

# Influencing Factors on the Employees Cooperation of Private Sector

Manaf Basil Raewf<sup>1</sup>, Yazen N. Mahmood<sup>2</sup> and Ali Jalal Jaafar<sup>3</sup>

<sup>1</sup>Department of Banking and Financial Sciences, Cihan University-Erbil  
Erbil, Kurdistan Region - Iraq

<sup>2</sup>Administration Department, Knowledge University  
Erbil, Kurdistan Region - Iraq

<sup>3</sup>Department of Accounting, Cihan University-Erbil  
Erbil, Kurdistan Region – Iraq

**Abstract**—This paper focuses on the influencing factors on employees' cooperation at any workplace, and how the cooperation effects on making a successful or failure organization by examining the relationship between the influencing factors and employees' cooperation, providing recommendations for organization managers, and presenting a theoretical background of the influencing factors and employees' cooperation.

The statistical package for social science (SPSS) was used to analyze the data which are obtained from the distributed questioner for 30 employees of Allen Company in Erbil.

Researchers conclude that the existence of the team spirit and cooperative leadership help in implementing a cooperative management by the staff. Even if it is in certain level, they recommend to the need of strengthening the power and staff facilities in the term of managing, authority, increasing the cooperative behavior between the staff and the management in the term of issues that relate to the organization's management.

**Index Terms**— Mondragon Model, Cooperative Work, Employees' Cooperation, Competitive Advantage, behavior.

## I. INTRODUCTION

Cooperation is not always achieved easily at the workplace, but spending efforts in trying to achieve it is important in order to create productive environment (Alabass et al., 2019). However, some organizations are imposing pressure on their employees to perform more duties without considering the disadvantages of such pressure (Mahmood & Raewf, 2019). Therefore, cooperative workplace enhances productivity of employees and tasks get done efficiently. (Thabit and Raewf, 2017). The value of time is not going to be lost by conflicts between employees and the management in cooperative work place (Rohmetra, N., 2000).

As a sign of cooperation at the workplace is the teamwork. The participation in an open discussion voluntarily is a result of cooperative workplace (Raewf and Thabit, 2017). Among the basic role of the leader is to inspire others, which requires empathy and skills in order to create cooperative workplace as

well as, reduce the arguments to work as a team (Decoene & Bruggeman, 2006).

- Many people have no idea of how to build a highly effective team. Cooperation is the pillar of teamwork (Raewf & Thabit, 2015). It has to be a part of any team that willing to be successful. Therefore, cooperation means a group of employees working together for everyone's benefit (Al-delawi, 2019).

However, researchers explore the valuably of cooperation among employees in order to create a clear understanding as well as enhance the theoretical framework. In addition, identify the factors that influencing on cooperation among employees through statistical analysis.

## II. METHODOLOGY

### A. Research Problem

The influencing factors of achieving the corporation at work are not clearly measured. Therefore, those factors need to be measured to identify which factor is the most effective one in this matter.

### B. Research Objectives

The research aims to achieve the following objectives:

1. Examining the relationship between the influencing factors and employees' cooperation.
2. Providing recommendations for organization managers.
3. Presenting a theoretical background of the influencing factors and employees' cooperation.

### C. Research Hypothesis

H1: There is a positive relationship between employees' cooperation and team spirit.

H2: There is a positive relationship between employees' cooperation and dedicated co-owners.

H3: There is a positive relationship between employees' cooperation and cooperative conduct.

H4: There is a positive relationship between employees' cooperation and leadership.

H5: There is a positive relationship between employees'

cooperation and integral development.

#### D. Research Methods

The research uses qualitative and quantitative methods. Both types of data were used primary and secondary data, the primary data were collected by questionnaires distributed to employees of Allen Company in Erbil and analyzed by using (SPSS). The secondary data were collected from books, journals and websites.

