

Informal Relationships at Workplace and Employee Performance: A Study of Employees Private Higher Education Sector

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Abstract

Now a day's employees spend a large portion of their lives at workplace. Accordingly, friendships among employees are often formed at work place. The objective of this study was to determine the impact of workplace friendship (WPF) on employee task and contextual performance, job satisfaction (JS) and turnover intentions (TI) in university employees of higher education institutes of Punjab, Pakistan. In addition the study aimed at investigating what extent job satisfaction mediates the relationship among workplace friendship, TI, Task performance (TP), and contextual performance (CP). Data were collected from 500 teachers of private sector higher education Institutes of Punjab. Step wise Regression analyses and Principal Component analysis were used to confirm the research hypothesis. Results showed two things: first the workplace friendship has variety of positive functions for individual performance and job satisfaction positively and significantly mediates between the relationships of TI, CP, TP, and workplace friendship. Second work place friendship moderates the relationship between organization commitment and turnover intentions. The focus of the research was the employees of private sector HEIs only. Since the participants were only from the five private sector universities so the findings cannot be generalized to the employees of public sector universities. Considering the importance of employee's performance, workplace friendship and organizational commitment in Higher Education Institution (HEIs) researchers, policy makers and academic administrative should take necessary measures to increase the satisfaction and commitment of the employees through informal relations.

Further this makes the valuable contribution to both work place friendship and turnover intentions literature by being one of the mediating and moderator effects.

Keywords: workplace friendship, turnover intentions, contextual performance, task performance, organizational commitment, higher education institutes.

1. Introduction

Workplace friendship has been the focus of considerable body of research during the last decade in organizations. Informal relationships are usually viewed as an encouraging feature of organizational culture, but at the same time, they can also be the cause of inefficiency and inconvenience. Good relations both outside and within work place are universally, considered well (Rath, 2006). It is reasonable to perceive that friends are the main source who can enrich the environment with their support and also enhance sociability. However, this situation is not simple to understand as it seems. Researchers find positive effect of workplace friendship on organizational outcome and employee performance specifically, on job stress, employee attitude, critical and creative thinking, job involvement employee satisfaction and commitment and turnover intentions (Shellenbarger, 2000; Sias et al, 2004, Ellingwood, 2001; (Gibbons & Olk, 2003; Crabtree, 2004, Morrison, 2004). Moreover, workplace friendship enhances employee's job satisfaction (Levy, 2003). However, the mediating role of job satisfaction between workplace friendship and turnover intention, task performance, contextual performance has been largely ignored. Work place friendships increases organizational productivity and motivate employees to serve and establish innovative and supportive climate (Berman et al., 2002). On the other hand opponents, argue negative association, development of romantic relationships, favoritism, and conflict of interest, causes loss of focus on official tasks which are very harmful for the organizational as well as employee performance (Berman et al., 2002). These two extreme of thoughts confuse the role of work place friendship but it is very crucial to pay attention towards its valuable importance (Song 2005) for organizational improvement.

Although the researchers provide evidence for effects of work place friendships yet the above studies are not sufficient and fall short of clear explanation about why, where, and under what situations or circumstances informal relationships produce these outcomes. Even with these negative impacts of work place friendship, it is very crucial to pay attention towards its valuable importance (Song, 2005). To date, academicians and practitioners have not examined or put forward any suggestions to describe the various effects of workplace friendships in educational institutions and this dynamic is still unknown. In this research paper, I attempt to fill the gap and suggest that in educational institutions, friendly cooperative and informal relationships reduce turnover intentions among employees ultimately increasing the employee efficiency and performance.

1.1 Aims of the Study

- The primary objective of the study is to investigate the mediating relationship among workplace friendship and turnover intentions, task performance and contextual performance in the employees of HEIs in Punjab, Pakistan.

1.1.1 Sub Objectives

- To develop, a conceptual model that describes the mediating mechanism between workplace friendship and employee's turnover intention, task and contextual performance.
- To determine the impact of workplace friendship on mediating variable that is job satisfaction.
- To investigate moderator effects of workplace friendship among the relationship of employee's commitment and turnover intentions in higher education institutes.

1.2 Development of the Hypothesis

Based on the above discussion, following hypotheses are derived.

