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**Implications of Compeer Relationship at a Diverse
Workplace in the Context of Pakistan**

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Abstract

Workplace diversity becomes the captivating phenomena which organization considering as per prerequisite. This study established into two sections. In the first section conceptual analysis was placed in the light of findings and conclusions with reference to Pakistan's workplaces. To find out any one of them can pave for future direction for diverse workplaces in Pakistan. Further it interrogates the nature and presence of diversity between compeers at the workplace by conducting a pilot study. In the second section study investigate the impact of task interdependence and supportive work climate on the supportive relationship of diverse compeers.30 Listedcompanies of Pakistan were randomly selected for this study and 125 employees were participated as sample. Statistical analytical techniques were used to find the results. Findings of our study corroborate that an organization which provides supportive working climate and develop strategies to create task interdependence between their employees to deal with the aspect of diversity helps them to construct supportive ties. Based on the finding we interpret these indicators is merely mandatory for the organizations that perusing workplace diversity.

1. Introduction

The legitimacy of today is a diverse workplace. An organization can serve better and compete in fluctuating situation with the rim of diversity in their workplace [1]. Workplace diversity is an opportunity for an organization to create competitive advantages, attainment of their goals and gain productive outputs.Organization should induce diversity in their workplace to attain an environment where dissimilarities can flourish. Today, if an organization indented to be successful must introduce a borderless approach and make work place diversity as an essential and innermostelement in day-today business activities as well as for the long term objective [2]. Employees from diverse background can create more innovative opportunities for the organization and can provide more appropriate solutions to the organization [3]. Organizations starts realizing that these demographic dissimilarities such as age, race, culture and gender are not only the visible divergence it presumed to have significant effect on the employee performance towards its. As work place diversity does not enhance organization productivity, market value and creativity in every state of affairs, un-managed and neglected work place diversity is more likely to become cause of conflict, low productivity, low level of employee commitment and high turnover [4]. Past studies found that work place diversity has effect on employee performance either its positive effect or negative effect [5].

Conflict between employees due to having dissimilarities between them and the consequences of these conflicts ultimate have impact on the performance of employees and organizational environment as well (Samuel & Peter, 2005). Supportive relationship between compeers refer to relation among employees which is more than the casual and job focused, it contained sharing experiences, and exchange of ideas [7]. They are ashore on a sense of familiarity and trust, sharing of thoughts and feeling of responsibility towards each other's. Based on the quality of time that compeer spends with each other at work place and intensity of their support. Depending upon the amount of team work becomes significant indicator of productivity for the organization [8]. This relationship does not only worthy to the organization but also helpful for the compeers in terms of career management and knowledge sharing [9]. Exchange of quality ideas between compeers from different backgrounds facilitate the integration of new and emerging knowledge, new theories and potential solutions and it have direct impact on the positive organizational outcomes. Past literature suggests that positive compeer relationship develop chances of career advancement [10] and create professional distinctiveness [11]. Supportive compeer relationship where create positivity at work place on the other hand it also reduce profession anxiety, stress and turnover rate. Positive impact of the compeer relationship found that cherished and entrenched ties between compeers enhance trust, Nome of reciprocity and knowledge sharing [12]. Knowledge sharing has ability to make any organization more flexible and more rapid towards changing circumstances of the operating environment. [13].Supportive compeer relationship can emerge a consistent network of force enforcement such strong bonding between compeersthat avoid the chance of social loafing [14].

Compeer relationship have significant and positive impact on the organizational productivity [15]. A survey of 400 companies based on compeer relationship conducted by Gallup found that supportive compeer relationship is the most power full indicator among 12 indicators of the study to form a high productive workplace (wall street journal

2012). Depiction from organizational citizenship behavior opportunity is that supportive compeer relations in meticulous environment and helping interpersonal accommodation process spawn performance oriented outcomes by inducing team spirit and cohesiveness [16].

Personalized relationships between compeers condense distress and anxiety, often create opportunities, monolithic approach and break down the stereotype thinking towards others on the basis of dynamic backgrounds [17]. Similarly, organization that influences their employees to espouse through relational orientation by which employees are motivated towards the wellbeing of others in the organization, such organizations would be in better place to enhance upside of diversity and minimize the downside of diversity [18].

Most of the organizational gains are based on relational orientation which allows social cognition where social identities are become secondary and your work participation becomes the primary focus. Such supportive ties inherent in reducing perceived social cost and useful when compeers consider each other's, their perspectives, acknowledge and provide assistance each other by transferring knowledge and may also boost the quality of inter group work [12, 19].Higher quality of exchange and integration of new ideas and perspectives have direct impact of organizational productivity between compeers of diverse backgrounds at diverse work place which ultimately create value in diversity.In today's dynamic era compeers at diverse work place consider each other's as valuable source not only the source but also the effective support system so in that way recognition of others becomes more stable. Organizations by facilitating interactions between compeers increase the potential for tolerance and conflict management [20].