#### E. Research Framework

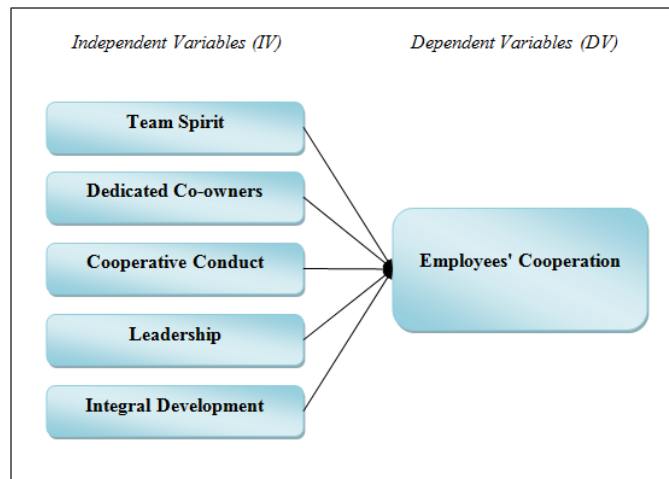


Fig. 1 Research Framework by authors.

### III. LITERATURE REVIEW

#### A- Cooperative Management.

Cooperation has been adopted at the first time in business in the middle of the 20s, at that time cooperation was known as a union of some people who have been volunteered to achieve their goals (needs) in order to control their enterprises, and also they classified it in to three points: primary business activity, market area, ownership structure (Zeuli and Cropp, 2004), (Al-Delawi, 2019).

According to some scholars, cooperative management is a method used to manage and expand the collaboration in a competitive environment (Lafleur, 2005) (Massoudi et al., 2020). Others show that it is one of the marketing tools for achieving creativity, and marketing for efforts and activities of workers (Felzensztein et al., 2012), (Thabit, and Raewf, 2018). While, Zhang assumes that cooperative management is a way to solve the problem of management that happening at work (Zhang, 2011). However, in order to achieve that U.S. Department of Agriculture (USDA) clarified that there are three resources for managing as follows (USAD, 1997):

- People: it is considered an important source because all activities that lead to achieve cooperation depend on them.
- Capital (financial management): it is the basis for all financial operations.
- Facilities: it includes all the necessary equipment that

employees need to achieve cooperation.

Lendel mentions that by achieving cooperation, management may gain some advantages such as supplier-purchaser relationships, better communication, ability to control the internal environment, success projects, etc. (Lendel, 2015), and International Co-operative Alliance (ICA) explains that without using the core principles, cooperation will not be achieved (ICA, 2015).

#### B- The Seven Core Principles

in general, core principles and values of Cooperatives are the same everywhere in the world which was adopted in 1995 by the International Co-operative Alliance. These principles can be traced back to the first modern cooperative, which was established in Rochdale, England in 1844. (Thabit et al., 2016). Those principles can be listed as following (ICA, 2015):

- Voluntary and open membership: it is allowed for anyone who wants to join and be a member to give his/her services without any discrimination in the term of religion or political spectrum.
- Justice: all members (men or women) doing the activities, making decisions and having all the rights (voting) in any controlling decisions in the organization.
- Member's participation in economic: all members can get the benefit of the capital of cooperation and give to the capital of cooperation when the necessary activities being supported.
- Independency: when the members of the organization sign a contract with the organization (governmental or private), the members should ensure their independency in the term of controlling their duties.
- Development: the process of choosing leaders, employees and activities should be well planned by providing required information, and training courses for their employees, in order to, educate them about the desired level of cooperation.
- Team work: when the members working together they increase their strength locally and internationally.
- Community concerns: the roles, policy, instructions should seek for the best to their members which it reflects on the community by providing the best services.

#### C- Corporate Management Model (Mondragon Model)

The Mondragon group of co-operatives have established their corporate management model. Mondragon model mixes economic with business by establishing a cooperative work environment in order to gain a competitive advantage. Mondragon model consists of circular shapes (rings), each circle represents a basic component required to achieve the cooperative process. The second circle represents individuals who are responsible for doing the cooperative process (Mondragon Corporation, 2012).



Fig. 2 Corporate management model. Source: Mondragon, 2012.

Therefore, individuals need some skills for being able to perform the required process, and that skills are (Uzoamaka, 2015):

- Team Spirit: individuals or employees have to work together as a team, with showing respect, optimism, collaboration, trust and share the same goals to be achieved.
- Dedicated Co-owners: when there are two or more partners (owners) the best way to implement co-ownership is getting equal shares for each of the partners.
- Cooperative Conduct: to improve the cooperative conduct, organizations have to follow an ethical policy such as support, being responsible, justice, and solidarity.
- Leadership: the relationship between the leader and subordinates is based on the principle of the transaction (Jameel, and Ahmad, 2019). Therefore, leader should adopt the commitment to the community, shared leadership, team work, business acumen, shared vision, motivating policies, and social awareness.
- Integral Development: it is improving the skills of organization individuals in different aspects of life such as social, economic, political, cultural and personal.

