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RELATIONSHIP AT WORKPL ACE, ORGANIZATION CITIZENSHIP BEHAVIOR AND EMPLOYEE PERFORMANCE A STUDY OF EMPLOYEES PRIVATE HIGHER EDUCATION SECTOR

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Abstract
As representatives spend a huge bit of their life time at working environment, henceforth in like manner causal relationship is shaped among association representatives. The fundamental points of this research paper to examine the effect of working environment companionship on saw execution, worker's turnover weakening rate and non-appearance. Moreover, the directing impact of occupation fulfillment on the relationship of work environment fellowship and association citizenship with saw execution, representative turnover whittling down rate, and worker's truancy is quickly examined. The research study has been demonstrated that at work environment work and employment fulfillment extraordinarily affect the individual rationally and physically and general fulfillment of life. General study recommends that casual connection at work environment has significantly effect on the others working environment variables. Not just do working environment fellowships upgrade the inspiration level and experience about work additionally conceivably influence the money related position of association.

Introduction

In this study, I attempt to fill this gap and suggest that the harbinger system provoking course of action of workplace friendship can uncover knowledge and illuminate some of this change. I use a present framework, the workplace friendship structure as examined by **(Dotan 2009)**and argued and explained that the parts of work place relationship can clear up: 1) the kind of results that partnerships are/aren't at risk to effect; 2) the sort of friendship that are at risk to incite positive results; 3) the sort of camaraderie's that are subject to effects influence results and furthermore: 4) why connections lead to different job results.

In this study I highlight the factors that have not been the part of study in the previous research study on organization citizenship behavior and mediating variable job satisfaction and perceived performance that positively affect the employee behavior on workplace and generate the positive outcome both beneficial to employee and organizational sector. In previous study only research work conduct on workplace machinery and other form of technology that lower down the demand of human labor, that in turn negatively affect the attitude of employee at workplace. In previous study researcher failed to give clear clarification regarding why, where, and under what circumstances or circumstances casual connections create these results. In this literature basic aim to determine the facts that influence the individual form friendship at workplace by following questions are those: Do friendships that were created on the premise of motivational elements have heavy response on result than friendships that were composed as outcome of encouraging elements? Etc. friendship and job outcomes. In previous research study I examine the key elements that can affect the specific factors of workplace friendship and OCB. Basically the frame work that we design can also affect the positive outcome. More ever

the dynamic environment can also positively influence the workplace friendship, organization citizenship behavior impact on its dependent variables.

I will concentrate on the predecessors of friendship arrangement to propose routes in which workplace friendship and organization citizenship behavior influence a few occupation results. Concluded by **(Ofoegbu, Akanbi et al. 2012)**is the main accessible system of the arrangement of friendship at work, I use this frame work (and the parameter that she created) to look at the relationship between the six components of development. In this research study I endeavor to fill up the hole and propose that in instructive and non-instructive organizations, amicable agreeable and casual connections diminish turnover aims among workers at last expanding the representative productivity and execution.

On the basis of pervious research I endeavor that factor that can affected by organization citizenship behavior and how these factors positively contribute to the organization survival such as What is fundamental for hierarchical survival and adequacy is representatives who add to authoritative working by taking part in additional part practices, for example, helping another associate or one that has overwhelming workload, intentionally going to and effectively taking an interest in unit gatherings, paying consideration on self-advancement to end up adaptable and being adaptable as far as assignments that can be performed, and not griping about insignificant issues.

Purpose of the Research paper

The purpose of this research paper is to investigate the relationship of workplace friendship and organization citizenship behavior along with job satisfaction with the perceived performance, turnover rate, and employee absenteeism rate. The goal of the current research paper with practical implications of positive workplace environment and organization citizenship behavior, in this way the corporate executive and human resources professional which leads to job satisfaction, low turnover rate, low absenteeism rate and high perceived performance that leads to higher outcome, long term employee relationship with the organization that relates to the organization goals and strategies.

Statement of the Problem:

The problem Statement in this study to be analyzed:

"Does Workplace friendship and organization citizenship behavior effect on employee perceived performance, turnover rate and absenteeism rate in educational sectors of Pakistan?"

Significance of study:

The examination study will adds to the group of learning by presenting intervening variable that is employment fulfillment. All the more ever in educational sectors the nature of representative execution extraordinarily consider in getting the destinations of association. This concentrates more supportive in comprehension the effect of working environment friendship and occupation fulfillment significantly adds to the worker maintenance and saw execution. All the more ever it will be accommodating for leading body of chief of association for making such strategies that will make workplace friendship which is comfort in correspondence of specialist to their subordinates and that will persuade the employees and expanded occupation fulfillment.

