

## Impact of Co-Worker Support on Employee Motivation at Higher Level Education in Pakistan

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### Abstract

The research was designed to assess the impact of coworker support on the motivation of the employees. Further the research was extended to the comparison of coworker support and motivation on the basis of sector (public and private) and gender. Thus the objectives were made on the above mentioned areas of inquiry. The research population was geographically based in Punjab province of Pakistan. All the public and private sector universities of Punjab and faculty hired by these universities likewise were considered as the population of the study. By using stratified sampling technique 250 faculty members from public and 150 faculty members from private sector were selected as the sample. The data was collected with two sets of questionnaires. One was developed to assess the co worker support and the second one was to assess the motivation of the employees. For data analysis Reliability analysis, item total correlation, regression analysis and t test were used in the analysis. It is revealed that in education organizations of Punjab the coworker support is not up to the mark to have any significant impact on motivation of the employees. The response of the private sector was better than public sector in relation to coworker support and motivation. However there was no difference found in male and female respondents related to their coworker support. Hence the motivation of the male employees was higher than the female employees. Thus it is recommended that there is a need to take special measures to develop coworker support in its true sense in the educational organizations of Punjab through mentoring plans, collaborative projects, orientations and training programmes.

**Key Words:** *Coworker Support , Motivation*

### Introduction

To run a system the human and material both type of resources are important but yet the organizations are majorly dependant on the human resource for the effective functioning. The material resource alone cannot make any system functional. It is the human resources who give its time, skills and energy to run the

organization. Thus the willingness to work on the part of the employees is the key to success. This willingness is called as the motivation of the workers. That is why the needs of the worker are the prime area of attention in today's researches. Along with other monitoring benefits the pleasant and friendly environment is one of the major factors that affect the

worker's motivation to work efficiently. For long term benefit supportive co workers play an important role because there are self-motivated for their work (White, 1959).

This is one of the current topics of research in business administration and management. However in the field of education there is still a need to improve the administrative areas for improved results. Martin (2003) also reports that motivation of students has been studied very deeply but motivation of teacher remains in shadow. There is positive relation between performance of teacher and their motivation creates a sense of competition which helps teachers to achieve there their goals and improve their decision making capacity. Self-motivated employees become an important part of the institution and there positive behavior will be adapted by other co-workers rapidly. It gives them feeling of importance and ownership towards institution. It leads to healthy environment and outstanding result. Teacher's behavior is the most importance feature that can inspire the students. That is why it is very important that the teachers must be satisfied with their workplace so that they can use all of their energies on the fulfillment of their job without any mental stress. Coworker support is one of the most important elements that directly affect the employee motivation and work relationships. The support provided by the members of the organization gives a homely environment to the workers. The cooperative attitude of the employees with each other develops the healthy socialization process. The organizations where the members have such friendly relations attract its workers to come regularly, work efficiently, provide innovations, sharing of ideas and many more. Thus the research was planned specially keeping in view the needs of educational system in Pakistan and to assess the effect of coworker support on the motivation of the employees.

### **Objectives**

- To assess the effect of coworker support on the motivation of the teachers at higher level.
- To explore the difference between public and private sector universities in

relation to co worker support of its employees.

- To explore the difference between public and private sector universities in relation to motivation of its employees.
- To explore the difference between male and female employees in relation to co worker support.
- To explore the difference between male and female employees in relation to motivation.

### **Hypothesis**

- There is no effect of coworker support on the motivation of the teachers at higher level.
- There is no difference between public and private sector universities in relation to co worker support of its employees.
- There is no difference between public and private sector universities in relation to motivation of its employees.
- There is no difference between male and female employees in relation to co worker support.
- There is no difference between male and female employees in relation to motivation.

### **Significance of the Study**

The research would be helpful for the teachers as well as for the management authorities. As the field of education has been ignored in researches on the areas related to the organizational administration. Thus this research will help the higher level institution management in understanding the effect of co worker support on the motivation of the employees. This will also help in developing a policy for developing an environment of cooperation and understanding among the co workers. This would also suggest the ways to enhance the motivational level of the employees.