IV. ANALYZING DATA AND TESTING HYPOTHESES

A. The Demographical Data

Table (1) shows the demographical data of research. However, the sample size of the research consists of 30 individuals out of 45 individuals as a population of the study.

Table 1: Demographical Data

Factors	Sub-factors	Percentage
Gender	Male	60%
	Female	40%
Age	Less than 25	0%
	26 – 35	62%
	36-46	16%
	More than 46	22%
Experience	1- 5 year	17%
	6- 10 year	36%
	11- 15 year	42%
	More than 15 year	5%

B. Multiple Regressions

The researches summarize the regression analysis results in table (2) below:

Table 2: Regression Analysis Result

R Square	0.521
Significant value	0.041

In order to check dependency of employees' cooperation on perception, multiple regression analysis was done. (R square =0.521) this suggests that 59% of the variance factors can be explained. The significant value is (0.041), it means 65 % change occurring in dependent variable due to independent variable.

Table 3: Correlation Analysis Result

Independent Variable	Measuring Factors
Dependent	
employees' cooperation	0.536*

\*p < (0.05) N=30

In order to check dependency of employees' cooperation, multiple regression analysis was done. (Rs =0.536) this suggests that variance of factors can be explained.

Table 4: Coefficients (a)

Standardized coefficient	Beta	P
Team Spirit	0.357	.031*
Dedicated Co-owners	0.042	.063 <sup>N.S</sup>
Cooperative Conduct	0.017	.058 <sup>N.S</sup>
Leadership	0.344	.033*
Integral Development	0.153	.041*

\*P<0.05 N.S= Not Significant

C. Hypotheses Testing

Coefficient values which indicate if independent variable is increased by one unit dependent variable will change by reported value:

Beta indicates that (Beta=0.0357) of team spirit is significant and positive, which supports H1. (Beta=0.042) of dedicated co-owners is not significant and negative, which not supports H2. (Beta=0.017) of cooperative conduct is not significant and negative, which not supports H3. (Beta=0.344) of leadership is significant and positive, which supports H4. (Beta=0.153) of integral development is significant and positive, which supports H5.

V. CONCLUSION AND RECOMMENDATION

A. Conclusion

Based on the results of the research and literature review, the researchers concluded the following:

- The factors (team spirit, leadership, and integral development) have a strong relationship, while the factors

(dedicated co-owners and cooperative conduct) have a weak relationship.

- The existence of the team spirit and cooperative leadership help in implementing a cooperative management by the staff even if it is in certain level.
- The reasons of unsuccessful cooperation is represented as follows:

- A. Disallowing the employees to give his \ her opinion about any decision that organization makes.
- B. Do not take the advantage of team spirit as well as the ability of employees to provide something useful to their organization.
- C. Due to lose the cooperative behavior and the courage in the internal environment, the adoption of such cooperation is going to be failed

### B. Recommendations

According to the conclusions, the researchers recommend the following:

- Strengthening the power and facilities of staff in the term of managing and authority.
- Increase the cooperative behavior among the staff and the management in term of issues that relate to organization's management.
- Non-exclusivity by the top management of the organizations to list some instructions that decided the work style without taking the opinion of employees about that.
- Encourage the cooperative behavior to ensure that the employees are sharing, and helping each other to solve any problem.