Literature Review:

The purpose of this research paper is to examine and explore the impact of workplace friendship and organization citizenship behavior on the employee perceived performance, turnover rate and absenteeism rate in education sector of Pakistan along this job satisfaction here in this paper used as mediating variable. Author of this repost concluded that education sector of Pakistan both public level and private level face problems regarding the management policies and management styles.

According to (Dickie 2009)concluded in his viewpoint that have been evolved from different researched studies on the topic of workplace friendship and determinates of the topics as warrants. Thus the current research question based on either or not the workplace friendship and organization citizenship behavior determinants are suitable to evolve the outcome the empirical results of this research study on educational sectors.

Past researched studied concluded that the organization citizenship is strongly linked up with the job satisfaction as examined by (Yen and Teng 2013)suggested that improvement in organizational structure learning could increase the job satisfaction level. Also revealed that the motivation level and organization citizenship behavior have positive impact on learning culture and values that can change the employee attitude towards their jobs and hence better improve their internal satisfaction level, that will decrease the turnover rate increase the perceived performance level and also decrease the employee absenteeism rate.

Major reason declines in turnover rate, absenteeism rate and perceived performance in educational sectors is that salary package is not appropriate according to their job specification and job description, also not provided them incentive on their good performance in Pakistan while as in other jobs such kind of benefits have been provided at large scale also in international countries where more wages have been provided for their teachers.

Job satisfaction is considering as versatile phenomenon that enhance the individual`s perception and motivation levels according to his/ her job. Organizational factors including both internal and external and poor management structure have negative impact on job satisfaction. The perception of job satisfaction in relating to their turnover rate, employee absenteeism rate and perceived performance have inverse relation in somehow studies but in some studies have positive impact. Job satisfaction variables are one of the major mediating variables that improve the work quality, productivity level as well as the output within an organization.

However mostly researched have been made on job satisfaction to identify the level of questioning among the educational sectors, rarely have been conducted In Pakistan, especially in recent ere. Increasing development in recent technology and its vast used in business and industry have increased the competition abundant among organization across the globally and the (Weisbord 2004)concluded have measure the jobs satisfaction standards on the following basis factors including attitude towards the jobs, friendship with their friends at workplace, organization commitment , company policy either dynamic or strict and also promotion , pay scales.

Moreover, (Machado-Taylor, Soares et al. 2011)examined the jobs satisfaction of academies in university opf Turkey by examining the seven variables including general satisfaction, management satisfaction, other group satisfaction, colleagues, job satisfaction, work environment and salary satisfaction.

Workplace friendship:

As indicated by,(Lee and Ok Ph D 2011) friendship is "a deliberate, individual relationship regularly giving closeness and help" (p. 20). The meanings of WF, be that as it may, are unmistakable from general sorts of companionship since work environment friendship is centered around friendship happened in the working environment (Song 2005). (Mao 2006)characterize work environment friendship as "nonexclusive deliberate work environment relations that include common trust, duty, equal preferring and shared interests and values" (p. 218). (Harmer and Findlay 2005) concluded that work is most imperative component in life's`. in research study on development of work environment friendship(Lee and Ok Ph D 2011) contended the six fundamental component to decide why singular structure friendship at working environment, According to (Winstead, Derlega et al. 1995) working environment friendship is intentional setting up causal relationship at work environment. Hence this study concluded that workplace friendship have of two types formal and informal. Further (Bailey 2014)contended that working environment friendship include in expanding the occupation fulfillment for representatives by creating common trust and co-agent connection

Job satisfaction as Mediating variable:

"Work fulfillment characterized as level of happiness a representative feel at work place or as it were worker fulfilled or not with his/her employment, for example, nature of supervision or work fulfillment".

(Riordan and Griffeth 1995) (study contended that occupation qualities termed as "friendship open doors". The most contemporary examined that the dear friendship identified with the worker vocation and occupation fulfillment.

In an association workforce is constantly guaranteed and administration not gave careful consideration to answer them than the odds of low fulfillment is expanded among representatives. On the off chance that the worker does not include in basic leadership at working environment than representative feels why not lean toward them in any correspondence in such case worker not feel work fulfillment.

Turn over intention rate:

"Turnover refers to the rate at which the individual leaves the organization and replaces by new one employee."

(Asgharian, Yusoff et al. 2013) concluded that Turnover was characterized as the "individual development over the enrollment limit of an association" (. Turnover aim is not express since goals are records around a particular conduct of interest (Perez 2008).

(Morrison 2009, Yücel 2012)guaranteed that the person flawed learning of work business sector requires the utilization of a so called "reservation cost" in scanning for different vocation options. For representatives, work look makes elective positions or work environments

outside the present association, which can in the long run lead to real turnover.
The specialist study examines that in association worker turnover powerless and its piece of the overall industry is likewise low. All the more ever when there is merger or procurement than organization will turn out the workers. While the other hand it can influence the
of two sorts:

Deliberate turnover: in willful turnover is rely on the interest of representative like end for long time because of ailment, passing retirement, look another occupation, moving to another country, absence of preparing and improvement, absence of profession advancement, absence of probation period, not gives the input on worker execution and so forth.
Automatic turnover: is the decision of association perspective not of representative. Association can fire the representative on his/her wasteful execution, not meet the organization works dead line, non-genuine state of mind toward work, not satisfy the organization guarantee, and so on.

