaction, frown, petition, sleeping with wife of a colleague, and public humiliation. Social exchange theory provides for individual to receive support from his friends and the receiver owes a duty to reciprocate by assisting his friends with his own support. This theory suggests that if employees in broadcasting corporations are treated fairly by their friends they may reciprocate by fortifying their interpersonal relationship to increase their passion for the job (Chiaburn & Harrison, 2008). In order to justify this assumption, Schaufeli & Bakker (2004) stipulated that co-workers relationship have an effect on employee passion and engagement in the organizations. However, *Emerson (1976) expressed dismay*

over this theory by insisting that social exchange theory assumes individuals constantly make rational decisions and disregarded the power that emotions play in our daily lives and in our conversations with others. This theory also weakens the power of social structures and forces which automatically affect human experience as well as their perception of the society.

Empirical Review

Markiewicz et al. (2000) conducted a study on friendships of women and men at work: job satisfaction and resource implications. The researcher discovered that the quality of close friendships at the workplace was associated with career success, work passion, and job satisfaction of employees. The findings from the study also revealed that organizational friendship increases workers' happiness as it offers employees the opportunity to cooperate with their co-workers, communicate, and proffer solution to their work-related challenges. The researcher concluded that workplace friendship has significant positive relationship with work passion and job satisfaction. However, the study only focused on managers and used few sample size that are not sufficient to be applied in other sectors. Furthermore, the previous study in Markiewicz et al. (2000) is consistent with the current study in the aspect of research design and statistical instrument.

Song (2006) studied the impact of workplace friendship on employees' productivity in Seoul City Government, South Korea. Four departments from the Seoul City were selected which include department of Personnel, department of human service, department of treasury, and the department of environment and protection. The employees were regularized staff. A survey design was employed and random sampling method was used to increase the degree of representativeness and to cut sampling errors. The findings specified that workplace friendships may influence employees to have positive work passion and attitude. The researcher concluded that workplace friendship has a stronger influence on positive work passion of employees. However, the study concentrated on the friendship between subordinate and immediate superior but did not consider the friendship that exist among peers in the organizations. Indeed, the literature in Song (2006) is connected to this current research because it tries to find out the effect of work friendship on employees work passion in organizations.

Dotan (2007) examined friendship ties at work: origins, evolution, and consequences for managerial effectiveness. The population of the study comprised of 20,000 adult employees chosen from a very diverse set of United State of America business organizations ranging from department stores, chemical organizations, and financial firms. A survey design was exploited to distribute an online survey to participants that were randomly selected. The results clearly demonstrated that organizational friendship predicts the work passion of employees. Nevertheless, this study only focused on adult workers without involving young employees. The existing study is therefore related to the contributions in previous study on the part of sampling method and research design.

Methodology

Research Design

Research design in a simple term means the type of study that the researcher tends to undertake which helps in providing answers to research questions. Research design refers to systematic approach and strategy used in collecting and analyzing data. The researcher adopted survey design for the purpose of knowing and achieving what is unknown. The choice of this research design is to enhance collection of data accuracy.

Population and sample of the Study

The population of this study consists of selected six registered broadcasting corporations in Bayelsa State and 172 carefully chosen employees within the six broadcasting corporations. The six broadcasting corporations were chosen from the seven registered broadcasting corporations in Bayelsa State. The information about the registered broadcasting corporations in Bayelsa State was made available through the Bayelsa State ministry of information, orientation, and strategy report 2023. Moreover, the researcher relied on the random sampling method in selecting the participants, which was necessary for giving the participants equal opportunities and to minimize research errors. Basically, the researcher interacted with two categories of staff namely editors and newscasters in the listed broadcasting corporations by virtue of questionnaire. A sample size of 120 employees was selected through Taro Yamane's formula. The researcher also applied Bowley's proportional allocation formula to distribute the questionnaire to the employees in selected media companies. The target population of the study is clarified in Table 1 below.