- **H₁:** Workplace friendship significantly and positively affects Job satisfaction of employees.
- **H₂:** There is positive and significant relationship between workplace friendship and employee's performance (task performance and contextual performance).
- **H₃:** Workplace friendships affect turnover intentions of employees.
- **H₄:** Job satisfaction mediates between the relationship of workplace friendship and turnover intention.
- **H₅:** Job satisfaction positively and significantly mediates between the relationship of task performance and turnover intentions.
- **H₆:** Job satisfaction positively and significantly mediates between the relationship of contextual performance and turnover intentions.
- **H₇:** Work place friendships positively and significantly moderate between the relationship of turnover intentions and employee's engagement in the organization.

1.3 Significance of the Study

This research will contribute to the body of knowledge by introducing a mediating mechanism. However, in higher education institutions, the quality of performance of the employees matters a lot in attaining the overall objective of Millennium Development Goals of education for all in Punjab. This study will help to make an understanding that workplace place friendship and job satisfaction are significantly contributed to the employee's retention and their performance. Moreover it will help the policy makers to develop policies which provide, convenient or friendly workplace environment and enhance job satisfaction of employees in HEIs.

This research paper organized as follows: section 2 presents literature review, research methodology in section three, section four presents analysis and results, discussion and implications have been discussed in section five.

2. Literature Review

2.1 Work Place Friendship

According to Sapadin, (1988) friendship is a deliberate relationship that exists primarily for pleasure and gratification rather than fulfillment of specific functions. Berman et al. (2002) state workplace friendship as "nonexclusive voluntary workplace relations that

involve mutual trust, commitment, reciprocal liking and shared interests and values". Gradually, the workstation is the "main crucible for making friends" as community organizations and personal networks in neighborhoods are weakened by tragic dislocations (Shellenbarger, 2000). Wiled, et al. (2007) supported this argument through changing nature and size of local, state and national organizations, degree of globalization growth in organic organizations and by changes in the use of joint effort in the companies. Furthermore, he described that organizations respond significantly and positively to different challenges. According to Morrison (2004) friendship at the workplace is the outcome of interpersonal relationship which improves communication among employees. Riordan & Griffeth 1995 Mitchell et al., 2001a, 2001b, state that there is little research of influence of workplace friendship on employee development, job rotation, job involvement, employee commitment, and turnover intentions compared to influence of workplace friendship on organizational development. Additionally, further research Morrison, (2004) ; Sias and Cahill, (1998) have shown that informal relation in the organizations enhance employee's commitment, job satisfaction and reduces, absenteeism and turnover intentions of employees. Moreover Dotan (2007) and Chen et al. (2013) define that trustful friends and cooperative relations among employees at work place help in achieving job satisfaction, feelings of security and comforts at work. Also, employees in companionship are incline to involve in philanthropic behaviors by providing fellow workers with help, guide, support, advice, feedback and suggestions on various professional affairs (Hamilton, 2007). In recent decade few researchers have commented on the importance of workplace friendship. The area of workplace friendship theoretically and empirically has been relatively under examined (Nielson, Jex and Adams, 2000). In the same way, Zone (1995) described that workplace place friendship was a phenomena that is almost never studied. Moreover, Winstead et al. 1995 and Solano, 1986 state that there is relatively little research on workplace friendship and its impact on job satisfaction. Similarly, Fritz (1997) comments that there remains extensive gap regarding the effect of workplace friendship on organizational and as well as employee performance. Friendship among employees at workplace can effect organizational functioning both positively and negatively or informal relations at workplace can potentially either hinder or facilitate organizational outcomes (Winstead et al. 1995). Berman et al. (2002) describe that the main focus of workplace friendship is organizational shared interest values rather mutual acquaintances. Earlier empirical research in management sciences revealed that informal relations can sway absenteeism, work related outcomes and behavior of employees (Riordan and Griffeth 1995; Ross, 1997). Thus, workplace friendship removes communication constraints improve employee performance in job and extra role behavior which in turn increase their efforts and organizational outcome.