Diversity Review in the context of Pakistan

In the first section study had reviewed the past literature on the aspect of workplace diversity in Pakistan. Each study incorporates different findings and recommendation to the literature. Similarly they differ in techniques and methods. Such studies give support to the frame work of our study. Individual from diverse culture, backgrounds, race and caste must be ensure that the other people at workplace have different norms values and believes. This consideration will create better understanding of the positive relationships[21].Study found that providing equal opportunities to the female and hiring women in large number will not provide guarantee of positive environment at workplace [22]. Another study found that female involvement at managerial level positions have negative impact on the productivity of the organization and increase stress among them [23]. Employees at workplace in Pakistan have to face discrimination, either in terms of gender, race or culture. As compared to other countries employees don't have feudal relations (learned).An empirical investigation found that a certain degree of disagreement present with respect to cultural differences in different ethnicities [24]. Such kind of discrimination at workplace has negative impact on the satisfaction and motivation level of employees [25]. Having diverse demographics at workplace in Pakistan makes diversity as major phenomena. Labor force participation of male in Pakistan is similar as the other countries of the report have. While on the other hand female participation significantly different [26].

Another study conducted in the 5 metropolitan of Pakistan. Focus of the study is based on the presence of diversity in the workplace and the comparison of the diversity indicators in public and private sectors

of Pakistan. Study showed the that 97% participants of the study said that their organizations are facing diversity and remaining 3% claimed that there is not diversity indication in the organization. With relation to plan diversity in the organization from the sample of 150 employees 56.7% respondents respond that diversity in their organizations is not planned. In the same way only 35.3 percent respondents said their organizations are working diversity management programs to deal with the indicators of diversity. From the sample of 150 respondents 56% identify their organization as gender specific while 32% identifies as age specific and only 12 % as ethnically diverse organizations [27]. Further this study was found that public organizations are more ethnically diverse then public organizations. To handle workplace diversity at its best develops the need to understand dynamics of diversity and the socio cultural orientation.

In the first inning we conduct a pilot study, to investigate the presence and direction of diversity at the workplace in the respective companies. Sample for this step is the 30 percent of the actual sample of the study.Races are populations which can be radically distinguish from one another on genetic ground alone [28].Study revealed that employees have a diverse and dynamic background.Employees respond as Arain14.3%, Sheikh 11.4%, Kashmiri 5.7%, Khan 14.3, Mugal8.6 %, Jutt 11.2 % Qureshi 14.3%, Ansari 5.7% and 14.3 % based on others. Such as Syed, Barlas, Dhillion, Tareen, Jattak, Sherzai and Chaudhry.70.3 percent of the respondents said that their companies have diverse workforce and they promote its implementations. 51.4 percent respondents respond that they share good working experiences with different background than their own. Similarly 56.8 percent employees respond that they see something as beneficial of working with employees of different cultural background. 59.4 percent employees respond that they face a situation where an employee was not accepting other employee's diversity. This nature of diversity at workplace ashore the grounds of further study and provide bridge to study the compeer's relationship at diverse workplace. Pakistan with its dynamic and diverse workplaces needs to establish a positive tie between their employees.

Need for the study

Current study proposes that demographic dissimilarities may over time in point of fact amplifythe latent for conflict between employees [20]. Study suggested the mock-up to explore the supportive relationship between employees with reference to diverse workplace. It also recommends the effects of workplace diversity on the employee relationship [29]. This study response to these call that will explore the relationship of dissimilar compeers in the context of Pakistan.

Because most of the companies facing issues regarding complicated relationship between compeers due to having different background, culture and less interaction between them. Such issues are arising in mostly those companies which are unaware about how to handle diversity in an ample manner. Pakistan is developing state where work environment, working conditions and employee's relationship are more important to get more productive results. Through the review of literature we are unable to get accurate findings in the milieu of Pakistan.

Objective of Study

The objective of this study is to get insight into the impact of task interdependence and supportive work

climate on the supportive compeer relationship in a diverse workplace.

Significance of the Study

The empirical outcomes of our study point out towards good explanatory power. Personalized relationships between compeers create opportunities, monolithic approach and break down the stereotype thinking towards others on the basis of dynamic backgrounds [17]. Organization where compeers interact more and share their experiences have higher results, employee of such organization are more productive and more flexible. They are ready to cope with the fluctuating situation of market. In today's dynamic era organization should consider diversity as a power tool not as weakness.