Employee Absenteeism rate:
(Hacket 1989) characterizes Absenteeism as "the absence of physical nearness at a given area and time when there is a social desire for the representative to be there".
The reasons of non-attendance can impossible be clarified by one component however contemporary study partnered it with various variables. Graham and Bennett contended the accompanying elements that add to the non-appearance of representatives in particular are occupation nature, state of mind of worker toward work, and persuading impetuses. In late of 1970 scientist made exploration to discover the single variable of truancy yet were fizzled. (Loeppke, Nicholson et al. 2008) contended the reason of non-appearance into three arranged, the first is the over workload on worker that contribute the truancy.
The four classes utilized all through the study are: demographics, wellbeing attributes, family unit qualities and employment qualities such as demographics, gender, age.

Organization citizenship Behavior:
Organization citizenship behavior is an individual willing obligation/ commitment within an organization or company either that not elements of his/ her permissible job task.
OCB behavior has been examined last decade in 1970s. Over the last three years OCB influence has been increasing continuously. OCB behavior has been overall effect on the organization effectiveness, quality level, outcome, production, and so many. (Liu, Kwan et al. 2013)first time have defined the OCB as "individual behavior that is unrestrictedly, not precisely or absolutely acknowledge by precise reward structure, and that is accumulated benefits for the efficient functioning of the organization.
(Liu, Kwan et al. 2013)were the first researcher who presented the concept of OCB was mixture of benevolence and common agreement. These two different directions were beneficial for the organizational development for different way.
At organizational citizenship level we find out the three types of employees are assisting coworkers, working for the future and being a company representative.

Perceived performance
Perceived performance related to the employee is the measure of how the individual quickly perform their task. Perceived performance in human resources means the degree to which an individual believes that particular technology will enhance his / her performance level that leads towards growth phase.
According to (Traub 2004)research examine that workplace friendship have negative impact on team work performance because on workplace they make intension on their social instead on task performance. But in some researched concluded that workplace create good interpersonal relationship that positively affect the performance of employee at jobs.

Workplace friendship, organization citizenship and perceived performance:
(Morrison 2008)(Dotan 2009) concluded The most widely recognized employment results that have been inspected in connection to work environment companionships are occupation contribution, work fulfillment, authoritative duty, turnover expectations
(Dotan 2009) examined The impact of working environment friendships on execution got a great deal less consideration; be that as it may, it has been concentrated on in connection to friendship bunch viability. I will consequently examine the relationship between the variables of friendship arrangement and the above results. Furthermore, despite the fact that the impact of friendships on hierarchical citizenship conduct (OCB) has not been inspected specifically, OCB incorporates citizenship practices towards others (OCBO).

It is likely that people who have companions at work will apply such practices toward them thus I will inspect this occupation result also. In synopsis, in this Study, I will research the immediate impact of each of the six elements of companionship arrangement on employment inclusion, work fulfillment, hierarchical duty, authoritative citizenship conduct, execution, turnover, and non-appearance.

Workplace friendship, organization citizenship and turnover intention rate:

(OLAWEPO)concluded that Work Safety/Trust – "Work wellbeing/trust is a component of friendship arrangement that is full of feeling or passionate in nature. This viewpoint is typically utilized by associates that are required to coordinate all the time, consequently needing shared trust, which may conceivably form into friendship. b) Missing Role." (Dotan 2009)This reason alludes to the common qualities from the past section subsequent to the reason is to share a worth, as well as to console the conclusion.

Conferred representatives acknowledge strong atmosphere at working environment and expansion hierarchical profitability. In addition, responsibility with association get to be purpose behind the workers to hold in associations, that will at last lower turnover intension (Amjad, Sabri et al. 2015). This researched of different authors indicate the positive relationship of workplace friendship, organization citizenship behavior on employee turnover rate.