### REFERENCES

- Al-Delawi, A. S. (2019). Role of ethics in islamic thinking in the activation of accounting information quality. *Utopía Y Praxis Latinoamericana*, 24(6), 179-187.
- Al-delawi, A. S. (2019). Determinants of Profitability in Commercial Banks : a Field Study in a Sample of the Iraqi Private Commercial Banks. 6(2).
- Alabass, H. S. H. H., Harjan, S. A., Teng, M., & Shah, S. S. H. (2019). The Impact of Corporate Political Connections on Corporate Financial Decisions: Evidence from an Emerging Market. *Journal of Management Information and Decision Sciences*.
- Decoene, V. and Bruggeman, W. (2006), "Strategic alignment and middle-level managers' motivation in a balanced scorecard setting", *International Journal of Operations & Production Management*, Vol. 26 No. 4, pp. 429-448. <https://doi.org/10.1108/01443570610650576>
- Felzensztein, C., Gimmon, E., and Aqueveque, C. (2012). Cluster or unclustered industries? Where inter-firm marketing cooperation matters, *Journal of Business and Industrial Marketing*, 27(5), 392–402.
- Jasim, Y. A., & Thabit, T. H. (2019). The challenges of adopting E-governance in Iraq. *Current Res. J. Soc. Sci. & Human.*, 2, 31.
- Massoudi, A. H., Jameel, A. S., & Ahmad, A. R. (2020). Stimulating Organizational Citizenship Behavior by Applying Organizational Commitment and Satisfaction. *International Journal of Social Sciences and Economic Review*, 02(02), 20–27. <https://doi.org/10.36923/ijsser.v2i2.58>
- ICA, 2015, Guidance Notesto the Co-operative Principles, [www.aciamerica.coop](http://www.aciamerica.coop). Accessed on 1/08/2019
- Jameel, Alaa S. and Ahmad, Abd Rahman, Leadership and Performance of Academic Staff in Developing Countries (2019). 33rd International Business Information Management Association:Granada, Spain, 6101–6106. IBIMA. Available at SSRN: <https://ssrn.com/abstract=3432988> or <http://dx.doi.org/10.2139/ssrn.3432988>
- Lafleur, M. (2005). A Model for Cooperative Challenges: Evaluating Strategy based on Eight Features of Cooperative Identity, Available online at: <https://www.grocer.coop/articles/model-cooperative-challenges>, Accessed on 13/09/2019
- Mahmood, Y., Raewf, M., & AL- Hamadany, Z. (2019). A Study on the Perceptual Relationship between Overtime and Output at Private Universities. *Cihan University-Erbil Journal of Humanities and Social Sciences*, 3(1), 27-31. <https://doi.org/10.24086/cuejhss.v3n1y2019.pp27-31>.
- Mondragon Corporation, 2012, Corporate Management Model, [www.mondragon-corporation.com](http://www.mondragon-corporation.com). Accessed on 22/07/2019
- Rohmetra, N. (2000). Cultural Diversity and Ethical Behaviour at Workplace- An Analysis, *Indian Journal of Industrial Relations*, 35(3).
- Raewf, Manaf B., and Thabit, Thabit H. (2017). Influencing Factors on Customer Satisfaction: Study on a Sample of Arab Restaurants in Malaysia, Germany: LAP- Lambert Academic Publisher.
- Raewf, Manaf B., and Thabit, Thabit H. (2015). The Student's Satisfaction Influential Factors at Cihan University, *International Journal of Advanced Research in Engineering & Management*, 1(2), 63-72.
- Thabit, Thabit H., and Raewf, Manaf B. (2017). Applications of Fuzzy Logic in Finance Studies, Germany: LAP-Lambert Academic Publisher.
- Thabit, Thabit H., and Raewf, Manaf B. (2018). The Evaluation of Marketing Mix Elements: A Case Study, *International Journal of Social Sciences & Educational Studies*, 4(4), 100-109.
- Thabit, Thabit H., Hadj Aissa, Sid A., and Harjan, Sinan A. (2016). Using Fuzzy Logic to Evaluate the Relationship between Designing Training Program and Level of Creativity and Innovation, *International Journal of Innovation and Scientific Research*, 25(1), 121-129.
- USAD Rural Department, 1997, Cooperative Management, [www.rd.usda.gov](http://www.rd.usda.gov). Accessed on 11/08/2019
- Uzoamaka, Okechukwu E. (2015). Team Spirited Approach for Innovation and Success in Change Management in Nigerian Manufacturing Organizations: Strategies, Challenges and Prospects, *International Journal of Asian Social Science*, 5(8): 446-460.
- Zeuli, Kimberly A., and Cropp, Robert (2004). Cooperatives: Principles and Practices in the 21 Century, Cooperative Extension Publication, University of Wisconsin.
- Zhang, W. (2011). Cooperation System Constructing and Model of Its Operation Mechanism, *International Conference on Business Management and Electronic Information (BMEI)*, 784–787.