2.2 Task and Contextual Performance and Job Satisfaction of the Employees

According to Nicholas (2013), organizations always strive to the right kinds of the employees at the workplace who are eligible of complete their tasks effectively and efficiently which will ultimately increase the outcome of the organization. So there is a dire need to identify the factors that can significantly affect the employee's workplace performance. For decades scholars and research academicians have been looking for different ways to improve in role and extra role performance of the employees (Jehn, & Shah, 1997). Task and contextual performance are the "behaviors or actions that are

related to the goals of the organization” (McCloy, Campbell and Cudeck, 1994; Johnson, 2001). Moreover, employee performance is a multidimensional phenomenon which contains diverse performance apart us. However, employee’s behavior at workplace affects their performances (Mersman and Donaldson, 2000; Sook, 2008).). Workplace friendship and job satisfaction certainly affect task performance and application of technical skills knowledge ability that ultimately improve job performance of the employees in the organizations (Christen, et al. 2006; Cohrs, et al. 2006; Rayton, 2006; Faragher et al. 2005; Sook, 2008 and Zhang, and Zheng, 2009). However, contextual performance, discretionary behavior of the employees, has been largely ignored by the previous research. In Contextual performance employee voluntarily help others and perform extra activities which have not defined in their job descriptions. In role and extra role, both type of behaviors influence employee outcome, employee’s satisfaction and organizational outcome (Hosie, Willemyns and Sevastos 2012; Borman and Motowidlo 1993; Bish, Bradley and Sargent 2004). Further empirical study, examined that job satisfaction positively linked with employee’s performance (Tett et al. 2003). Contextual performance has been related to technical roles, voluntary behavior. It is distinguishing feature of brilliant performers in the organizations where employee in task performance play their role from moderate to outstanding level. Organizations should reward on both task and contextual performance of the employees and should also provide career development opportunities (Griffin, Neal and Neale, 2000, Kelley and Caplan 1993, Van et al. 2000, Bish; Bradley and Sargent 2004). However, literature discussed the nature and importance of task and contextual performance but largely ignored the factors which can improve and polish these abilities.

2.3 Turnover Intentions, Organizational Commitment and Work Place Friendship

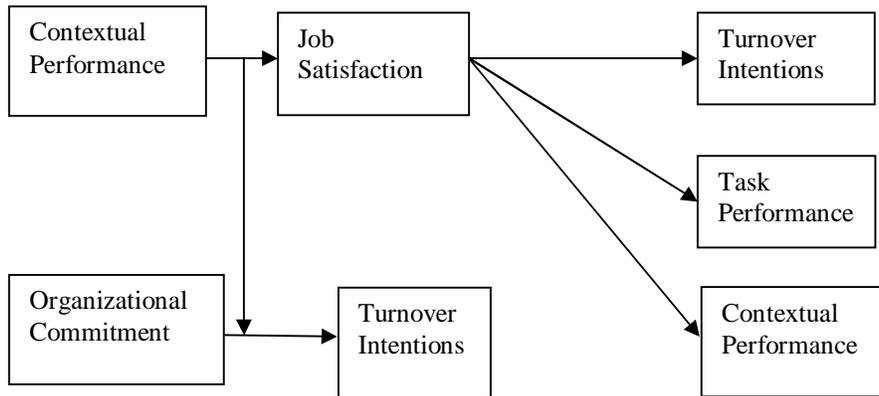
Turnover is demarcated as the “individual movement across the membership boundary of an organization”. Turnover intention is the degree in which an employee’s “intent, desire, and plan to leave the organization” (Price, 2001, Sousa-Poza & Henneberger 2004: p. 1). Moreover, turnover intention can be useful if the low performer employee’s leave the organization on the one hand, while on the other hand, it become harmful for the productivity of the organization, if efficient and key source of the organization departs (Cascio, 2010). Firm faces certain direct and indirect costs of turnover (Mitchell, Holtom, and Lee, (2001) Direct costs includes replacement, new high-ring, and training while on the other hand, indirect cost is the loss of efficient and productive workers from the organization. Academicians assessed that the cost per worker is around 1.5 to 2.5 as compared with times an employee’s annual salary (Cascio, 2010; Mayfield 2008 & Mayfield, 2009; Mitchell et al., 2001). Workplace friendship can have certain association with turnover intentions. If a person faces some conflict in the organization; strong relationships at the workplace cause to retain him in the organization for the longer period of time on one hand while on other hand informal relations at workplace may increase turnover intension (Morrison, 2004 Winstead, 1995). However, empirical research is failed to give a clear verdict about the impact of work place relations on turnover intension. This research is employed to make a clear decision about the role of WPF with JS and turnover over intentions.