Workplace friendship, organization citizenship and Employee Absenteeism:

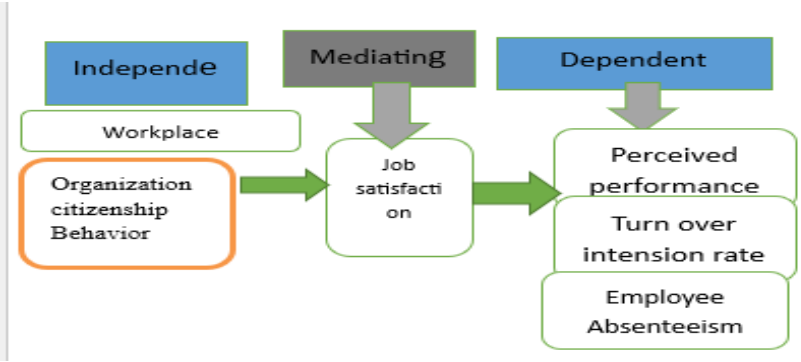
(Jain and Singh , Moss) examined in their research studied OCB conduct has a tendency to be adversely related both to goals to leave the association and to real flights. Possibly, the abstention from authoritative citizenship conduct may mirror a type of withdrawal, which has a tendency to anticipate turnover (Moss) and might be identified with truancy also. All in all, hierarchical citizenship conduct is in fact identified with measures of work environment viability (Moss). That is, these practices correspond with decreases in expenses yet enhancements in proficiency, gainfulness, and creation amount.

(Dickie 2009) suggested Reasons why the positive effect of working environment companionship has been underestimated or neglected have a tendency to incorporate the accompanying: Negative impacts of the working environment, (e.g., badgering, bias, solid reliance on others, prattle and lessened faithfulness to an association).

Theoretical framework

This chapter consists of four sections in which section one explains the theoretical Model and Econometric Model. Section two explains about the model specification which used for this study. Third section is all about measurement and definition of variables of research work.

Conceptual Frame Work or Theoretical Model:



Interpretation:

In this study the theoretical framework is as we have independent variables are workplace friendship and organization citizenship behavior, mediating variables is job satisfaction and dependent variables are employee perceived performance, turnover rate and absenteeism rate.

Methodology

Methodology is a systematic way to resolve and enunciating research problem by formulating model specification, measurement of variables. This chapter consist of three sections in which section one defines the research approaches, data type and the sources of the data from which data is collected. Section two explains about the estimating techniques used in this study. The last section of this chapter is all about the tests that how to apply them and all the procedure of those tests.

Research Approach

Classical Approach:

This approach mainly related to increasing the workers efficiency at workplace and organization based on management practices for the best outcome.

Behavioral Approach:

To understand the employee's behavior and attitude on workplace.

Qualitative approach:

Qualitative approach is applied to explore the new ideas, phenomena and new cultural. This approach is used to gain complete knowledge about any phenomena.

Quantitative Approach:

The research paper consists of quantitative approaches. The data produced always numerical and they are analyzed using mathematical and statistical method.

Source of Data

Surveys technique:

The research paper use quantitative research approach method to gather the data. In which data collect by filling the 200 questionnaires from the respondents of educational faculty member of different higher education universities. Likert scale questions use to gather the data from the respondents of higher educational faculty members about their perception on workplace friendship, organization citizenship behavior, job satisfaction regarding to perceived performance, turnover rate and absenteeism rate. In research paper we answer two types of research questions firstly the associational research questions and secondly the differential research questions. The Likert scale use for questionnaire has the range of "1-strongly agree to 5- strongly disagree.

Population sample:

The faculty member of higher educational universities in Pakistan is our population sample of research studies whose perception about the informal relationship at workplace friendship. The basis for selection of such particular population is the perceived high-performance rate, lower turnover rate and absenteeism rate by job satisfaction in higher educational universities.

Data Analysis:

The statistical package social sciences program (SPSS) was used for the analyses. Descriptive test, KMO test, regression test and reliability Test are applied for analysis in this research study.

Analysis and Discussion of Empirical Results

The chapter consists of four sub sections that defines the empirical results of spss test out of which section one defines the results of Descriptive statistics test, section 2 defines the results of KMO test, section 3 defines the results of Reliability analysis and section 4 defines the results of multiple regression Analysis.

DESCRIPTIVE STATISTICS

Table 1: Demographic Profile of Respondents

Respondents Demographics	Frequency (N)	Frequency (%)	Cumulative frequency
Gender (N=200)			
Male	134	66	67
Female	66	32.5	100
Missing value in system	3	1.5	
Total		100	
Age (N=200)			
Under 30	50	24.6	25.0
30-35	40	19.7	45.0
40-55	50	24.6	70.0
55+years	600	29.6	100.0
Missing value in system	3	98.5	
Total	200	100	

Designation (N=200)			
Junior lecturer	34	16.7	17.0
Senior professor	21	20	27.5
Supporting lecturer	34	16.7	55.0
IT assistant	36	17.7	73.0
Faculty member	40	19.7	93.0
System Co-coordinator	14	6.9	
Missing value In system	3	1.5	
Total	100	100	100
Department (N=200)			
Faculty of education	73	36.5	36.5
English department	23	11.5	48.0
IT Department	24	12.0	60.0
Quality department	23	11.5	71.5
Medical department	10	5.0	76.5
Business and management	7	3.5	80.0
Economics and commerce	65	3.0	83.0
Engineering and technology	10	2.5	85.5
Law	5	5.0	90.5
Allied health science	9	2.5	93.0
Architecture department	5	4.5	97.5
Total	200	100	100

