Review the impact of intimacy in work relations on organizational performance by balanced scorecard approach of unit 7 Iran gas transfer operation employees

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Abstract. Nowadays using bureaucratic communicating models are obsoleted as a tool in order to improve the individual performance and relations based upon respect and intimacy are dominant within workplaces instead. The main purpose of this research is to review the impact of intimacy within work relations on organizational performance. Research methodology is practical; the research is descriptive-survey. Present study population is the managers and employees of Unit 7 Iran gas transfer operation. Population size is 500; sample size is determined 217 people based upon Cochran formula. In order to select the members of sample, the researcher has utilized simple random sampling method. a questionnaire which its reliability and validity are verified is utilized for data collection. Least partial squares is the analysis method of collected data, the software used in this part is Smart PLS. results indicate that organizational atmosphere, perceived organizational support and relation closeness as the dimensions of intimacy within work relations are impacting on organizational performance, such impact is direct and positive.

Keywords: Intimacy in work relations, organizational performance, organizational atmosphere, organizational support, relation closeness

1. Introduction

Industrial evolution caused a fundamental change in separating work from home environment. Work became a general area and it increasingly gained political, and economical aspects, while home is known as a private zone, non-political, natural, without logic, emotional and by emphasizing on biological reproduction, social and economic consuming and in field of spare time, mental and physical recreation for employees and manpower (Andrew et al, 2010). Organizational bureaucratic models are developed around industrial world. These models are designed in order to increase organizational effectiveness through controlling mechanisms like hierarchy, delegation and non-individual, non-emotional and non-personal laws. Intimate relations are rejected to resist subjectivity and to make sure about the harmony of employees. Strong emotions and the existence of intimate relations within workplace were illegal and most of them faced penalties (Kalagan, and Scow, 2010). In fact, general thought of managers and organizational leaders is that the increase of intimate relations in workplace can decrease effectiveness and efficiency. But, this flow has been changed from the industrial era to information era. Managers and organizational leaders have found out that nowadays employees are the most important capital of organization and for organizational perfection, we need to provide ideal situation for manpower (Reaei Rad et al, 2013). On the other hand, by automaticity being of most of human activities, more machinery, the stress within workplace has been ascended more than before among employees that can decrease the level of individual and organizational performance. In order to manage stress within workplace, managers and leaders are requiring providing more intimate relations with employees. Such more intimate relations can be provided through organizational support for employees, removing bureaucratic levels, presenting more friendly feedbacks, friendly meetings, and simple relations. Intimate relations

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increase within workplace can increase the necessities of knowledge share among employees, job commitment, cheer and happiness within workplace; this issue also cans strength organizationa performance (Kroos et al, 2006). Organizational performance is one of the assessable issues within organization. In fact, managers have found out from organizational performance that how close they are to their goals and operations. In this regard, through improving intimate relations and avoiding unfriendly and bureaucratic environment can improve organizational performance in aspects like financial, customer, learning, and innovation of employees and organization. The main issue of the present study is, in case that within unit 7 Iran gas transfer operation, in case that there is no supportive and friendly atmosphere, job burnout of employees, lack of commitment and also being negligence will be increased, and it can cause decrease of individual performance level and ultimately organizational performance.

2. Theoretical Foundations:

Intimacy

According to Sexton and Sexton (1982) the term “intimacy” is taken from Latina word Intimus, and it means inner; Intimacy, perception and access to inner personality of people (Povic, 2005). Intimacy is to share inner desires with others or to be seen or see through sympathy and deep understanding others. Making intimate relations include positive behavioral indicators, that not only it is mental, also it has outer appearance. It means it is a way of relation in which the both sides are experiencing same feelings (Riss et al, 2003).