Moreover, recent empirical studies investigate that committed employee’s put forth their efforts for the sustainable growth of the organization and also established negative and inverse relationship between organizational commitment and turnover intentions of the

employees (Babin & Boles, 1996; Wagner, and Hollenbeck, 2010; Cheng & Stockdale, 2003; Newman et al. 2011). Committed employees appreciate supportive climate at workplace and increase organizational productivity. Moreover, commitment with organization become reason for the employees to retain in organizations, that will ultimately lower turnover intension (Meyer & Allen 1997 Dilek, (2005); Keller (1997); Hammer & Avgar (2005) and Yavuz (2010) Jehanzeb, Rasheed and Rasheed (2013) (Cherniss (2000) (Meyer et al., 2002, Igbaria & Greenhaus, 1992; Werner, 1994 ; Salami, 2008).

Therefore, friendship at workplace affects commitment of an individual (Ellingwood, 2001). Informal relationships and socially supportive environments at workplace reduce the work stress and increase organizational commitment of the employees (Babakus, Yavas, Karatepe, and Avci, 2003; Morrison, 2004). However, empirical studies investigate the direct relationship among workplace friendship, organizational commitment and turnover intention but the moderator role of workplace friendship between the relationship of organizational commitment and turnover intention has not been studied.

2.4 Conceptual Model



- i. Note (Here Work place friendship is moderator between relationship of organizational commitment and turnover intention)
- ii. (Turnover intention as mediator between relationship of workplace friendship turnover intention task performance and contextual performance)

3. Methodology

This study adapted descriptive research design and quantitative method of research because it enables the academics to prudently examine the sampled population in order to understand the reasons for substantial relationship in the workplace friendship on turnover intentions, job satisfaction, and employee performance among private university employees in Punjab. A total of 500 questionnaires were distributed to the employees of higher education institutes out of which 470 questionnaires properly filled questionnaires were returned from the respondents. We collect data from 470 employees of the private university of the Lahore. Lahore is considered to be hub of the Higher Education Institutes of Pakistan. Employees in Universities came from different cultural background. So the nature of informal relations different and varies from culture to

culture that's why we cannot generalized study worldwide. Moreover, as an instrument of data collection this study uses structured questionnaire with five point likert scale ranging from strongly agree to disagree.

Validity ensures that a scale really measured the concept for that it has been devised to measure or not. In the area of research several types of validity, face, content and construct, are documented. The instrument utilized in this study has established face and content validity of adapted questionnaire. Construct validity is related to degree of extent to which a test measure the concept that it is intended to measure. Latent root criteria (eigenvalue), equal to or above 1, with loading of at least 0.40, confirm convergent and discriminant construct validity. Current study conducted PCA technique with varimax rotation to investigate the uni-dimensionality and to validate the survey instrument.

Another statistical technique, reliability test are used to check the reliability of a survey instrument. To ensure the reliability of instrument, study measured internal consistency of item by using Cronbach alpha; most commonly used method to test internal reliability. The value of Cronbach alpha varies between 0(no consistency) to 1(perfect consistency) while 0.80 value represent acceptable level of internal consistency.

The questionnaires from Morrison's (2006),(4-items) of workplace friendship, and from Bluedorn (1982)(4-item) on turnover intention (2-item) on job satisfaction from Spector (1985)(3-item) on TP from Williams and Anderson 1991 (4-item) on CP (Van Scotter and Motowidlo 1996) and (8-item)on organizational commitment was adopted from Meyer and Allen(1997). The values of Cronbach's alpha computed for both constructs are high which represent that data on both constructs are reliable. This study employed PCA to find validity of the adaptive measures. Further this study employs hierarchical regression analysis in order to check effects of moderator variable and Baron and Kenny's (1986) frame work of mediation.