Interpretation:
Table 1 represents the demographics analysis through descriptive statistics test. Total of 200 questionnaires distributed among the respondents. Out of which 66% are male while 33% are females under the age of 30 (24%), above the age of 30 to 35 (19.7%), 40 to 55 ages (24.6%) and above the age of 55 years (29.6%) These employees have large tenure in service sectors as the minimum age among employees below age of 30. The satisfaction level in these employees is less than as compared to those employees who have large tenure in service sectors. Regardless of these age data other brackets also included in data that represents the female employees are not much in employment questionnaire sample included the majority of male in labor market. Majority of employee respondents works in faculty education department 37% and lowest works in Allied Health Science department 2% and engineering department. Other departments also included in table are different in %. Such as 11.5% respondents work in English department etc.

Reliability Test:

Golden Rules for interpretation of Reliability test:

Direction of Relationship among variables	
Positive Direction	+ve
Negative Direction	-ve

Table 1.1 Reliability Test :

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of items

0.886	.572	30

Interpretation:
Spss produce many tables when we run the reliability test. First appears table represents the overall reliability of variables in data. The Cronbach`s Alpha value in the above given table is 0.886 indicates that there are highly internal consistency among the variables for five likart scales. The value of Cohn statistics is 0.886 is more than minimum acceptable cohn statitics value that is 0.700.

Table 1.2 Reliability of measure instruments:

Construct	Valid N	Number of items	Cronbach's Alpha	Sig.
WF	200	5	-.564	.018
OCB	200	5	.654	.005
JS	200	5	-.707	.0582
PF	200	5	-.725	.0257
TOR	200	5	-.650	.000
ABR	200	5	-.39	.003

Interpretation:
The Cronbach`s Alpha value for the variable workplace friendship in the above given table is - .564 and p- or sig value is .018 indicates that there is moderate negative relationship because value is lie between the 0.33 to 0.70 and in negative sign indicates the negative direction but moderate relationship among the variables for five likert scales. The Cronbach`s Alpha value for the organization citizenship Behavior in the above given table is 0.654 and p- or sig value is .005 indicates that there is moderate but positive relationship because value is lie between the 0.33 to 0.70 among the variables for five likert scales. The Cronbach`s Alpha value for job satisfaction in the above given table is -.707 and p- or sig value is .05 indicates that there is moderate but negative relationship because value is equal to 0.70 among the variables for five likert scales. The Cronbach`s Alpha value for the perceived performance in the above given table is -.725 and p- or sig value is .0257 indicates that there is strong but negative relationship because value is greater than 0.70 among the variables for five likert scales. The Cronbach`s Alpha value for the turnover rate in the above given table is -.650 and p- or sig value is .000 indicates that there is moderate but negative relationship because value is lie between the 0.33 to 0.70 among the variables for five likert scales. The Cronbach`s Alpha value for the employee absenteeism ratein the above given table is -.39 and p- or sig value is .003 indicates that there is weak but negative relationship because value is less than 0.33 among the variables for five likert scales.

Table 3.1 KMO Test

Construct	No. of items	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	Bartlett's Test of Sphericity	Sig.
WF	5	.601	46.581	.000
OCB	5	.614	36.210	.000
JS	5	.780	11.670	.000
PF	5	.782	15.799	.000
TR	5	.877	25.958	.004
ABR	5	.939	8.121	.000

Interpretation:
Table 3 represents the KMO test values for the variables Workplace friendship, organization citizenship behavior, job satisfaction, perceived performance, turnover rate and employee absenteeism rate. The According to Hinton et al. (2004) 0.6 value of KMO is acceptable for the desirable research. Value of KMO (0.614) for workplace friendship, (0.614) for organization citizenship behavior, (0.780) for Job satisfaction, (0.782) for perceived performance and value of KMO (0.877) for the absenteeism rate. The result reveals that the data is highly adequate for the further research analysis.

Dependent variable: job satisfaction
Independent variables: workplace friendship and organization citizenship behavior
Model 1. Summary

MODEL	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.174a	.030	.021	2.69459	2.130

Table 3.2: Eigen Values and Total Variance Explained

Construct	Components	Initial Eigen Values		
		Total	% of Variances	Cumulative % of Variances
WF	Comp 1	1.581	31.610	31.610
OCB	Comp 1	1.355	27.093	27.093
JS	Comp 1	1.194	23.878	23.878
PF	Comp 1	1.236	24.726	24.726
TOR	Comp 1	1.347	26.933	26.933
ABR	Comp 1	1.230	24.609	24.609

Table 3.2 indicates the Eigen values and total variances for all the variables. Workplace friendship consist of 5 items scale represent the (**31.61**% variances), for organization citizenship behavior (**27.0935**% variances), for the job satisfaction (**23.878**% variances), for the perceived performance (**24.726**% variances), for the turnover rate (**26.933**% variances) and for the employee absenteeism rate (**24.609**% variances).