Sullivan declares that intimate relation, is a relation that individuals are getting sensitive about each other’s issues and they help each other. In such relation, people tend to help each other in order to make them happy and establishing a personal value for them, and they are not looking for a benefit or they are not following a specific goal for helping (Loveresia et al, 2004). There is a kind of verification among personal value and cooperation. According to Lorner: an intimate relation is a relation that none of the sides are remaining silent, they don’t do devotion and don’t cheat on themselves. According to Riis and Shower, intimacy is an interpersonal process with two main indicators: devotion and responsibility of the other party. Intimacy starts by giving information, thoughts and personal feelings and confessing it from a person to another. Expressing the thoughts and feelings can be either non-verbal or verbal in form of behaviors and devotions (Riis et al, 2003). Therefore, intimacy is a mental, individual and most of the time a sudden feeling of relation that is a consequence of an interpersonal process, it means devotion of a side and respond of the other side. But, the definition of Sullivan from this term, provides a concept beyond devotion and response of the other party. Such definition includes other aspects of a relation like tendency for requesting help, sympathy and understanding, number of interactions, and the number of mutual activities (Stephan et al, 2011). Intimacy at workplace can be defined as a relation or interaction at workplace and a feeling of making relation through being open and sharing inner desires with others, being understood by others, a deep understanding, sensitivity to their problems and a motivation for help to achieve a mutual satisfaction and calmness. Work intimacy is a flexible process which is happened during length of time and it will never get completed. Also, it is an enjoyable relation and it valuable in its own way (Bashir et al, 2013). By the definition at above, the terms intimacy and closeness were almost equivalent and usually we can use them instead of each other. According to some researchers, intimacy is a specific form of closeness and it is emphasizing on paying attention and confirming each other. It seems that closeness is a term which is having more meaning and more general than intimacy and it includes more types of relations. Other type of closeness includes behavioral interdependence, in which people are influencing on each other’s behavior.
According to Shabani, intimacy is a mature form of closeness. Therefore, work intimacy is a more specific form of work close relations (Povic, 2005). Also the meaning of work intimacy is distinguished as a type of relation and communicational concept with high quality (HQC). Recently, positive relation at workplace has become a very important issue within organizational studies. Daton and Hifi believe that the concept of high quality communication (HQC) indicates the reviving or not reviving being of communicational layer among people. Based on this vision, during a creation of a short contact among two individual, the relation is seen as an alive and dynamic layer which includes mutual awareness and social interactions. Daton and Hifi claim that relation doesn’t include intimacy and closeness. But based on above definition for intimacy at workplace, work intimacy is a positive and a specific form of close relation with high quality. This issue indicates that all the high quality relations among leader and followers are not intimate, but work intimacy is a kind of distinguished and high quality communication and can have its features (Fireson et al, 2004). Intimacy is having relation with the concept of like. Based on the theory of Stenberg triangle, love has three indicators: intimacy which includes close feeling, link and commitment: the tendency that provides love, attractive appeal and sexual satisfaction; and decision/commitment which includes the decision for loving a person during a long term is a commitment to keep one’s love. Therefore, intimacy is a specific form of love (Cozovski et al, 2006).

Work Intimacy model of collective exchange

The review of work intimacy, work relations, leader – follower and manager-employee are almost known as tool relation, while intimate relations are defined as effective and collective relations (Marshall, 2008). Clark et al have compared these two models of relation based on what Guffman distinguished among economical trade and collective. The main difference between trading relations and collective ones includes the laws adopted for trade. In collective relations, the members are thinking about their conformity and they deny abort their benefits for the satisfaction of others to meet their needs. They abort their interests, hoping that their action will be compensated in future (Clark et al, 1985). Such distinguish among trading relations and collective relations has been approved through several studies. Also, in a experimental study, it is indicated that individuals in trading relations not collective ones, are seeking for inputs of each individual within collective and mutual works. Such follow-up is necessary for appropriate allocation of interests to inputs (Cozovski et al, 2006). In collective relations, members are following their needs, since benefits are distributed in order to pay attention to others. Therefore, in case of having no opportunity for compensation, the probability of individuals’ attention to each other’s needs is higher in collective relations rather than a trading relation. Trade relation is indicated almost with relation among relatives or business partners and collective relations are indicated in friendships, love relations or families (Luis et al, 2011). Therefore, intimate work relations is based on at least and to some extent to trade relations in which leader and follower are forced to pay attention to needs and interests of each other. But, even in leader-follower relations which is known as intimacy at workplace, effective factors – collective and trade – can be together since organizational intimate relations need distinguished strategies and even opposite at relation management (Lord and Brawn, 2004).