Table 1

Participant Population

	Names of Broadcasting Corporations	Editors	Newscasters	Number of Employees
1	Rhythm 94.7 FM	12	10	22
2	Bayelsa State Broadcasting Corporation	25	20	45
3	Radio Nigeria, Creek 106.5FM	17	11	28
4	Bayelsa New Media	22	18	40
5	95.5 Royal FM	10	8	18
6	Raypower 102.5 Fm	11	8	19

TOTAL	**97**	**75**	**172**

Source: Bayelsa State Ministry of Information, Orientation, and Strategy, Statistics 2023.

Sample Size Determination

Taro Yamen's formula:

$$n = \frac{N}{1 + N^{(e)^2}}$$

Where:

n= Sample size

N= Population size

e= level of significant (0.05)

$$n = \frac{172}{1 + 172(0.05)^2}$$

$$= \frac{172}{1+0.43}$$

$$= \frac{172}{1.43}$$

$$n = 120$$

The sample size for the study was120 employees. Although, copies of questionnaire were distributed to the selected employees in six broadcasting corporations using Bowley'sproportional allocation formula stated as:

$$Nh = \frac{nNh}{N}$$

Where:

$n =$ sample size

$Nh =$ Number of units allocated to each level of employees in organization.

$N =$ Population size

Table 2

Sample Distribution

Status of Employees	**No of Employees**	**Number of Units Allocated**	**Sample Size**
Editors	97	67.7	68
Newscasters	75	52.3	52
Total	**172**		**120**

Source: Field Survey, 2023.

The Table 2disclosed the number of editors and newscasters selected from the six broadcasting corporations. This confirmed that the population the researcher used in conducting this study was 172, which 97 employees represented the editors and 75 workers were the newscasters working in the six broadcasting corporations in Bayelsa State. Furthermore, the results indicated that 68 editors participated for the study and validly responded to the questionnaire including52 newscasters who also responded to the questionnaire from a total sample size of 120 employees.

Instrument for Data Collection

Research instrument used for collection of data was designed as a questionnaire focused on organizational friendship and work passion (Bayraktar& Jiménez, 2022).Data used in this study was generated from both primary and secondary sources. The information from primary data was received through copies of questionnaire distributed to employees in broadcasting corporations. Secondary data were collected from annual reports of Bayelsa State ministry of information, orientation, and strategy, records from human resources department of the selected broadcasting corporations, and existing literatures. Participants complied with the requirements stated in the 120 valid copies of questionnaire. Scientific inquiry was conducted on the three measures of organizational friendship which include informational peer, collegial peer, and special peer. The researcher applied ordinal and 5-point Likert scale clarified as: 5 = strongly agree (SA), 4 = agree (A), 3 = undecided (U), 2 = disagree (D), 1 = strongly disagree (SD).The structured questionnaire assisted in collecting relevant data used in answering research questions. In this study, the questionnaire was categorized into three sections namely part A, B, and C. Thus, Section A covered demographic profile of the participants. The section B epitomized independent variable and section C represented the dependent variable respectively.

Validity and Reliability of Research Instrument

To ensure adequacy of the information obtained during the scientific inquiry and the validity of the survey instrument, copies of the questionnaire were transmitted to famous scholars in the field of management who made suggestions and acknowledged that sampling validity is adequately achieved in the organizations under study. The internal reliability of the survey instrument was realized by means of Cronbach alpha coefficients where the alpha value of 0.7 and above was considered as reliable and acceptable.

Table 3
Cronbach Test

	Variable	**Reliability**	**Number of Items**
organizational friendship	informational peer	.973	5
	collegial peer	.989	5
	special peer	.986	5
work passion	harmonious passion	.985	5
	obsessive passion	.985	5

Source: Field Survey, 2023

Method of Data Analysis

The researcher practically implemented spearman rank correlation and descriptive statistics through the aid of statistical package for social sciences (SPSS) in this

study. Ethical considerations regarding this study include a formal letter of request to provide the required data was presented to each respondent to help them understand the aim of the study. The researcher officially obtained the consent of the selected broadcasting corporations before questionnaire was distributed and ensured the privacy of participant's information.

Results and Discussion

Analysis of Research Questions

Research question one: What is the relationship between informational peer and harmonious passion in the broadcasting corporation Bayelsa State, Nigeria?