Regression Analysis (Multiple Regression)
Model 1

a. Predictors: (Constant), OCBB, WFF
b. Dependent Variable: JS

ANOVA[b]					
Model items	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Regression	13.805	2	22.451	3.092	.048a
Residual	302.275	197	7.261		
TOTAL	316.080	199			

a. Predictors: (Constant), OCBB, WFF
b. Dependent Variable: JS

Coefficients

MODEL 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	STD.ERROR	Beta		
(Constant)	9.605	.957		10.032	.000
Workplace Friendship (WF)		.069	.164	2.326	.021
Organization citizenship Behavior (OCB)	.160				
	-.068	.061	-.079	-1.126	.261

a. Dependent Variable: JS

Interpretation:
Model 01 consists of three variables one is dependent variable that is job satisfaction and two are independent variables are workplace Friendship and Organization Citizenship Behavior. According to assumption dependent variable is scale variable. So, there is significant effect H1Of workplace friendship and organization citizenship behavior on job satisfaction.
Explain the contribution of independent variable in dependent variable we interpret the **table of Model**

summary. In the table of model summary column of R-square tell us there is 17% change in job satisfaction because of age dependency ratio workplace friendship and organization citizenship Behavior.

Results of**Anova** table examine that sig value 0.04 that is less than standard sig. value 0.05 indicates that there is significant relation of job satisfaction with the organization citizenship behavior and workplace friendship.

In the table of **coefficient** are three variables (dependent variable: job satisfaction, independent variables: workplace friendship and organization citizenship Behavior), in order to examined the relationship among them.in the table of coefficient the existing significance value of workplace friendship is 0.021 that is less than our standard significance value 0.05 indicate there is significant relationship between workplace friendship and job satisfaction. While the sig. value of organization citizenship behavior is .261 that is greater than our standard sig. value 0.05 indicate that there is no relationship between organization citizenship behavior and job satisfaction

Model 2

Dependent variable: perceived Performance

Independent variables: workplace friendship and organization citizenship behavior

Model 2. Summary

MODEL	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
2	.209a	.044	.034	2.92584	1.836

a. Predictors: (Constant), OCB, WF

b. Dependent Variable: PF

ANOVA[b]					
Model items	**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
Regression	77.150	2	38.575	4.506	.012a
Residual	1686.430	197	8.561		
TOTAL	1763.580	199			

a. Predictors: (Constant), OCB, WF

b. Dependent Variable: PF

Coefficients

MODEL 2	Unstandardized Coefficients		Standardized Coefficients		
	B	STD.ERROR	Beta	t	Sig.
(Constant)	8.272	1.040		7.957	.000
Workplace Friendship (WF)	.053	.075	.050	.712	.0477
Organization citizenship Behavior (OCB)	.185	.066	.198	2.822	.005

Dependent Variable: PFF

Interpretation:

Model 02 consists of three variables one is dependent variable that is perceived performance and two are independent variables are workplace Friendship and Organization Citizenship Behavior. According to assumption dependent variable is scale variable. So, there is significant effect H1Of workplace friendship and organization citizenship behavior on perceived performance.

Explain the contribution of independent variable in dependent variable we interpret the **table of Model summary**. In the table of model summary column of R-square tell us there is 20% change in perceived performance because of workplace friendship and organization citizenship Behavior.

Results of**Anova** table examine that sig value 0.012 that is less than standard sig. value 0.05 indicates that there is significant relation of perceived performance with the organization citizenship behavior and workplace friendship.

In the table of **coefficient** are three variables (dependent variable: perceived performance, independent variables: workplace friendship and organization citizenship Behavior), in order to examined the relationship among

them.in the table of coefficient the existing significance value of workplace friendship is 0.04 that is less than our standard significance value 0.05 indicate there is significant relationship between workplace friendship and perceived performance. While the sig. value of organization citizenship behavior is 0.005 that is less than our standard sig. value 0.05 indicate that there is strong relationship between organization citizenship behavior and perceived performance.