Performance

Organizational performance is one the most important structures in managerial researches and undoubtedly is considered as success at work. Overall, the indexes of organization performance are divided into two types of tangible and intangible. Tangible indexes of organizational performance are the indexes that are measured realistically and based on tangible data. For tangible indexes of organizational performance we can point out the beneficial indexes like asset return, shareholders’ rights return, investment return, and the interest for each share. Mental indexes include organizational
Performance of most of indexes based on the judge of beneficiary groups of organization. Of these indexes we can point out cutomers’ satisfaction, employees’ satisfaction, success to present new products and other things (Bagovat and Sharma, 2007). There are two main flows in performance test. Economic view that emphasizes on the significance of external factors of market like competitive aspect and organizational view which is emphasizing on behavioral and organizational factors at environment; Andrew (1971) in connection with strategy evaluation emphasizes economic factors and organizational factors as effective factors on performance (Anand et al, 2005). Turic and Me Gune (1997) have listed effective factors on performance below:

1. Organizational elements alignment with organization environment is an effective factor for improving organizational performance. Since research results (Bernez and Stalker, 1961) have indicated that different levels of environmental changes require design of different structures. Also alignment among strategy and environment is emphasized and according to Feredrichson (1986) it is considered as a key skill.

2. Tis (1984) argue that “an organization needs to adapt its capabilities with its environgment variable, If it is trying to achieve the best performance”.

3. Rare organizational resource, valuable, non-imitative in gaining organizational competitive advantage is having a key role. Barney (1991) has divided these resources into three groups of physical, human and capital.

4. Organizational loyalty is a long-term vision of a key factor of success in creating internal community and eager for innovation and change. Creation of organizational purpose is a powerful ethical leadership.

**Balanced scorecard approach:**

The assessment of business performance is one the most important orders of managemens, since it is the key access to continual improvement in assessment and tet capability of organization performance. many of organizations have perceived the importance of continuous assessment and they are using different assessment systems within organization (Brawn et al, 2009). During 1850 to 1975, organizations only assess the performance based on financial criteria, they have been criticized due to some reasons like: encouraging for short-term visions, lack of strategic focus and lack of capability to provide data about quality, response and flexibility, encouraging optimistic iew, failure in providing information about what customers like and the way of competitors’ performance. in this research, regarding the comprehensiveness being of balanced scorecards for performance assessment and its increasingly use for strategic managerial issues, we have utilized its four views as a babsis for assessing organization performance. BSC has provided comprehensive framework for managers to translate a coherent sum of performance criteria (Norton and Kaplan, 1992). Balanced scorecard in comparison with traditional assessment system includes financial criteria; it is designed in a way that improves the decision-making of managers through directing their attitude to more extensive dimensions of corporate operation. Performance measures are summarized in table 1.
Table 1. Performance measures utilized for the dimensions of balanced scorecards.