Table 4
Mean Score of Respondents on Informational Peer
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Workers like to have an informational peer in our organization.	120	1	5	4.37	1.077
We have employees who have the desire to work with persons that provide information about their job.	120	1	5	4.36	.915
This company has employees who cooperate to share information that creates high job performance.	120	1	5	4.50	.778
Informational peer encourages workers to be passionate and committed in the organization.	120	1	5	4.54	.709
Informational peer relationship is centered on work-related matters and responsibilities than personal information.	120	1	5	4.62	.688
Valid N (listwise)	120				

The Table 4 disclosed the mean score of respondents on informational peer as a measure of organizational friendship. The grand mean score of the five questions established in informational peer indicated4.5. This means that majority of the employees in broadcasting corporations agreed that the company has employees who cooperate to share information that creates high job performance and informational peer influences harmonious passion among the workers.

Research questions two: To what extent is the relationship between collegial peer and obsessive passion in the broadcasting corporation Bayelsa State, Nigeria?

Table 5
Mean Score of Respondents on Collegial Peer

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
In this organization, collegial peer plays friend roles and exchanges task-related and personal information.	120	1	5	4.44	.828
Our organization has collegial colleagues that engage in friendship, teamwork, and recognize workers competency.	120	1	5	4.28	1.039
Collegial peer relationship enables employee to know the kind of persons to trust.	120	1	5	4.21	1.036
This organization has a collegial peer that offers emotional support, career strategy, and job related feedback that persuade workers to be passionate towards their job.	120	1	5	4.21	1.076
Members of collegial peer have moderate levels of trust and self-disclosure.	120	1	5	4.28	.997
Valid N (listwise)	120				

The results in Table 5 showed the mean score analysis of respondents on collegial peer as a measure of organizational friendship. The findings demonstrated a grand mean score of 4.3 which indicated that most of the employees in broadcasting corporations accepted that collegial colleague engaged in friendship, teamwork, and recognize workers competency that led to employee obsessive passion.

Research questions three: What is the relationship between special peer and harmonious passion in the broadcasting corporation Bayelsa State?

Table 6
Mean Score of Respondents on Special Peer

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The special peer in this organization has the highest level of trust and acts as best friend to assist workers.	120	1	5	4.52	.722
Workers in this organization engage in special peer to enjoy their job, feel happy, and increase work passion.	120	1	5	4.52	.686
Employees in the organization become more zealous when there is a special peer who encourages workers to make progress.	120	1	5	4.42	.827
A special peer generally protects his co-worker as a genuine friendship with ultimate priority on personal needs that induce employees to perform job effectively.	120	1	5	4.37	.859
This organization has special peer relationship that detectspersonal predicaments affecting work and family.	120	1	5	4.52	.722
Valid N (listwise)	120				

The results in Table 6 showed the mean score analysis of participants on special peer as a measure of organizational friendship. The findings from the study demonstrated a grand mean score of 4.5 which explained that majority of the employees in broadcasting corporations accepted that special peer generally protects co-worker as a genuine friendship with ultimate priority on personal needs inducing employees to perform job effectively. This result also proved that employees agreed on items representing special peer to have predicted harmonious passion in the broadcasting corporation.

Test of Hypotheses

Ho_1: There is no significant relationship between informational peer and harmonious passion in the broadcasting corporation Bayelsa State, Nigeria

HA_1: There is significant relationship between informational peer and harmonious passion in the broadcasting corporation Bayelsa State, Nigeria.

Table 7
Spearman Rank Correlation of Informational Peer and Harmonious Passion
Correlations

			Informational peer	Harmonious passion
Spearman's rho	Informational peer	Correlation Coefficient	1.000	.988**
		Sig. (2-tailed)	.	.000
		N	120	120
	Harmonious passion	Correlation Coefficient	.988**	1.000
		Sig. (2-tailed)	.000	.
		N	120	120

**. Correlation is significant at the 0.01 level (2-tailed).

The results in Table7 revealed that informational peer and harmonious passion have a high correlation of .988, when the *p*-value proved.000 which was less than .005. This implied that null hypothesis should be rejected and alternative hypothesis accepted. This result also indicated that informational peer has significant positive relationship with harmonious passion.

Ho_2: There is no significant relationship between collegial peer and obsessive passion in the broad casting corporation Bayelsa State, Nigeria.

