



# Interpersonal Intimacy in the Corporate sector: Effects on Work Productivity

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**Abstract:** *Interpersonal Intimacy, professional and personal both affect an individual in several ways. The psychological outcome of satisfactory interpersonal intimacy can elevate our work productivity and make us better-performing employees in organization. The objective of this study was to identify the impact of interpersonal intimacy on work productivity in the corporate sector. The study was conducted with 100 employees of different organizations between the age group of 25 to 40 years with the help of Personal Assessment of Intimacy in Relationships (PAIR) Inventory and Employee Performance Scale. The result reveals a significant correlation between interpersonal intimacy and work productivity ( $r = 0.4$ ). With a "t" score of 11.04, there is a significant relationship between the male and female subjects of interpersonal intimacy. There is also a significant relationship existing between male and female subjects related to work productivity with a "t" score of 3.99. The present study seems to have opened a newer avenue in the field of organizational behavior emphasizing on the mental health aspect of employees within an organization.*  
**Keywords:** *Interpersonal Intimacy, Work Productivity*

## **INTRODUCTION**

The intimacy within the interpersonal relationship involves physical and emotional intimacy. Sometimes an intimate relationship is associated with a sexual relationship but it may also be a non-sexual relationship that involves family, friends, and colleagues. An interpersonal relationship can develop when individuals work in the same organization or same team. It can be defined as the relationship between husband and wife, peers, family members and relatives, and parent-child.

### **The different types of relationships include:**

**Healthy Relationships:** Human beings are social beings and they need other individuals to survive in society. They need to build healthy relationships with one another to make friendships or groups. Each group can be a structure of an organization, peers, family relatives, etc.

**Family Relationships:** Most families consist of two generations which can be categorized as a social group linked by blood and marriage. Individuals develop cohesion and adaptability first with family through the parent-child relationship and with their siblings.

**Peer Relationships:** During adolescence children form a strong sense of friendship and groups. They seek acceptance from peers and want to be recognized as a member of a gang. The different types of peers are co-workers, collegial, acquaintances, special, and best friendships. **Workplace Relationships:** Workplace relationships can be classified as employee-employee relationships, employee-employer relationships, student-teacher relationships, etc. It can be further classified into four types: independent, dependent, competing, and conflicting relationships.

The general response to workplace intimacy involves features that clash with each other like voluntary and involuntary, communal and exchange norms, etc. The features are applicable on an individual and organizational level which can both hinder or benefit the employees and the organization in general. To improve workplace interpersonal intimacy three major roles are to be considered- managerial role, employee role, and sensitivity role.

It is tremendously important for individuals to build interpersonal intimacy at the workplace as they spend most of the time at work and it is difficult to work in an environment without any feeling of cohesiveness and familiarity. So, it is suggested to build rapport with colleagues not only for sharing work but also for an easy decision-making process. As only one person cannot take all decisions of the organization, everyone must extract the best versions of themselves and come up with better ideas and decisions together.

**Baumeister and Leary in 1995** said that being frequent and non-aversive are the two most important factors to satisfy the need for belonging. A non-aversive organizational atmosphere involves employees who meet at predictable places at a predictable time. In micro-level relationships at the workplace, managers can foster a positive working environment by promoting respectful communication and a climate of interactional justice.

There can be groups found within the organization as well- formal or informal groups. Formal groups are generally formed by the managers or supervisors to achieve a common goal for the progress of the organization while informal groups are formed by employees amongst themselves on the basis of friendships and likeability of each other. Over the last 20 years, managers have reported that even though there are several demerits of informal groups like longer coffee breaks, office gossips, etc. there have been some benefits noticed as well like employees report to work in a group not alone and also when they report alone, they come on time to be with their friends/colleagues. The concept of social networks is popular in the organization which means networks of interconnected social relationships formed due to repeated interactions of employees even though they don't work in the same groups or floors. Formal networks are beneficial for the company in terms of a hierarchy of reporting and supervision and providing instrumental resources whereas informal networks are beneficial for providing emotional support. Nonexclusive voluntary workplace friendships involve shared interests, mutual trust, and commitment. These types of friendships help increase work motivation and job satisfaction. Formal mentoring occurs in an organization organically through the hierarchy when they are appointed by the higher-level management to mentor their subordinates while informal mentoring occurs when mentors reach a point in life where they feel they are experienced enough to pass on the wisdom to the next generation. A type of dyadic relationship at the workplace is called the romantic relationship which indicates a sexual relationship between employees which is known to others. This type of relationship is mainly considered to be a heterosexual relationship but recent suggestions state that it needs to be extended and same-sex relationships to be included in this category as well.