<table>
<thead>
<tr>
<th>Source</th>
<th>Criterion</th>
<th>Point of view</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kaplan and Norton (1992)</td>
<td>Financial efficiency</td>
<td></td>
</tr>
<tr>
<td>Ali Babaei (2005)</td>
<td>profit margin</td>
<td></td>
</tr>
<tr>
<td>Ali Babaei (2005)</td>
<td>Sales of new products</td>
<td></td>
</tr>
<tr>
<td>Mychalska (2005)</td>
<td>Cash</td>
<td></td>
</tr>
<tr>
<td>Joe et al. (2007)</td>
<td>Customer survival</td>
<td>Customer comments</td>
</tr>
<tr>
<td>Joe et al. (2007)</td>
<td>Attracting new customers</td>
<td></td>
</tr>
<tr>
<td>Anand et al (2005)</td>
<td>Appropriate after-sales support services</td>
<td></td>
</tr>
<tr>
<td>Bugatt and Sharma (2007)</td>
<td>The quality of products provided to</td>
<td></td>
</tr>
<tr>
<td></td>
<td>customers</td>
<td></td>
</tr>
<tr>
<td>Kaplan and Norton (1992)</td>
<td>Meet customer needs and requests</td>
<td></td>
</tr>
<tr>
<td>Mychalska (2005)</td>
<td>errors discovered in the process</td>
<td></td>
</tr>
<tr>
<td>Bugatt and Sharma (2007)</td>
<td>Improve manufacturing cycle time</td>
<td></td>
</tr>
<tr>
<td>Ali Babaei (2005)</td>
<td>Enhance the capabilities of products</td>
<td></td>
</tr>
<tr>
<td>Kaplan and Norton (1992)</td>
<td>Rework rate</td>
<td>Learning and innovation</td>
</tr>
<tr>
<td>Wong et al. (2007)</td>
<td>Employee satisfaction</td>
<td></td>
</tr>
<tr>
<td>Kaplan and Norton (1992)</td>
<td>Employee productivity</td>
<td></td>
</tr>
<tr>
<td>Wong et al. (2007)</td>
<td>The hours of employee training</td>
<td></td>
</tr>
<tr>
<td>Ali Babaei (2005)</td>
<td>use of new technologies</td>
<td></td>
</tr>
</tbody>
</table>

Financial viewpoint

Financial viewpoint due to direct relation with the demands of beneficiary groups (owners, shareholders, banks, administration and …) is the focus of management and controlling activities. Although process indexes and in sometimes indexes relating to employees are including issues like financial viewpoint, but the impact on financial purposes of organization is less considered. financial perspective can be considered as a basis for processes relating to customer and employees. In fact, this viewpoint is the starting point for identifying financial purposes of three other perspectives (customer, process, learning) and ultimately the success of other three perspectives are measured through financial perspective (Nils 2005, 88).

Customer perspective

Customer satisfaction is the main content of most managerial systems. Since in such systems, the customers are put at the first and end of processes. In one hand, systematic identification of customer needs is a certain necessity and on the other hand, information relating to customer satisfaction is a variable emphasized about the responsibility and response of top management towards customer satisfaction (Nils, 2005, 80).

Perspective of processes

Organizations, almost for controlling their processes improvement are focusing on processes inside organization. But, in order to control the process comprehensively, considering whole chain of
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assessment process, focus on visions and attitudes and customer needs and process owners are necessary. Review of processes with clear relation of customers’ processes has close relation with quality management systems. For instance, manufacturing process and service are considered as a process within organization, this process includes increase of time value of receiving orders until product and service delivery (Nils 2005, 81).

Learning and innovation perspective

How we can achieve the ambitious long term purposes determined for internal, customer processes and also shareholders”? The answer of this question is implied in goals and measures relating to growth and learning. In fact, these goals and measures are reinforces of determined goals in three aspect (Nils, 2005, 20).

3. Methodology

Present study has practical goal. In fact, the researcher is trying to resolve the problem in population of research; it means the unit 7 Iran gas transfer operation. In present study, structural equations model with the approach of least partial squares have been utilized in order to test research hypothesis, for this purpose, SPSS and Smart PLS are utilized. Present study is done among employees and managers of unit 7 Iran gas operation transfer. In present study, population size is 500 people that the sample size is determined 217 people through Cochran formula. Sampling method in this research is simple random. Since all the population were in access and researcher tend to have a sample with highest similarity to research population, for data collection, a standard questionnaire with human resources experts approval the reliability and validity is utilized. In continue, the structure of questionnaire and its references will be introduced for familiarization. Research conceptual model is presented below.

Research conceptual model

Figure 1. Conceptual model.

The researcher expresses hypotheses based on Research conceptual model

The main hypothesis of the research:

Intimacy in working relationship affects organizational performance.