### **Literature Review**

Cooperation is known as social support in an institution. Cooperative environment in any institution develops the healthy relationships between the co workers. This co worker

relationships and support ultimately results into the effective work productivity. The co worker support can be of many forms. It can be emotional support, (care, understanding, compassion, forgiveness), instrumental support (to help out, provide aid), informational support (new ideas, provide guideline to solve issues) and appraisal support (enhance confidence, promotions, and ranks, provide incentive) (Langford, Bowsher, Maloney and Lillis, 1997).

Effective support is defined as positive changes brought by the teachers. They get confidence on their knowledge and performance. By this believe of teachers is increased day by day. Coworkers support is fruitful for teachers, encouragement in institutions at different level. Many teachers or employees left their job because of some problems, like tough timings, low salary, lack of incentives, and lack of basic facilities related to their job. One of major cause of leave the job is bad and unbearable behavior of managers, admin officers and seniors (Dornyei and Ushioda, 2010).

Coworker support refers to the cooperation, support, helping attitude, concern, unity, sharing, guiding and collaboration among the workers working under the same management (Chiaburu and Harrison, 2008). It also involves the support that is given to the newcomer for the adjustment in the organization. This support converts the employees into a work team. That is why in industrial and business organizations the special attention is given on developing and maintaining such support between the employees (Babin and Boles, 1996).

Keeping in view the importance of the Educational organizations for the future development of any society, such type of cooperative environment is similarly important for improve results. Teachers need to appreciation, self-respect, and timely support related to their work. It is convinced that coworkers had a great control in working dealing towards their performance (Fortier, Vallerand, & Guay, 1995). The cooperation of

workers enhances the good relations among all the workers of same institution. It can make employees work productivity more effective (Zhou and Geo, 2001). In learning process students achievements depends upon teacher's performance and the teacher's performance depends on the facilities, environment and the level of the motivation. To maintain these factors the co worker support is an essential factor.

It is a common perception that in human resource management money enhances motivation but sometime this idea fails to motivate human resource management. Respect, freedom, cooperation, satisfaction etc are also the major motivators in increasing the motivational level of the employees. As De Charms (1968) says that many theories of motivation encourage the workers in work setting. Motivation can be defined as encouragement of employees to work effectively. Maslow's (1943) need based a theory of motivation is most common theory. It explains five basic needs Maslow (1943) stated that "people are motivated to achieve certain needs. When one need is fulfilled person seeks to fulfill the next one and so on". This theory is very useful to understand the needs of teachers as employees as well.

One of another example is of the Self-determinant theory of motivation and personality given by Deci, & Ryan (1995). It deals with psychological needs, competence, autonomy and psychological affiliation to enhance the motivation of the individual. White (1959) and Charms (1968) express that "competence and autonomy provide base for intrinsic motivation." Every worker should be independent about own responsibilities. Likely every work has its own importance in institution. It can only possible when there will be help among employees.

#### **Methodology:**

**Population of the study**  
**Public Sector Universities of Punjab, Pakistan**

Sr No	Name of the University	City	Male Faculty Members	Female Faculty Members	Total No of Faculty
1.	National School of Public Policy	Lahore	-	-	-
2.	University of Veterinary and Animal Sciences	Lahore	100	29	129
3.	University of Engineering and Technology, Taxila	Rawalpindi	137	33	170
4.	University of Sargodha	Sargodha	250	64	314
5.	University of the Punjab	Lahore	900	465	1365
6.	University of Health Sciences	Lahore	15	13	28
7.	University of Gujarat	Gujarat	250	208	458
8.	University of Engineering and Technology	Lahore	354	80	434
9.	University of Education	Lahore	89	48	137
10.	University of Arid Agriculture, Murree Road, Rawalpindi	Rawalpindi	177	43	220
11.	University of Agriculture	Faisalabad	354	49	403
12.	National Textile University, Faisalabad	Faisalabad	70	08	78
13.	National College of Arts	Lahore	29	25	54
14.	Lahore College for Women University	Lahore	29	352	381
15.	Kinnaird College for Women	Lahore	30	196	226
16.	King Edward medical college	Lahore	194	73	267
17.	Islamic University	Bahawalpur	387	188	575
18.	Government College University Lahore	Lahore	375	112	487
19.	Government College University Faisalabad	Faisalabad	348	168	516
20.	Fatima Jinnah Women University	Rawalpindi	100	147	247
21.	Bahauddin Zakariya University	Multan	244	96	340