Organization should more focus towards handling diversity and its impact on the relationship of compeers. Because those organizations that do not considers the worth of diversity between their compeers can lose the best from their employees. At work place unmanaged diversity can create difference of opinions, individualistic approach, stereotype thinking and contradiction in goal achievement [30]. In contrast to previous studies that has focused only on one aspect either its task interdependence with supportive compeer relationship or supportive work climate, this study base on combination of predictors. It will help to found which factors have more influence on the relationship of compeers. And cross sectional perspective of this study will help to find the nature of relationship. Consequently it becomes imperative to investigate the liaison of theories related to compeer's supportive relationship and comparative approach to explore the influence by predictors.

Material & Method

Supportive Work Climate

Shared perceptions in a working environment can provide both instrumental and emotional support to diverse compeers, or we can say that such supportive ties between compeers develop a sense of reciprocity and norm of accepting and providing assistance in a legitimate manners [31]. Supportive work climate is the prominent factor where relationship between diversecompeers can raise positively, this supportive bind between compeers further incorporate carrier management and employee engagement with organizational goals [32]. Organization who acknowledge their employees by providing them preeminent working environment get more productive and potential outcomes from their employees and find them more innovative on the behalf of organization. By providing supportive climate to the diverse compeers develop a metaphorical credit account by which organizations can draw solution of the problems at the time of requirement and diverse [32].

Shared expectation of seeking help and supportive work climate is the important indicator of motivation between compeers [33]. Norm of normative basis helps to establish compeer's relationship as personal choice then the rule or burden [34]. .Norm in diverse work place which encourages relationship between compeers may increase degree of acceptability between compeers, in that way diverse compeers have likely more chances of developing supportive ties and sharedperceptions. Idea of functional opposition as one social sortthat becomes more prominent others (diverse compeers) become less prominent. As a result compeers working in a diverse work place provide indication of acceptability of supportive compeer relationship. By accepting supportive compeer relationship are likely to diverse experiences and ideas [35].

Past studies show that absence of shared system towards each other's has negatives consequences in terms of individuals are less likely to assist others who are from different background or personality and hesitate to seek help [30]. Organizations where importance of supportive work climate not considers as major indictor and taken for granted such organization cannot develop relationship between their employees, ultimately these differences create conflict and difference of opinion. [36]. Sometimes seeking help and assistance entails a degree of risk that other person may consider respective body as incompetent and inefficient, because of diverse backgrounds and cultures. Taken together all these perspectives suggest that the following hypothesis:

H1: Supportive work climate can significantly affect the relationship of compeers in a diverse workplace.

Task Interdependence

Organization's task is more likely to have influence on the relationship of compeers in a diverse work place. This argument further proceeds which suggest that organization by manipulating task approach may able to get the evocative interpersonal relationship between compeers and get meaning full results and boundary less work environment.[37] .Another theory suggests that while structuring task to get corporative interdependence the compeers of a given huddle may come to positive results. Such type of association enhance intergroup magnetism and gives support to the better relation between diverse compeers [38].

The way organizations formulate task helps to increase task based interdependence and reduce the individualistic approach and distinctive identity while having demographic diversity [36]. Inter group task interdependence between compeers reduced preconceived notion by transforming compeers cognitive representations of the amassed from two syndicate to one syndicate [39]. Task interdependence consists of work group design, interaction between compeers and reliance on each other to get done work [40]. The approach to interdependence refers to the quintessence, sonata, and arrangement of tasks between compeers. At workplace members must incorporate and share their information, ideas, specializations and materials with others to get the expected outcomes [41].

On the subject of task interdependence consequence of one task is depends on the collaboration of compeers, how much they interact with each other, and how much meaningful interaction they have. Further proceeding to this high degree of interdependence between compeers in a task increases the difficulty level of the task so that member relies on each other for the task completion and higher work outcomes. Task interdependence can be divided into two parts, either its positive interdependence or negative interdependence. Positive interdependence works where individual goals moves with team goals, while negative interdependence is where individual goals do not match with team goals. Negative interdependence can be cause of conflict between compeers. While having task interdependence between compeers at a diverse workplace is an important mechanism to develop positive relationship [42].

Empirical results shows that task interdependence have positive impact on the employee responsibility towards each other's [43]. Organization where task interdependences are present especially for diverse compeers to handle the corporation between them, knowledge sharing it ultimately enhances the assistance for others and a corporative behavior [44]

the above mentioned theories cooperatively further suggest the following hypothesis:

H2: Task interdependence between compeers can significantly affect the relationship of compeers in a diverse workplace.