Model 3
Dependent variable: Turnover Rate
Independent variables: workplace friendship and organization citizenship behavior
Model 3. Summary

MODEL	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
3	.73a	.005	-.005	2.83958	1.443

b. Dependent Variable: TR
a. Predictors: (Constant), OCB, WF

ANOVA[b]					
Model items	**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
Regression	8.416	2	4.208	.522	.594a
Residual	1588.459	197	8.063		
TOTAL	1596.875	199			

Coefficients

MODEL 3	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	STD.ERROR	Beta		
(Constant)	12.038	1.009		11.931	.000
Workplace Friendship (WF)	.068	.072	.067	.939	.0349
Organization citizenship Behavior (OCB)	.019	.064	.021	.299	.0765

a. Dependent Variable: TR

Interpretation:
Model 03 consists of three variables one is dependent variable that is turnover rate and two are independent variables are workplace Friendship and Organization Citizenship Behavior. According to assumption dependent variable is scale variable. So, there is significant effect H1Of workplace friendship and organization citizenship behavior on turnover rate.
Explain the contribution of independent variable in dependent variable we interpret the **table of Model summary**. In the table of model summary column of R-square tell us there is 73% change in turnover rate because of workplace friendship and organization citizenship Behavior.
Results of**Anova** table examine that sig value 0.012 that is less than standard sig. value 0.594 indicates that there is no significant relation of turnover rate with the organization citizenship behavior and workplace friendship.
In the table of **coefficient** are three variables (dependent variable: turnover rate, independent variables: workplace friendship and organization citizenship Behavior), in order to examined the relationship among them.in the table of coefficient the existing significance value of workplace friendship is 0.03 that is less than our standard significance value 0.05 indicate there is significant relationship between workplace friendship and turnover rate. While the sig. value of organization

citizenship behavior is 0.07 that is greater than our standard sig. value 0.05 indicate that there is no relationship between organization citizenship behavior and turnover rate.

Interpretation:

a. Dependent Variable: ABR

b. Predictors: (Constant), OCB, WF

ANOVA[b]					
Model items	**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
Regression	**32.704**	2	16.352	2.056	.131a
Residual	**1567.171**	197	7.955		
TOTAL	**1599.875**	199			

b. Dependent Variable: ABR

a. Predictors: (Constant), OCB, WF

Interpretation:

Model 04 consists of three variables one is dependent variable that is employee absenteeism rate and two are independent variables are workplace Friendship and Organization Citizenship Behavior. According to assumption dependent variable is scale variable. So, there is significant effect H1Of workplace friendship and organization citizenship behavior on employee absenteeism rate.

Explain the contribution of independent variable in dependent variable we interpret the **table of Model summary**. In the table of model summary column of R-square tell us there is 14% change in employee absenteeism rate because of workplace friendship and organization citizenship Behavior.

Results of**Anova** table examine that sig value 0.131 that is greater than standard sig. value 0.05 indicates that there is no significant relation of employee absenteeism rate with the organization citizenship behavior and workplace friendship.

In the table of **coefficient** are three variables (dependent variable: employee absenteeism rate,

independent variables:

workplace friendship and organization citizenship Behavior), in order to examined the relationship among them.in the table of coefficient the existing significance value of workplace friendship is 0.202 that is greater than our standard significance value 0.05 indicate there is no significant relationship between workplace friendship and employee absenteeism rate. While the sig. value of organization citizenship behavior is 0.156 that is greater than our standard sig. value 0.05 indicate that there is no relationship between organization citizenship behavior and employee absenteeism rate.

Mediation Analysis in Case of Job Satisfaction

Model 4

Dependent variable: ABSENTEEISM RATE

Independent variables: workplace friendship and organizationcitizenship behavior

Model 4. Summary

MODEL	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
4	.143a	.020	.010	2.82049	1.970

Independent Variables	B	T	Sig.	F	Sig.
Work Place Friendship	.065	.858	.0392	3.306	.021a
Organization Citizenship Behavior	.180	2.736	.007		
Job satisfaction	-.074	-.953	.0342		
Dependent Variable	**Perceived Performance**				
Workplace Friendship	.050	.689	.0491	1.065	.0365a

Organization Citizenship Behavior	.027	.416	.0678		
Job satisfaction	.110	1.464	.0145		
Dependent Variable	**Turnover Rate**				
Workplace Friendship	.116	1.611	.0109	2.826	.040a
Organization citizenship Behavior	.080	1.267	.0207		
Job satisfaction	-.153	-2.073	.039		
Dependent variable	**Employee Absenteeism Rate**				

Interpretation:
Mediation analysis in case of job satisfaction consists of following results for 3 dependent variables.
Table contains the multiple regression analysis for the mediating effects of job satisfaction between workplace friendships, organization citizenship behavior, perceived performance, turnover rate and employee absenteeism rate. There is positive and significant relationship between workplace friendships and perceived performance (β = .065, t =0.858, P < .021). There is no relationship between the organization citizenship behavior and perceived performance (β = .180, t =2.736, P < .007). The result indicates that job satisfaction is partially mediate between the relationship of workplace friendship and turnover rate. And there is no mediating role of job satisfaction between the perceived performance and organization citizenship behavior.
However job satisfaction have partial mediating role along with the variables turnover rate, workplace friendship and organization citizenship behavior (β = .050, t =0.689, P < .035), (β = .027, t =0.416, P < .021). Table also indicates that the reveals values of job satisfaction for the variables of employee absenteeism rate, workplace friendship and organization citizenship behavior β = (.116, t =1.611, P < .040), (β = .080, t =1.267, P < .040).