Total	4432	2397	6829
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**Private Sector Universities of Punjab, Pakistan**

Sr No	Name of the University	City	Male Faculty Members	Female Faculty Members	Total No of Faculty
1.	University of Wah	Wah	126	57	183
2.	University of Management and Technology	Lahore	184	39	223
3.	University of South Asia	Lahore			129
4.	University of Lahore	Lahore	123	39	162
5.	University of Faisalabad	Faisalabad	71	14	85
6.	University of Central Punjab	Lahore	218	43	261
7.	The Superior College	Lahore	162	33	195
8.	Minhaj University	Lahore	48	14	62
9.	Lahore University of Management Sciences	Lahore	130	34	164
10.	Lahore school of economics	Lahore	97	147	244
11.	Institute of Management Sciences	Lahore	44	5	49
12.	Imperial College of Business Studies	Lahore	38	16	54
13.	Hajvery University	Lahore	62	13	75
14.	GIFT University	Gujranwala	85	15	100
15.	Forman Christian College	Lahore	177	58	235
16.	National College of Business Administration and Economics	Lahore	81	28	109
17.	Beaconhouse National University	Lahore	132	106	238
	Total		1878	690	2568

The research was based on quantitative approach. The researcher employed the survey method. The teaching faculty employed by the

universities located in Punjab was taken as the population of the research. The Higher Education Commission Statistics shows that

there are 21 public and 17 private sector universities in Punjab. There were 9397 faculty members were higher by the universities of Punjab in total. Keeping in view the ratio of the population in both public and private sector universities stratified random sampling was used. 250 faculty members from public sector and 150 faculty members from private sector universities were selected as the sample of the research. The researchers used two different

scales to address independent (Coworker support) and dependant variable (Motivation). The scale that was used to assess the co worker support was consisted of 7 items while the scale used to assess motivation was consisted of 18 items.

The data was collected through the personal visits to the respondents. The data was analyzed by using reliability analysis, correlation, t test, and regression analysis.

**Table No. 1 (Reliability Analysis)**

Scale	Items	Cronbach's Alpha Reliability
Coworker Support	07	.87
Motivation	18	.88

The table No. 1 shows that the reliability of the both scales used in this research was up to the good level of confidence. Thus the scale was

quit appropriate for the current research as well as it ca be used by the future researchers.

**Table No. 2a (Item Total Correlation)**

Item	Correlations	Item	Correlations
C1	.74	C5	.79
C2	.75	C6	.71
C3	.77	C7	.70
C4	.80		

**Table No. 2b (Item Total Correlation)**

Item	Correlations	Item	Correlations
M1	.71	M10	.68
M2	.72	M11	.46
M3	.74	M12	.36
M4	.72	M13	.51
M5	.67	M14	.51
M6	.76	M15	.40
M7	.72	M16	.21
M8	.77	M17	.31
M9	.72	M18	.29

Table No 2a and 2b explains the correlation between the items in each scale. Almost all the

items were significantly correlated with each other.

**Table No. 3 (Regression Analysis)**

Independent Variable	Dependant Variable	$\beta$ (Coefficients)	t	Sig.	R Square
Coworker Support	Motivation	.16	1.53	.25	.003

Dependent Variable: Coworker Support  
Independent Variable: Motivation

The table indicates that the  $R^2$  value is 0.003. It explains that the independent variable (Coworker Support) describes 0.3 percent variation in Motivation of the employee's subject this research and the rest is due to some

other factors. While the coefficient ( $B = .16$ ) is not statistically significant at 0.05 level. It indicates that Coworker Support and Motivation are not significantly related with each other in the higher level educational organizations.

