Can Co-workers Motivational Efforts pave the way for morale and Job commitment for employees?

Hasan, Syed Akif and Subhani, Muhammad Imtiaz

Iqra University Research Centre (IURC), Iqra university Main Campus Karachi, Pakistan, Iqra University

2011

Can Co-workers Motivational Efforts pave the way for morale and Job commitment for employees?

Syed Akif Hasan

Office of Registrar, Iqra University- IU, Defence View, Shaheed-e-Millat Road (Ext.)
Karachi-75500, Pakistan
E-mail: hasandrakif@gmail.com
Tel: (92-21) 111-264-264 (Ext. 1513); Fax: (92-21) 35894806

Muhammad Imtiaz Subhani

Iqra University Research Centre-IURC , Iqra University- IU, Defence View, Shaheed-e-Millat Road (Ext.)
Karachi-75500, Pakistan
E-mail: drsubhani@yahoo.co.uk
Tel: (92-21) 111-264-264 (Ext. 2010); Fax: (92-21) 35894806

Abstract

Can co-workers motivational efforts pave the way for morale and job commitment for the employees is a million dollar question which always matters for the organizations to perform. The purpose of this research is to develop an understanding on the relationship between the employees and their colleague in the organizations, The findings reveal that co-workers various motivational efforts may have a positive impact on employee morale but it still doesn't guarantee the job commitment, precisely the motivation by co-workers may only boost the morale of employees for a short while, and thereafter a person may lose the interest towards his/her job again.

Keywords: Co-workers motivational efforts, Motivation, Morale, Job commitment

1. Introduction

Employee morale can best be described as the relationship that an employee or a group has to their work. Morale can be divided into two basic categories i.e. High morale and Low morale. When employees have a High Morale it is reflected on to their work or the output they produce which is positive (Youssef, 1998). If employees have a low morale they produce negative and unhappy feelings about their workplace and when they feel unappreciated they tend to show inabilities of non-cooperative behavior towards their work (Bó, 2009). Employee morale can also be defined by the employees' commitment shown while working in a group as said by (Morris & Sherman, 1981). Therefore, believe in self and the trusts with one's organization are positive indicators of employee morale (Keller, 2006). It's the management and the organization's role to aspire, build commitment and concentrate on the nourishment and nurturing for establishing positive employee morale. As a part of employee morale, coworkers play a main role also in respect to job commitment.

Each employee in the organization spends more time with their colleagues than their bosses. They are more prone to the understanding and interpretation of organizational policies by their colleagues rather than their bosses. Hence his colleagues may impact significantly to his satisfaction, dissatisfaction and level of motivations while working in an organization. In the support of this idiosyncrasy Youssef (1998); Ramírez and Nembhard (2004) found that organizational commitment can only be achieved through the compatibility of the employees which work together to achieve goals. Similarly, Wiener (1982) found that in the conjunctive tasks, the least performing worker actually translates the performance of the group. While Cole and Hopkins (1995) stressed that in additive tasks based group is evaluated on the basis of the sum of the workers performance. In the organization people tend to work harder because they believe it's not the individual person who is evaluated but it is entire group which are evaluated therefore, they support to each other and are very fair towards each other which eventually translates the increase in employee's morale and their commitment towards the jobs (Williams, 2005).

Ingham, Levinger, Graves, and Peckham (1974) confirmed that positive feedback and appreciation for each can boost the morale of employees while they work in a team. While, friendliness between and among employees is also a pivot player which enhances the morals of the employees (Burney & Widener, 2007). The aim of this study is to analyze how/ which co-workers motivational efforts may affect employee morale and job commitment so to create an optimal working environment.