The benefits of positive interpersonal intimacy include employee identification, motivation, job satisfaction, increased employee compliance and group performance, rise in team performance and efficiency.

Workplace productivity can be described as the total work done by an employee within a certain amount of time. It can be calculated by dividing total output by total input of work. Some noticeable characteristics of a productive employee are increasing the productivity rate at work, setting the mission of the organization, setting performance standards for others, motivating other employees to work harder and meet targets, train them how to be better at their job, can identify the strength and weaknesses of other employees and accordingly guide them to perform effectively. They usually have the best performance appraisal and plan their future tasks and schedule according to the appraisal received and think for the overall development of the organization.

An important factor of workplace productivity is the design and infrastructure of the workspace as our mind associates with working in an environment regularly. If that workspace is not healthy mentally and hygienically, it will tend to reduce work productivity and efficiency of the employee. Open office plans facilitate the idea of one design office with effective communication and reduce construction and equipment costs. It has been seen that an indoor working environment can influence employees to increase their productivity. Employees will feel comfortable when the high temperature is reduced by air conditioning. Studies by different researchers imply that productivity decreases by 2% with an increase of each degree of temperature above 25°C. Just like room temperature, color is another factor that determines a healthy work environment. Some colors create a calming effect, and colors create a stimulating effect on one's mood; this can either uplift employee's mental conditions or demotivate them to work more. Noise is another physiological stress that should be avoided to unnecessary disturbances during work schedules or meetings. Generally, any sound that involves speech is difficult to avoid but the high-frequency sound is controlled to maintain harmony at the workplace.

## **REVIEW OF LITERATURE**

**Trevor G. Gates, et.al. in 2019** examined the relationship between workplace friendships and workplace empowerment among LGB and non-LGB educators in social work, counseling, and human services, and the results indicated that sexual orientation and friendship at the workplace can influence workplace empowerment. The study implicated that behavioral health practice at work supports LGB and non-LGB workers in developing meaningful relationships at work which can positively impact the higher education workplace.

**Jinhwan Jo, et.al. in 2019** defined social relationships by reviewing and integrating the literature on social relationships and turnover with an interdisciplinary approach. They also examined relational components embedded in turnover theories, summarized findings on the association between behavioral, structural, and psychological features of social relationships and turnover, explained how the findings can contribute to extant turnover theories, discussing operationalizations of social relationships.

**Gisela I Gerlach in 2019** contributed to the investigation of interpersonal workplace relationships through employee-supervisor and employee-co-worker relationships. The result of the investigation suggested that the effect of informational and interpersonal justice is different by the quality of employee-supervisor, and employee-co-worker relationships, considering both supervisors and co-workers as sources of justice. Moreover, the findings indicate that employee-supervisor, and employee-co-worker relationships contribute to job performance, but through distinct paths.

**James R. Van Scotter, et.al. in 2018** clarified how employees contribute to organizational effectiveness in a variety of ways that go beyond job-specific task performance. Exploring the relationship between autonomy, task performance, and interpersonal facilitation, a dimension of contextual performance was established where autonomy did not moderate the relationship between task performance and overall effectiveness.

**Thanh-Lam Nguyen, et.al. (2019)** aimed at identifying key factors affecting employee performance so that businesses can create proper policies and actions to improve their overall performance. It was found that job satisfaction and employee performance are positively affected by eight factors: reward and recognition, development and training, job promotion, income, work environments, relationship with superiors, relationship with colleagues, and work procedure and role.

## **METHODOLOGY**

### **Research Objective-**

1. There is an impact of interpersonal intimacy on work productivity of employees.
2. There is a difference between male and female employees related to interpersonal intimacy and work productivity.

### **Hypothesis:**

H1: There is a significant relationship between interpersonal intimacy and the work productivity of the employee.

H2: There is a significant difference between male and female employees related to interpersonal intimacy and work productivity

**Sample:** In the present study, the sample size is 100 of which 50 of them were male employees and the rest 50 were female employees. The purposive sampling was used to collect the data where the researcher chooses or selected the cases that are specifically informative to fulfill the objectives of the research.

**Tools:** The tools used for the study are the **Personal Assessment of Intimacy in Relationships (PAIR) Inventory** by Mark T. Schaefer & David H. Olson, 1981 and Employee Performance Scale by Goodman & Svyantek, 1999.