**Table No. 4 (t Test)**

Variable		N	Mean	t value	df	Sig
Coworker Support	Public	250	24.77	5.60	398	0.00
	Private	150	27.92			

\* $p < 0.05$ , \*\* $p < 0.01$

The table No. 4 describes the difference in coworker support between public and private sector universities of Punjab. The t value (5.60) shows that there is a statistically significant difference between

public and private sector related to the coworker support. The private sector shows better coworker support in comparison to the public sector.

**Table No. 5 (t Test)**

Variable		N	Mean	t value	df	Sig
Motivation	Public	250	43.54	6.14	398	0.00
	Private	150	53.29			

\* $p < 0.05$ , \*\* $p < 0.01$

The t table shows that there was statistically significant difference (\*\*p <0.01) found between public and private sector employees' motivation. The

motivation of the employees working at private sector was found higher than the motivation of the public sector employees.

**Table No. 6 (t Test)**

Variable		N	Mean	t value	df	Sig
<b>Coworker Support</b>	Male	178	26.21	0.81	398	0.41
	Female	222	25.74			

\*p <0.05, \*\*p <0.01

Table No 6 describes the difference between male and female employees. The t value (0.81) shows that there was no

statistically significant difference found between the male and female employees as far as the coworker support is concerned.

**Table No. 7 (t Test)**

Variable		N	Mean	t value	df	Sig
<b>Motivation</b>	Male	178	52.35	6.00	398	0.00
	Female	222	43.05			

\*p <0.05, \*\*p <0.01

The table No. 7 explains that there was a statistically significant difference (\*\*p <0.01) found between male and female employees with reference to their motivation. The mean value (52.35) of the male employees was high than the mean value of the female employees. This shows that the male employees were more motivated towards their jobs.

So as the data revealed in the research that coworker support has no statistically significant effect on the motivation of the employees. Thus the Hypothesis No. 1 is approved in the light of the findings. It shows that there is a need to improve the coworker support in the educational organizations. As a no of previous researches are in favor of the positive relationship between the coworker support and motivation thus this fact cannot be ignored that the educational organizations in Pakistan need to develop positive attitudes of the employees to built coworker support in the real sense. However the hypothesis No. 2 and 3 were rejected as there was statistically significant difference found between the public and private sector universities in relation to coworker support and motivation both. Te coworker support and motivation of the employees serving at private sector was higher than the public sector. Hypothesis No 4 was approved as there was no difference found between the

**Discussion**

It is revealed that in the educational organizations of Punjab, Pakistan the coworker support is not having any statistically significant impact on the motivation of the employees. This is a universal fact that the coworker support is an important element for the success of the organization, work productivity and employee motivation. Thus it shows that perhaps the coworker support is not present in the educational organizations of Punjab specifically in its true sense.

male and female employees in coworker support. On the other hand the hypothesis No. 5 was rejected and the significant difference found between the male and female employees' motivation.

### Recommendations

On the basis of the facts revealed through data analysis it is recommended that there is an intense need to reshape the culture of our educational organizations. So it is suggested that the special training programmes may be offered for the faculty members to train them related to the ways and functions of coworker support.

At the time of the entry of the employee in organization special orientation related to co worker support may also be provided.

Time to time informal meetings, get together, events of celebration and functions may also be arranged by the organization to develop friendly relationships between the employees.

Concept of peer learning and group work can also be introduced to among the employees as well.

Junior members may be attached with the senior members of the organization who can play the role of the mentor for them. The concept of mentoring can be formally introduced by the university management.

It is also revealed that the private universities were better than the public sector in relation to the coworker support and motivation of the employees both. So the interactions between public and private sector universities can also help the employees to learn new work ethics and improve their situation. In this regard collaborative workshops and seminar can be organized.

Above all there is a need to develop a culture of cooperation among the employees in the universities.

The universities may ensure the job security of the employees. As once the employees will feel their job secure they will focus on their healthy work relations. This will reduce the negative politics environment within the organization.

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