Summary of Finding:
The objective of this research study is to find out the relationship between workplace friendship, organization citizenship behavior, job satisfaction, perceived performance, turnover rate and absenteeism rate. Specifically, this research study conducts to determining which factors influence by the workplace friendship and organization citizenship behavior. The above results reveal that most of the employee job satisfaction, perceived performance, turnover rate and employee absenteeism rate are highly affected by the workplace friendship and organization citizenship behavior.
Based on the above finding it is conclude that workplace friendship and organization citizenship behavior positively affect the perceived performance, and job satisfaction level, turnover rate and absenteeism rate among employees of Pakistan private higher education sectors universities **(Spaiddin, 2001; Berman et al. 2002).** However, In higher education sectors level of job satisfaction low due to the autocratic environment. Such environment creates the unfavorable outcome due to high turnover rate and absenteeism rate of employee and that also produce obstacle for effective teaching and also in the perceived performance of employees for the institutional development.

Conclusion:
The result of inferential statistics that we apply on the data of higher education sectors in Pakistan for determine the workplace friendship and organization citizenship behavior effect on the employee job satisfaction, perceived performance, turnover rate and employee absenteeism rate. The results of reliability test shows moderate effect for workplace friendship, for OCB also show moderate relationship behavior, for job satisfaction shows also moderate relationship, but for the perceived performance indicate strong and positive relationship and for the employee absenteeism rate show negative weak relationship. The results of KMO for the variables workplace friendship indicates According to Hinton et al. (2004) 0.6 value of KMO is acceptable for the desirable research. Value of KMO (0.614) for workplace friendship, (0.614) for organization citizenship behavior, (0.780) for Job satisfaction, (0.782) for perceived performance and value of KMO (0.877) for the absenteeism rate. The result reveals that the data is highly adequate for the further research analysis. The results for the multiple regression analysis we examined in the table of coefficient for each independent variable. The sig. value for the variable WF is less than 0.05 that indicate there is relationship between job satisfaction and workplace friendship, but sig value in case of OCB is greater than standard value that indicate there is no relationship between OCB and job satisfaction.
For the model 2 coefficient table p-value results showed that there is relationship between OCB and perceived performance, also significant relationship with the

workplace friendship. In model 3 results show that there is significant relationship between the workplace friendship and turnover rate, while there is no relationship between the OCB and turnover rate. And the results of model 4 indicates that there is no relationship between the workplace friendship, OCB with the employee absenteeism rate because sig value is greater than in both cases from standard value 0.05. And in case of mediating results for the job satisfaction indicates that job satisfaction highly mediate between perceived performance and workplace friendship and partially mediate between perceived performance and OCB, and turnover rate. And model is good fit because the contribution of independent variables in R-Square value is more than 50% that is acceptable approximately to 50%.

Main purpose of this research work study is to determine the relationship between workplace friendship, organization citizenship behavior, job satisfaction, perceived performance, turnover rate and employee absenteeism rate in higher education sector of Pakistan. Moreover this research study conduct to determine which factors are greatly influences by the organization citizenship behavior and workplace friendship. The above result reveals that most of the employee's job satisfaction, perceived performance, turnover rate and absenteeism rate are highly influence by the workplace friendship.

Above results through inferential statics reveals that the workplace friendship and organization citizenship behavior positively affect the perceived performance, reduced the employee turnover rate and absenteeism rate and motivate the level of job satisfaction **(Spaiddin, 2001; Berman et al. 2002).** However in higher educational service sectors lead to low level of job satisfaction due to unfavorable organizational commitment. Such elements lead to higher turnover and absenteeism rate and low perceived performance that lead to unfavorable and non-economic outcomes for the organizational sectors.

It is basic needs of the days that management policies should be make in such way that have measure standard for the KPI measurement, trainings session for the employees that enhance the motivation level, job loyalty, satisfaction that ultimately improved the employee's performance level, organizational citizenship behavior also that increase the organizational outcomes. Therefore, organization should develop such polices that strongly engage the employees, vision and mission through workplace friendship behavior.

Limitation of the Research study:

- Our research basically consist of empirical data that we are collected from our respondents, we try to best our research study to fulfill the gap of previous research work but there are some limitations of research work.
- The first limitation is the time shortage.
- First to the time limitation we collect our data from one education institutes, but failed to collect data from other educational institutes of Pakistan cities.
- More ever the other limitation is that there are some variables that can be given different outcome in service sector research studies.
- First suggestion for the future work is that organization citizenship behavior would be taken as mediating variable role in this research model.
- By change in the research model will give different result.
- Future research study could also be examined as employee loyalty creates organization citizenship behavior or organization citizenship behavior creates employee loyalty.

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