Secondary Hypotheses:

Organizational atmosphere affects organizational performance

Perceived Organizational Support affects organizational performance

Rapprochement affects organizational performance

The structure of the questionnaire and data collection tools are provided
Table 2. The structure of the questionnaire.

<table>
<thead>
<tr>
<th>Source</th>
<th>The number of questions</th>
<th>Research variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rees et al. (2003)</td>
<td>9 questions (9-1)</td>
<td>Intimacy in working relationship</td>
</tr>
<tr>
<td>Mohammad Moghimi and et al (1390)</td>
<td>12 Questions (21-10)</td>
<td>organizational performance</td>
</tr>
</tbody>
</table>

4. Analysis of data
5. Descriptive statistics:

The first part of present study is a descriptive statistic of participants in this research. The first question is about the gender of participants. In present study, there are 217 participants, 194 men and 23 women, which indicate high participation of men in present study. The second question of demographic variable is about age.

In this research, most of the people are between 30 to 35 years old, they were 186 people of participants, more than 85%, 25 to 30 years old, 10%, 22 people, and about 5% of participants were more than 35 years old, (9 people). The third question from the sample members of the research is related to their educational background. In this research, most of the them are at level of B.S, 79.6% (172 people); after that MS with 10.9% (18 people) and after that diploma and lower with 9.5% (27 people) of participants.

Inferential statistics:

In order to test the research hypotheses, structural equations model y the approach of least partial squares are utilized. But before interpretation of the model, first we shall get the confirmation of model appropriateness at three aspects of measurement, structural model and overall model to rely on the results and in fact, we shall prove the reliability and validity of the model. For this reason, in part of measurement model we have used indexes of Cronbach’s Alpha, mixed reliability and convergent validity presented in table 3.

Table 3. Reliability and validity of the measurement model.

<table>
<thead>
<tr>
<th>Convergent validity</th>
<th>Combined Reliability</th>
<th>Cronbach's alpha</th>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>0/623</td>
<td>0/832</td>
<td>0/705</td>
<td>Organizational atmosphere</td>
</tr>
<tr>
<td>0/592</td>
<td>0/809</td>
<td>0/644</td>
<td>Perceived Organizational Support</td>
</tr>
<tr>
<td>0/448</td>
<td>0/697</td>
<td>0/776</td>
<td>Rapprochement</td>
</tr>
<tr>
<td>0/400</td>
<td>0/884</td>
<td>0/855</td>
<td>Organizational Performance</td>
</tr>
</tbody>
</table>

After confirming the appropriateness of measurement model, we shall refer to reliability of structural model that we use two indexes of $R^2$ and $Q^2$ for this purpose indicated in table 3;

Table 3. Structural model fitting.

<table>
<thead>
<tr>
<th>$R^2 &gt; 0/19$</th>
<th>$Q^2 &gt; 0/15$</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>0/758</td>
<td>0/36</td>
<td>Organizational Performance</td>
</tr>
</tbody>
</table>

at the end, we do overall fitness, that we use GOF index for least partial squares which shall be more than 0.3, such index is calculated as below and it indicates the appropriateness of overall model;
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\[ \text{GOF} = \sqrt{\text{Communalities} \times R^2} = 0/544 \]

Now after confirmation of model fitness at three level of structural equations model through Smart PLS, we will review the hypotheses of the research.

**Figure 2.** Least partial squares in mode of significant coefficients (secondary hypotheses).

**Figure 3.** Least partial squares in mode of standard coefficients (secondary hypotheses).

The way of analyzing above figures is in a way that the amount of T-Value in mode of significant coefficients is higher than 1.96 to imply that the above hypothesis is approved, otherwise, at level of 0.95 we cannot claim that the above hypothesis is approved. In continue, the researcher has reviewed secondary hypotheses of the research. The structure of organizational atmosphere on organizational performance structure is having positive and significant impact \( (t = 3.937, \beta = 0/242, P < 0.05) \); therefore, first hypothesis of the research is approved. The structure of perceived organizational support has positive and significant impact on the structure of organizational performance \( (t = 8.856, \beta = \)
$0/489, P < 0.05$), therefore, second hypothesis of research is also approved. The structure of relations closeness is having positive and significant impact on organizational performance structure (); therefore, the third hypothesis is approved. In continue, the researcher is tried to review the main hypothesis of research which is the review of intimacy in work relation on organizational performance.