According to the norms, the responses of 75-item PAIR inventory are to be given against the following categories:

- a. Strongly Disagree
- b. Disagree
- c. Agree
- d. Strongly Agree

**Reliability & Validity of PAIR-** The inventory was tested among 192 couples, of which the ones who had been married between one and 37 years scored mean-length of marriage= 11.8, SD=8.3, ranging in age from 21-60 years old scored mean-Age- 35.3, SD= 8.6 with 9% having been formerly married, and 55% having more than a high school education scored mean-years of education=14.1, SD= 2.2. To confirm the reliability and validity of the test, an even population of married samples was taken who have experience in relationships for an extended period.

The **Employee Performance scale** consists of 16 items maintaining a scale of 4 response categories. The categories are below: e. Strongly Disagree

- f. Disagree
- g. Agree
- h. Strongly Agree

**Reliability of Employee Performance Scale:** The reliability was of Goodman & Svyantek (1999) Job Performance Scale was determined by performing the following statistical analysis:

1. Cronbach's Alpha Coefficient
2. Item-total Correlations
3. Inter-Scale Correlations

**Validity of Employee Performance Scale:** The validity of the scale was confirmed by Exploratory and Confirmatory Factor Analysis. The accurateness of the instrument is a part of the validity scale.

## **RESULT & DISCUSSION**

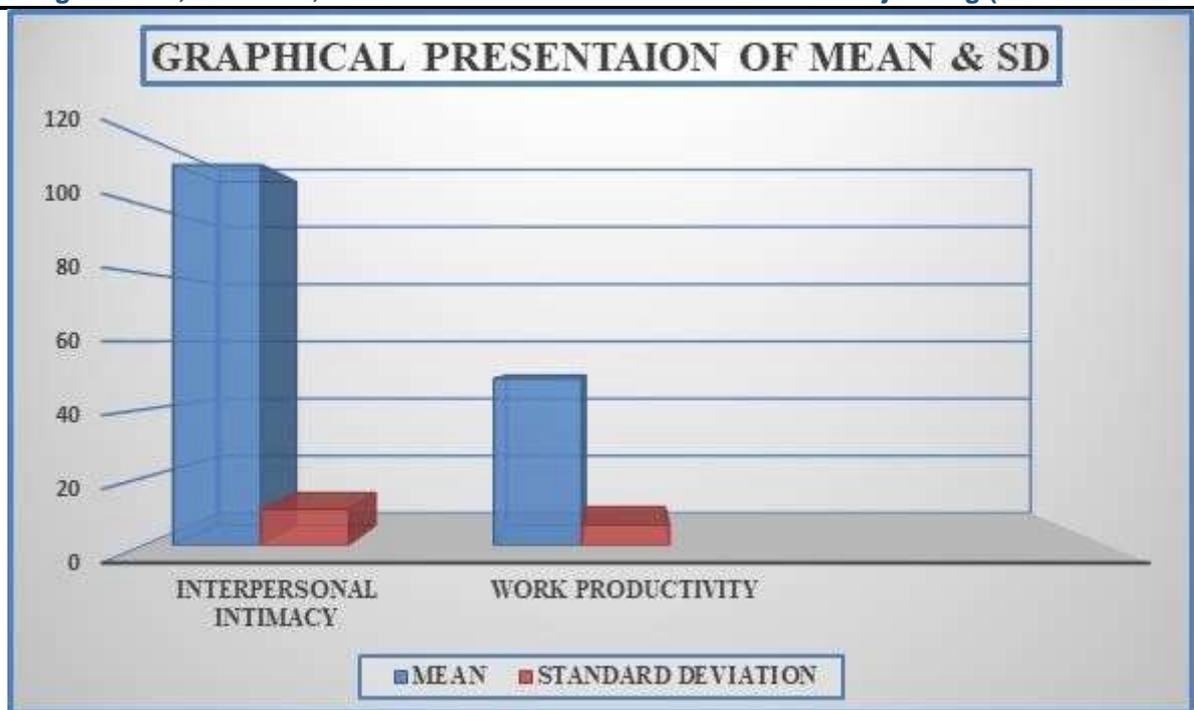
The data obtained from the subjects were systematically and properly tabulated concerning each of the variables considered in the present study. The presentation of the data has reflected the measure of the obtained selected study variables and their statistical techniques were applied to analyze and to find out the necessary information to serve the object of the study.

<b>Variables</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Range</b>	<b>Remark</b>
Interpersonal Intimacy	111.99	10/60	Calculated mean=108	Above Average
Work Productivity	49.02	6.10	Calculated mean=40	Below Average

### **Mean, SD and Range of Interpersonal Intimacy and Work Productivity**

From the study, it has been found out that the mean and standard deviation of Interpersonal Intimacy are 111.99 and 10.60 respectively, which indicates that the slightly above average sample shows a positive attitude towards their interpersonal intimacy with others. The mean and SD of work productivity are 49.02 and 6.10 respectively indicating slightly below average work productivity level of the sample.