Methodology

This quantitative and exploratory study's Population based on the listed companies of Pakistan that are providing services in Lahore, Pakistan. 30 listed companies were randomly selected in order to get envoy sample. Unit of analysis in our study consist of all the employees that are working at managerial level in the company. Data collection technique was based on online questionnaire.For this purpose we get assistance from HR representative of the respective companies. A total of 125 responses were accurately received. The questionnaire had two sections; first section was based on demographics of the respondent comparing age, gender and job tenure. While the other section based on question which was used to measure study variables that include supportive compeer relationship, task interdependence and supportive work climate.

The scale which was used to measure task interdependence as predictor for this study was developed by Pearce &Gregersen, (1991).Respondents confer their opinion from 1 as strongly disagree to 5 as strongly agree. The Cronbach's Alpha was .864 measured for this variable. Supportive work climate was measured by using item which was developed by Baard et al, (2004). Respondents confer their opinion from 1 as strongly disagree to 5 as strongly agree. The Cronbach's Alpha was .761 measured for this variable. Scale which was used to measure the supportive compeer relationship was developed by Campion et al. (1993). Respondents confer their

opinion from 1 as strongly disagree to 5 as strongly agree. The Cronbach's Alpha was .927 measured for this variable.

Results

Preliminary analyses based on various and initial examinations of responses which collected from the sample of our study. Data screening for outliers, pattern of missing data, and finding whether the data met the requirement for further analysis. As a result z scores were calculated for all variables to find out the univariate outliers. Cases with standardized scores more than +3 and less than -3 were considered as univariate outliers and these cases were deleted from the data set.

Findings shows the demographics of the respondents, results point towards that there were 58.4% male while 41.6% female participants in the study. Major portion of participants were belongs to the age of 30-34, while the lowest proportion was represented by the age group of 50-54. Total tenure period results indicate that participants tenure have less than 3 years were 30% and who have less than 5 years were also 30% of the total sample.

As the results, study revealed that task interdependence is positively correlated to supportive compeer relationship (r=.553, p=.000) and supportive work climate is also positively correlated to compeers relationship (r=.385, p=.000). Task interdependence have more strong correlation with compeer relationship as compare to supportive climate. Both relationships are highly significant.

Regression analysis illustrate the influence of predictor on the study variable, it explain that how much task interdependence and supportive work climate have influence on compeers relationship in a diverse workplace. As we know R indicates the nature of relationship and how much strappingly

variables are correlated. R in our model is.554 which point towards that there is positive and moderate relationship present in the factors of study .R square used to identify how much the study variable explained by involved predictor of the study. Here R square .307 indicates that supportive compeer relationship 31% collectively explained by task interdependence and supportive work climate, it also indicate that there are some other factors which have influence on the relationship of compeers.P-value is showing the significance of the model of our study, it indicate that model with these indicators have a good fit. Regression analysis indicates the results which are mainly concerned for the acceptance or rejection of the hypothesis which we build on the basis of literature, task interdependence between compeers have significant impact on the relationship of compeers (β=.582, p=.000), supportive work climate have significant impact on the relationship of compeers in a diverse workplace (β=.090, p=.004), it demonstrate that both hypothesis of this study are accepted on the above mentioned results, but the impact of task interdependence is much higher than the supportive work climate.

Conclusions

The findings of this study gives evidence related to shared perception of workplace is mandatory for the compeers as well as for the organization. Compeers at diverse workplace are likely to have more chances of disagreement and discrepancy in case of conflict and difference of opinion between them. The empirical results of this study suggest that companies need to pay attention on the working environment. Because supportive and flexible working conditions will helps to maximize the potential of the employees. It also helps to create a norm of reciprocity. In that way they are ashore on a sense of

familiarity and trust, sharing of thoughts and feeling of responsibility towards each other's.When organization becomes successful in developing the supportive ties between their employees they will able to get more productive outcomes. Because of respondents' understanding and emphasis on the success of compeers as a meaning full source for the organization develop compliance for the supportive relationship between compeers at a diverse workplace.In this regard, we deem to have our findings and results may have imperative implication for both the managers and researchers.

Recommendations

Managers of the companies should incorporate strategies that are efficient and effectual to develop and sustain supportive compeer relationship between them while having a diverse workplace. A culture of the organization is the main key to attract multi-specialized employees who have different cultures and diverse backgrounds at one platform. It is important for the companies to develop such strategies that enable them to deal people at a same place by creating such uniformity in their value system. Employee come across from different backgrounds, so it become responsibility on the edge of organization to server them and provide them better place to grow.

In our study there are some limitation regarding the generalization of the results. The data was collected from the listed companies of Lahore Pakistan that's why we cannot generalize the findings of our study, because every sector and area have some different characteristics which vary from company to company and place to place. Another limitation of this study is the sample size which was very small, it need to be amplified so that it becomes easy to get more accurate findings. Pakistan with its dynamic culture

and presence of different races has lot of space for further research on the relationship of compeers.

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