Table 1: Demographic Profile of Respondents

Respondents' Demographics	Frequency (N)	Frequency (%)	Cumulative Frequency (%)
Gender (N=462)			
Male	250	54.12	54.12
Female	212	45.88	100
Age (N=460)			
Under 30	188	40.86	40.86
30-39	199	43.26	84.12
40-49	47	10.21	94.33
50-59	17	3.69	98.05
60 and above	9	1.95	100.00
Designation (N=450)			
Associate Professor	15	3.33	3.34
Assistant Professor	79	17.55	20.89
Lecturer	206	45.77	66.65
Supporting lecturer	150	33.33	100

A total of 500 questionnaires were distributed. Out of 462 250(54%) are male and 212 (45%) are female of the 460 respondents 188 (40%) under the age of 30 years, 199(43%) are under the age of 40, out of 460 47(10%) under the age of 50, 9(1%) are above the age

of 60. This information indicates that most of the population in our sample size is in the age group of 40. Out of 450 participants 445 gave information about the educational experiences and designation 15(3%), 79(17%) assistant professor, 206(45%) are lecture 150(33%) are supporting lecturer.

4. Results

4.2 Questionnaire Findings

Table 2: Factor Matrix

Variable	Item	Loading
Work Place Friendship	I came to know my co-workers nature after work with them.	0.868
	Only formal communication has appreciated during assigned task in my institution.	0.910
	I have established cordial terms with my colleagues.	0.896
	We collectively arranged events for enjoyment outside the premises	0.803
Turnover Intentions	Most of the time I felt uncomfortable with my current position in this institution.	0.809
	I would prefer to quite from this group if I find better chance.	0.764
	I would prefer to avail chance of variations in job.	0.786
	I would prefer to switch from this institution after one year.	0.809
Job Satisfaction	There are many policies and regulations in this organization which make my job simple.	0.925
	I have confidence upon myself that when I do good job I deserve rewards and recognition.	0.925
Task Performance	I would prefer to perform only assigned tasks which were described in my job description.	0.818
	I always perform those tasks which have been expected from Management.	0.863
	Most of the time I fail to perform important tasks and duties	0.718
Contextual Performance	I always support co-workers in their time of difficulties.	0.869
	I would prefer to discuss with my friends before taking any action.	0.894
	I always encourage people about their tireless efforts.	0.606
	I always encourage others to overcome their difference	0.639
Organizational	It's my desire to spend rest of career with this	0.87

Commitment	institution.	
	I feel proud while discussing about my organization with the outside employees.	0.88
	I own the problems of my organization.	0.66
	My institution has a great compact of personal meaning for me.	0.83
	I would prefer to stay in this institution by all way.	0.62
	I feel it's not costly for me to quite from this institution.	0.717
	My intentions to stay in this organization are a matter of obligation for me.	.825
	In my point of view male and female employees equally contribute in the institutional development.	0.584

Results of principal component analysis are given in 2, 3, .4, and 5 respectively. According to Straub et al. (2004) the acceptable value of factor loading is 0.4 with no cross-loading above 0.4. Values of factor loadings varied on Workplace friendship from 0.91 to 0.80 for Job satisfaction, 0.92 to 0.81 for task performance and 0.60 to 0.82 for contextual performance, on the other hand values on organizational commitment varied from 0.54 to 0.88.

Table 3: Reliability and Validity of Measurements

Constructs	Valid N	Number of Items	Cronbach's Alpha
WPF	500	4	0.86
TI	450	4	0.82
JS	420	2	0.72
TP	418	3	0.88
CP	495	4	0.81
OC	488	8	0.79

Values of Cronbach' alpha varies from 0.88 to 0.72. WPF (0.86) TI (0.82), JS (0.72), TP (0.88), CP (0.81), OC (0.79). The highest the value of Cronbach alpha reveals that the construct are internally consistent and high the reliability of measuring the construct. Table 4 contains the results of correlations, means, and standard deviation among the variables. Moreover, values of VIF are 1.00 that reveals problem of multicollinearity did not exist in this study, because neither of the descriptive variables was highly associated with others independently. Since result of Durbin-Watson statistics floated around .1.86, which indicate that the study observations are independent of one another. However, thumb rule also suggests that problem of auto correlation does not exist. Breusch Pagan test has been used to check the problem of Heteroskedasticity.