HA_2: There is significant relationship between collegial peer and obsessive passion in the broadcasting corporation Bayelsa State, Nigeria.

Table 8
Spearman Rank Correlation of Collegial Peer and Obsessive Passion
Correlations

			Collegial peer	Obsessive passion
Spearman's rho	Collegial peer	Correlation Coefficient	1.000	.942**
		Sig. (2-tailed)	.	.000
		N	120	120
	Obsessive passion	Correlation Coefficient	.942**	1.000
		Sig. (2-tailed)	.000	.
		N	120	120

**. Correlation is significant at the 0.01 level (2-tailed).

In Table 8, the results showed that correlation or relationship coefficient (*r*-value) was .942 and the *p*-value proved .000 which was less .005. This revealed that the

null hypothesis should be rejected and alternative hypothesis accepted. This result also attested that there was significant positive relationship between collegial peer and obsessive passion.

Ho_3: There is no significant relationship between special peer and harmonious passion in the broadcasting corporation Bayelsa State, Nigeria.

HA_3: There is significant relationship between special peer and harmonious passion in the broadcasting corporation Bayelsa State, Nigeria.

Table 8
Spearman Rank Correlation of Special Peer and Harmonious Passion
Correlations

			Special peer	Harmonious passion
Spearman's rho	Special peer	Correlation Coefficient	1.000	.962**
		Sig. (2-tailed)	.	.000
		N	120	120
	Harmonious passion	Correlation Coefficient	.962**	1.000
		Sig. (2-tailed)	.000	.
		N	120	120

**. Correlation is significant at the 0.01 level (2-tailed).

The Table 8 illustrated the relationship between special peer and harmonious passion which have a correlation coefficient *r*-value of .962 and *p*-value of .000 less than .005. This signified a high positive significant relationship between special peer and harmonious passion. Thus, the null hypothesis should be rejected and the alternative hypothesis accepted.

Discussion of Findings

In hypothesis one, the findings demonstrate that there is significant relationship between informational peer and harmonious passion in the broadcasting corporation Bayelsa State, Nigeria. This provides that employees have the desire to work with persons that disclose information about their job. This finding is consistent with Sias (2005)who insists that informational peer at the workplace exchanges work-related information necessary in promoting successful job performance. Hypothesis two findings reveal a positive significant relationship between collegial peer and obsessive passion in the broadcasting corporation. This clarifies that organization with a collegial peer offers emotional support, career strategy, and job related feedback that persuade workers to be passionate towards their job. This finding is in line with Burbach (2012) who stipulates that this type of work friendship provides emotional support, career strategy, work passion, and job-related feedback. The findings in hypotheses three indicate that there is a significant positive relationship between special peer and harmonious passion in the broadcasting corporation. This suggests that most employees in organizations engage in special peer to enjoy their job, feel happy, and increase work passion. Indeed, this finding concurs with the

opinions of Evans (2014) who upholds that special peers in related organizations increase employee work passion which persuades workers to increase their happiness about their respective jobs as well as preventing work pressure.

Conclusions

Cordial relationship existing among employees increases their work passion. Employees appear to be insensitive and stressful when they are deprived of the opportunity to relate with one another. From the findings illustrated, organizational friendship helps employees to discuss their work-related problems, provide solutions to the problems, and work comfortably to reduce the stress associated with their jobs. The researcher concludes that information peer has a positive influence over harmonious passion, collegial peer has a significant positive relationship with obsessive passion, and special peer predicts the workers harmonious passion in the broadcasting corporation Bayelsa State. Nigeria.

Recommendations

1. Management of broadcasting corporation should encourage information peer relationship among employees in order to increase their harmonious passion toward their jobs
2. Employers of labour in broadcasting corporation should encourage their employees to embrace collegial peer relationship among them so as to increase the obsessive passion they have for their jobs.
3. Managers of broadcasting corporation should support the employees to form and maintain a special peer relationship that identifies personal predicaments affecting work and family. This type of relationship assists workers to see their jobs as part of their responsibilities which brings happiness and inclusive progress to the organization.
4. Management of broadcasting corporation should promote organizational friendship where all employees will have the freedom to associate with their colleagues and have conversations on how to improve their job performance and welfare.

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