James R. Van Scotter et.al. in 2018 clarified how employees contribute to organizational effectiveness in a variety of ways that go beyond job-specific task performance. Organizational citizenship behavior and contextual performance describe behaviors that are discretionary, but still important. The relationship between autonomy, task performance, and interpersonal facilitation, a dimension of contextual performance was explored through this study. It also suggests autonomy moderates the relationship between interpersonal facilitation and overall effectiveness. The current study can be justified.



**Graphical presentation of Mean and SD of interpersonal intimacy and work productivity**

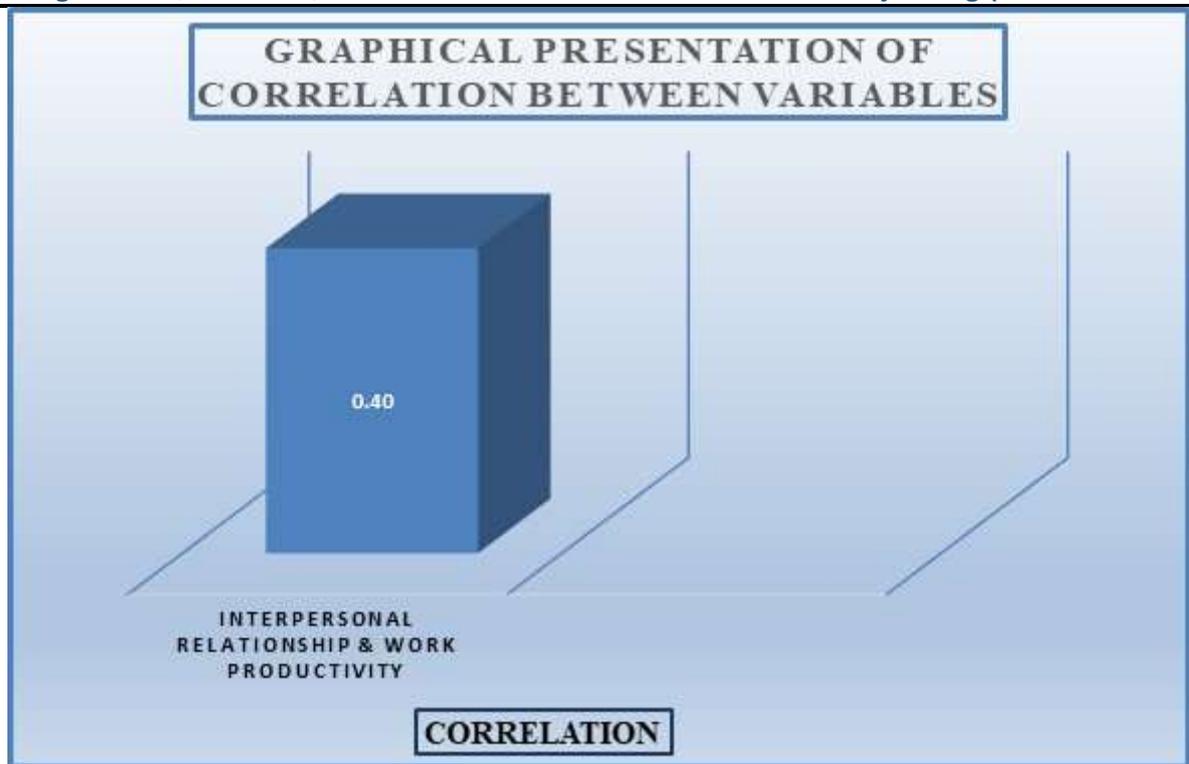
Variables	'r' value	't' score	Df	Critical value at .01
Interpersonal Intimacy & Work Productivity	0.40	4.3	98	2.262

**Significance  $P < 0.01$**

### **Correlation between Interpersonal Intimacy and Work Productivity**

The correlation value between interpersonal intimacy and work productivity is 0.40. The computed t score is 4.3 which is higher than the critical value 2.262 at 0.01 level of significance. Hence the correlation is significant at 0.01 level, so the null hypothesis is rejected at that level. Therefore, it may be said that there is a significant relationship between interpersonal intimacy and work productivity in the corporate sector.

Relating to one's "boss" is one of the most important relationships an employee will establish as he/she begins his/her career, and with each new position, they take in the future. They should be sure of what they do and how they perform supports the direction of their management team. Remember, an employee cannot become a good leader until they learn how to become a good assistant. It should be shown to their managers/co-workers that they are a "team player." Employee productivity, also called workplace productivity, is an assessment of an employee's or a group of employees' efficiencies. The average output of an employee determines the work productivity and mostly the same work done by another employee is compared. Employees need to exceed the cost of wages by adding value to the company and that's how an employee can become an asset to the company. This outcome can only be seen when the employee is highly productive. Therefore, an employee making the company profit and costing the company money makes a difference which is essentially the importance of productivity.