Table 4: Correlations and Descriptive Statistics

	M	SD	1	2	3	4	5	6
1.WPF	45.83	7.52	I	-	-		-	
2.TI	39.38	5.83	0.08 (0.04)	I	-	-	-	
3.JS	53.28	6.53	0.12 (0.42)	0.16 (0.26)	I	-	-	
4.TP	132.49	16.29	0.33 (0.03)	0.28 (0.04)	0.47 (0.01)	-	I	
5.CP	22.29	3.52	0.41 (0.02)	0.25 (0.03)	0.52 (0.02)	0.65 (0.00)	I	
6.OC	66.82	8.59	0.11 (0.00)	0.29 (0.01)	0.49 (0.00)	0.27 (0.23)		I

Table 5: KMO and Bartlett's Test

Constructs	No. of Items	KMO Measure of Sample Adequacy	Bartlett's Test of Sphericity Chi-Square	Bartlett's test of Sphericity P-value
WPF	4	0.828	1308.605	0.000
TI	4	0.794	641.142	0.000
JS	2	0.780	383.34	0.000
TP	3	0.635	357.944	0.000
CP	4	0.648	719.446	0.000
OC	8	0.862	1237.64	0.000

Result in table 5 reveals that the value of KMO for each construct is well above the suggested level. According to Hinton et al. (2004) KMO of 0.6 is acceptable and close to 1 is more desirable. Value of KMO (0.828) for job satisfaction (0.794) for turnover intention, (0.780), (0.635) for task performance, (0.648) for contextual performance and () for organizational commitment. In above table our results show that data are highly adequate to proceed factor analysis.

Table 6: Eigen Values and Total Variance Explained by the PCA

Construct	Components	Initial Eigen values		
		Total	% of Variance	Cumulative % of Variance
Work Place Friendship	Comp 1	3.030	75.745	75.745
Turnover Intentions	Comp 1	2.511	62.768	62.768
Job Satisfaction	Comp 1	1.712	85.613	85.613
Task Performance	Comp 1	1.930	64.348	64.348
Contextual Performance	Comp 1	2.330	58.260	58.260
Organizational Commitment	Comp 1	5.541	71.874	71.874

Table 6 reveals Eigen values and total variance explained by the PCA for all construct. Work place friendship consisted of 4 items explaining (75.74% variance), four items of turnover intentions explaining (62.76% variance), job satisfaction consisted of 2 items explaining (85.61% variance) 3 items of task performance contains (64.34% variance) 4 items of contextual performance explain 58.26% variance and 88.51% variance of all the items of organizational commitment.

Table 7: Regression Analysis

Dependent Variables	B	T	Sig.	R ²	Adj. R ²	F	Sig.
Job Satisfaction	1.57	8.93	.000	.077	.075	79.084	.000
Turn Over Intentions	.826	33.852	.000	.683	.683	1145.929	.000
Task Performance	.702	22.797	.000	.493	.492	519.723	.000
Contextual Performance	.334	8.103	.000	.110	.108	65.665	.000
Independent Variable	Work place friendship						

Table 8: Regression Analysis

Independent Variables	B	T	Sig.	R²	Adj. R²	F
Work Place Friendship	1.57	8.93	.000	.077	.075	79.746*
Turn Over Intentions	0.413	10.490	.000	0.71	.69	110.41*
Task Performance	0.182	4.268	.000	.33	.31	18.21*
Contextual Performance	.071	2.57	0.10	.50	.45	27.03*
Dependent Variable	Job Satisfaction					

Results in table 7 indicate positive and significant effects of workplace friendship on job satisfaction ($\beta = .302, t = 7.354, P < .001$) turnover intentions ($\beta = .826, t = 33.852, P < .001$) task performance ($\beta = .702, t = 22.797, P < .001$) and on contextual performance ($\beta = .333, t = 8.103, P < .001$). Table 8 contains the result of multiple regression analysis which is conducted for testing the nature of mediation of (JS) between workplace friendship, turnover intention, task performance and contextual performance ($\beta = 1.57, t = 8.93, P < .001$).