2. Literature review

Understanding the impact of co-workers motivational effort on employee morale and organizational commitment is the main objective of the study. Several studies have been conducted across the globe to determine as to what constitutes to employee commitment towards a particular organization. job commitment can be seen as total of internal norms to make employees perform in a manner that meet organizational goals and standards, hence the stronger the commitment, the greater are the chances that employees are willing to adapt to the internalized standards rather than considering the consequences of the actions (Wiener, 1982). Job commitment can also be seen as employees attachment, recognition and association with the organization (Allen & Meyer, 1990). It is conjectured that employees on low commitment level tend to leave the organization whereas, employees have a strong job commitment will continue to stay for a longer period as they are satisfied with the job and the organization. There are several advantages to the organization for having a committed work force, according to the studies conducted by various researchers' employee commitment leads to positive outcomes such as higher organizational support and citizenship behavior, decreased turnover and higher motivation (Kwon & Banks, 2004).Organizational commitment also tends to reflect the strong beliefs and acceptance of organizations goals and values, it shapes the behavior within and nurtures the membership in the organization (Mowday, Porter, & Steers, 1979). For Meyer and Allen (1990) organizational / job commitment can be seen as a psychosomatic state which evaluates the employee's association with the organization. Mowday(1998) defined organizational/ job commitment as believe in the organizational values and goals, an eagerness to set forward substantial exertion for the organization and a solid enthusiasm to stay put with the team members, which all are the part of an organization.

While, Mc Knight, Ahmad & Schroeder (2001) define employees morale as the extent to which an employee feels accomplished regarding producing output. Employee morale plays a significant role in the company as it reflects the overall performance. Ramírez and Nembhard (2004) stressed that employee morale represents organizational culture and the way employers treat to their employees.

However it is yet to be determined if coworkers motivating each other play any role in enhancing employee morale and job commitment or not, very little emphasis have been made so far on this issue especially in Pakistan, hence we now intend to determine the impact of coworker's motivational efforts on morale and job commitment of employee, focusing on the social comparison theory, which explains that the response behavior by employees is different in the feedback state that relies on the self-judgment between performance and productivity. Social comparisons are not only effective in comparing one's performance with others doing the same task and also helps improves one's productivity level with comparing with relatively productive coworkers (Monteil & Huguet, 1999). Youssef (1998) found that employees spare more work hours with their counterpart colleagues. Thus, the appreciation, feedbacks,

helpfulness and friendliness by their colleague/ coworkers really help them to optimize their morale at work place which fruits the job commitments (Garcia, Song, &Tesser, 2010).

Williams (2005) found that people are sometimes part of an underperforming group they tend to work hard because of other members and this attitude provoke and motivate to their counterpart colleagues to prove their commitments towards their jobs. Since, motivation is the process that stimulates, directs, boosts and maintains behavior and performance (Luthans, 1998).

3. Research Methods

3.1 Description of Sampling and Data

A sample of 2500 private sector employees were approached from 250 organizations using a personal survey technique to collect their responses on a structured questionnaire regarding co-workers various motivational efforts and their effects on the morale and job commitment of the employees. While, the convenience based sampling technique was used to select respondents for this study. The various motivational efforts of co-workers which includes appreciation, team work, positive feedback, friendliness, fairness, and helpfulness have been interrogated which may pave the ways for morale and job commitment in the employees. The optimal scaling is used to interrogate the association among outlined variables.

4. Findings and Results

Table 1: Prediction on impacts of various motivational efforts of coworkers on the morale and job commitment of employees.

Dependent Variables	Adj.R Square	F		Constant	Appreciations	Team Work	+Ve Feed back	Friendliness	Fairness	Helpfulness
Employee Morale	0.679	53.804	Beta	22.075	1.007	0.891	1.065	1.001	1.073	0.881
			p	0.001	0.003	0.010	0.000	0.041	0.000	0.015
Employee job Commitment	0.288	23.009	Beta	19.841	0.049	0.032	0.057	0.058	1.105	0.032
			p	0.000	0.065	0.087	0.055	0.069	0.003	0.088

The findings of this paper reveal and confirm that various motivational efforts by the coworkers for sure matter for the morale and the employee commitment towards the organizations, as shown in table 1, the fairness and appreciations by coworkers for an employee effect the most to the level of morale of an employee, positively and significantly (i.e. beta= 1.073 at $P< 0.05$; beta = 1.007 at $p< 0.05$), while the team work, positive feedback, friendliness and helpfulness also effect positively and significantly to the morale of employees. The findings also confirm that it is the fairness of coworkers that matters significantly to the job commitments of the employees (i.e. beta= 1.105 at $P< 0.03$) whereas, rest of motivational efforts by coworkers they don't really matter and affect to the employee job commitments.