![Figure 4](image1.png)

**Figure 4.** Least partial squares on significant coefficient mode (Main hypothesis).

![Figure 5](image2.png)

**Figure 5.** Least partial squares in mode of standard coefficient (Main hypothesis).

Regarding the amount of T-Value in figure 4 we can say that the main hypothesis of research is approved since the amount of T-Value in this equation is 25.731 which is more than certain logic of 1.96. Therefore, at the level of trust, 0.95 of the hypothesis is approved. The severity of intimacy impact in work relations on organizational performance in this research is 0.871 which indicates the high impact of intimacy in work relations on organizational performance.
Conclusion

Nowadays, an organization is called a healthy organization that is appropriate in all aspects, we cannot state that an organization in terms of manpower is not in an appropriate status but it can react comfortably within complicated and changeable environments. Nowadays regarding many stressful factors within work environments, this requirement is increasingly felt. In fact, lack of intimate relations among colleagues and leader-follower relation and also happiness within organization can cause major problems including depression, work conflict, request for job quit and burnout and many other things in workplace that cause the management of such organization to face with major problems. In fact happiness and cheer with intimacy can increase of positive behaviors like citizenship behavior, sense of responsibility, and decrease of symptoms and problems like negative views including organization pessimistic, organizational silence, irresponsibility and other things. The obtained results indicate the existence of organizational atmosphere impact on organizational performance. In fact, as it is stated in previous part, the amount of $T$-Value in this equation is 3.937 that is higher than certain logic of 1.96 and the amount of organizational atmosphere influence on organizational performance is 0.242 which indicates direct and positive impact. In other words, when the dominant atmosphere on organization is a cooperative atmosphere, collaboration, friendship and positive behaviors therefore we can hope that employees will improve their organizational knowledge, individual performance or resolve them, therefore, when the cooperation morale is high within an organization we can expect the organizational performance improvement since activities and reactions are in order to improve team and individual and organizational performance improvement. On the other hand, the results indicate the perceived organizational support is effective on organizational performance since $T$-Value amount in this equation is 8.585 which is higher than absolute logic of 1.96 and $t$ indicates approval of above hypothesis at level of 0.95 trust. On the other hand, the amount of perceived organizational support influence on organizational performance is 0.489 which indicates direct and positive impact of perceived organizational support on organizational performance. In other words, perceived organizational support means the increase of supportive activities of managers and organizational leaders from manpower, the more such support are, the individuals will better perceive the existence of such intimacy in work relations. As we know, organizational support can be through putting information in access relating to tasks, or appropriate feedback about doing a task and the more such reactions are in the organization, employees will show better performance that can provide organizational growth. Ultimately, close relations or the same closeness is also an effective factor for improving organizational performance since the amount of $T$-Value in this equation is 5.659 which is higher than absolute logic of 1.96 which indicates the approval of above hypothesis and the severity of closeness impact in relations and organizational performance is 0.311 which indicates the existence of positive and direct influence of closeness on organizational performance. Closeness in relations means that manpower in connection with managers in organization can easily have connection and ask their requests from managers and organizational leaders in order to resolve work problems and off the job issues. It is required that managers and organizational leaders to spend some hours in a day or working week with their employees, this can be effective in improvement of intimacy in relations and resolving working problems. Ultimately, as you see, the main hypothesis of research which is the review of intimacy impact in work relations on organizational performance is approved, which indicates that organizations in present era in order to improve organizational performance doesn’t require to follow strict controls, regarding high perceive of manpower, the more the intimate relation is, the individual will do his duties with more interest. At the end, we can recommend the managers of unit 7 Iran gas transfer operation to improve organizational performance to avoid supervisory models only for improving individual
performance and try to increase intimacy within work relations in addition to fulfilling their needs, it will improve organizational performance.

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