Table 9: Mediation Analysis in Case of Job Satisfaction

Independent Variable	B	T	Sig.	R²	F	Sig
Job Satisfaction	.121	29.2	.000	.080	575.8	.000
Workplace Friendship	.124	5.28	.002			
Dependent Variable	Turnover intentions					
Job Satisfaction	.097	3.20	.000	0.77	326.5	.000
Workplace Friendship	.123	24.7	.003			
Dependent Variable	Task performance					
Job Satisfaction	0.62	1.35	.000	.87	13.612	.000
Workplace Friendship	.059	8.37	.001			
Dependent Variable	Contextual performance					

Table 9 contain the result of multiple regression analysis conducted for testing the mediating effects of job satisfaction between workplace friendship, task performance, contextual performance, and turnover intentions. There is positive and significant relationship between Workplace place friendship and turnover intentions ($\beta = .121$, $t = 29.2$, $P < .001$). However job satisfaction partially mediates between the relationship of WPF and TI. The table mention above reveals that job satisfaction partially mediate between the relationship of workplace friendship and task performance $\beta = .097$, $P < .001$) and between workplace friendship and contextual performances of the employees. $\beta = .062$, $P < .001$).

Table 10: Moderator Analysis in Case of Organizational Commitment and Turnover Intentions

Independent Variables	Step 1		Step 2		Step 3	
	B	T	B	T	B	T
Organizational Commitment	-1.41	-5.554*				
Organizational Commitment Workplace Friendship			-.109 .344	2.62* 29.2*		
Organizational Commitment Workplace Friendship OCWPF					-.032 .697 -.609	4.25* 16.8* -34.5*
Dependent Variable	Turnover Intentions					
R ²	.50		.68		.70	
Adjusted R ²	.49		.68		.68	
R ² Change	.50		.60		.75	
F Change	35.593□		450.16*		299.58*	

Note:* indicate significant at level 0.00

Results in table 10 indicate 50% variations in the turnover intentions due to the organizational commitment in the first model. On the other results in model two and three present 68% and 67% variation in turnover intentions due to the predictor variable. In table result shows organizational commitment negatively and significantly correlated with turnover intentions ($\beta = -1.41$, $t = -5.554$, $P < .001$). Results in model two shows work place friendship positively and significantly correlated among organizational commitment and turnover intentions ($\beta = .109$, $t = 2.62$, $P < .001$, $\beta .344 = t = 29.2$, $P <$

.005). Interaction term of work engagement and workplace friendship in has given in model three which explain that workplace friendship positively and significantly moderate between turnover intention and organizational commitment.

5. Discussion Conclusion and Future Suggestions

Major objective of the study was to demine the association between workplace friendship job satisfaction, turnover intention, task performance and contextual performance. Specifically this study was conducted to find out which factor greatly influenced by the workplace friendship. The results showed that most of the employees job satisfaction; contextual performance and task performance in this study are highly affected by workplace friendship.. Based on the above findings, it is concluded that workplace friendship significantly and positively effects task performance, contextual performance, turnover intentions of Pakistani private sector university employees (Spaididin, 2001; Berman et al. 2002). Moreover, higher education institutions are not immune to the problem of lesser organizational commitment and low level of job satisfaction. Such factor leads organizations towards unfavorable economic and non-economic outcomes in the form of high exit turnover and it also create hurdle for effective teaching and role of employees in the institutional development. Hence it is the need of the day that academic administrators and policy makers of Higher Education Institutes should develop policies and take necessary measures for the best provision of intrinsic job rewards for their staff to make them more committed, loyal, and highly satisfied which will ultimately helpful to gain the benefit of improved performance, motivation and organizational citizenship behavior.

So, organizations should consider how to get their employees strongly engaged with the policies, mission and vision through workplace friendship.

6. Recommendations

Based on the findings of this study, the following recommendations are made:

- i. The higher education institutions should try to create friendly environment among employee's which ultimately influence the organizational outcome.
- ii. Friendly Good working relationship must be established among persons in order to minimize their turnover intentions and maximize their organizational commitment. .
- iii. Introducing job benefits, rewards, compensation, bonus, opportunity to learn new things through different trainings will increase the employee satisfaction and ultimately enhance their confidence in the organization.

7. Limitations of the Study

Following are the limitations of my study

- i. The sample size may not representative for all employees in the public sector.
- ii. No actual behavior was observed because there is neither manager feedback in evaluating the employee performance.

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