5. Conclusion

The empirical investigation of coworker's motivational efforts on morale and job commitments of employees concludes that co-workers various motivational efforts have the great impact on employee morale as co-workers are the ones who support and guide you every time at the work place and are the source of positive spirit which leads you towards the accomplishment of objectives. At the work place in team works the people are like a family and work with a same wavelength and understand the problems

and difficulties of one another in a better way than anybody else can, this in turn enhances their morale while they work. In contrast the same outlined various motivational efforts does not necessarily guarantee for employees commitments towards their job as the employee job commitments are affected hugely by various other factors which include compensation, benefits, rewards, increments, promotions, chances to grow in the organization, supervisor-subordinate relationships etc.

References

[1]   Allen, N.J & J.P., Meyer. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63.

[2]   Bó, P.D. (2007). Social norms, cooperation and inequality, Economic Theory, *Springer*, 30(1), 89-105.

[3]   Burney, L & Widener, S. K. (2007). Strategic performance measurement systems, job-relevant information, and managerial behavioral responses - Role stress and performance. *Behavioral Research in Accounting*. 19, 43-69.

[4]   Cole, B. L & B. L., Hopkins. (1995). Manipulations of the relationship between reported self efficacy and performance. *Journal of Organizational Behavioral Management*, 15, 95-135.

[5]   Garcia, S.M., H., Song & Tesser, A. (2010). Tainted recommendations: The social comparison bias. *Organizational Behavior and Human Decision Processes*, 113, 97-101.

[6]   Ingham, A., G., Levinger, J., Graves & V., Peckham. (1974). The Ringelmann Effect: Studies of Group Size and Group Performance. *Journal of Experimental Social Psychology,* 10:371–84

[7]   Keller, R.T. (2006). Transformational leadership, initiating structure & substitutes for leadership: A longitudinal study of research & development project team performance. *Journal of Applied Psychology*, 91(1), 202-210.

[8]   Kwon, I & D., Banks. (2004). Factors Related to the Organizational and Professional Commitment of Internal Auditors. *Managerial Auditing Journal*, 19 (5), 606-622.

[9]   Luthans, F. (1998). Organizational Behavior. 8th ed. Boston: Irwin McGraw-Hill.

[10]   McKnight, D. H., S., Ahmad & R. G., Schroeder. (2001). When do Feedback, Incentive Control, and Autonomy Improve Morale? The Importance of Employee-Management Relationship Closeness. *Journal of Managerial Issues*, 13(4), 466-482.

[11]   Monteil, J.M & P., Huguet. (1999). Social context and cognitive performance: Towards a social psychology of cognition. London: Psychology Press.

[12]   Morris, J.H & J.D. Sherman. (1981). Generalizability of an Organizational Commitment Model. *The Academy of Management Journal*, 24, (3), 512-526.

[13]   Mowday, R. T. (1998). Reflections on the study and relevance of organizational commitment. *Human Resource Management Review*, 8, (4), 387-401.

[14]   Mowday, R., L., Porter & R., Steers. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14, 224-247.

[15]   Ramírez, Y. W & D. A., Nembhard. (2004). Measuring knowledge worker productivity: A taxonomy, *Journal of Intellectual Capital*, 5 (4), 602 – 628.

[16]   Wiener, Y. (1982). Commitment in organizations; a normative view. *Academy of Management Review*. 7 (3). 418-428.

[17]   Williams, B. A. (2005). Beyond "Incrementalism", Organizational Theory and Public Policy. *Policy Studies Journal*, 7(4), 683-689.

[18]   Youssef, D. (1998). Satisfaction with Job Security as a Predictor of Organizational Commitment and Job Performance in a Multicultural Environment, *International Journal of Manpower*, XIX (13), 184-194.