**Graphical presentation of correlation between Interpersonal Intimacy, Job Satisfaction and Work Productivity**

Variables	Mean of Male subjects	Mean of Female subjects	't' score	Df	Critical Score at .01
Interpersonal Intimacy	110.88	113.10	11.04	198	2.567
Work Productivity	46.74	51.30	3.99	198	2.567

**'t' score of Male and Female subjects of variables- Interpersonal Intimacy and Work Productivity**

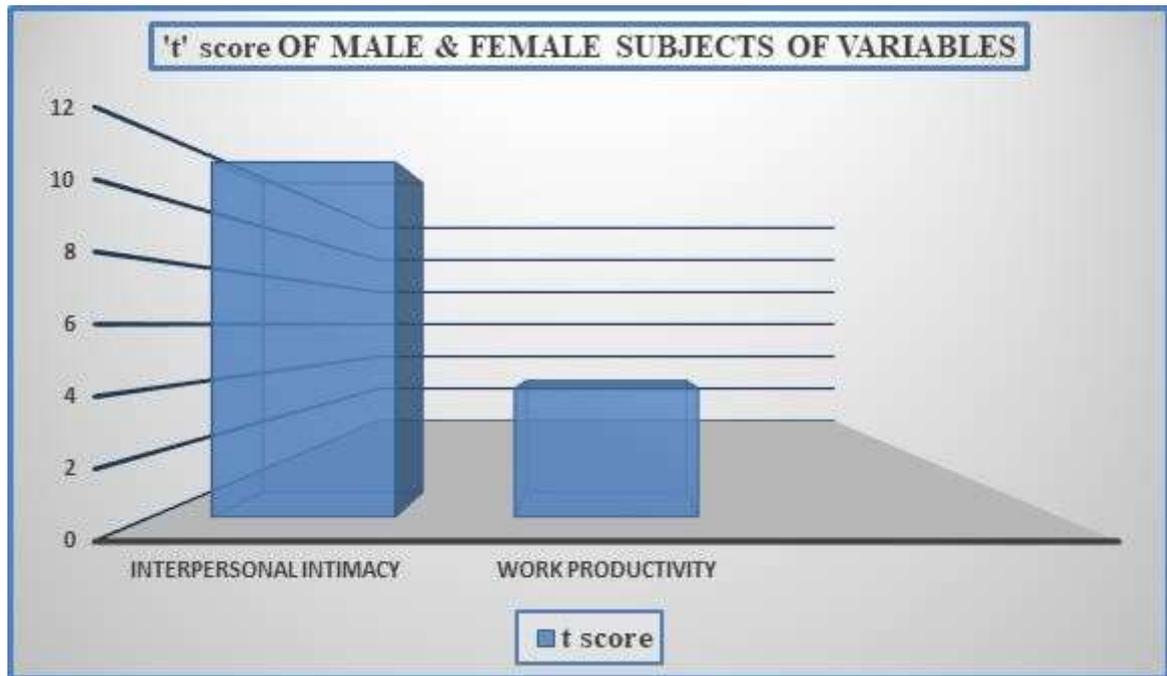
It was also found out that the computed 't' score of male and female subjects of interpersonal intimacy is 11.04 which is higher than the critical value 2.576 at 0.01 level of significance. Therefore, there is a significant relationship between male and female subjects of interpersonal intimacy at 0.01 level.

Rachel Morrison in 2007 found that women were significantly more likely than men to describe the benefits of workplace friendship in terms of social and emotional support, while men were more likely to focus on the benefits friends provided them in their career or in functional aspects of "getting the job done".

The computed 't' score of male and female subjects of work productivity is 3.99 which is higher than the critical value 2.262 at 0.01 level of significance. Therefore, there is a significant relationship between male and female subjects of work productivity at 0.01 level.

Mohsin Bashir, et.al. (2018) found that societies and organizations have realized the need to encourage women at workplaces by eliminating gender preferences. Exploring the tendencies of females at the workplace holds significant importance in a country where females constitute an almost equal portion of the population. This study investigated the university female faculty members' point of view regarding

various job attitudes under the umbrella of high-performance work systems. This proves the current study in which the mean score of female subjects is higher in terms of work productivity.



**Graphical presentation of 't' score of male and female subjects of variables- interpersonal intimacy and work productivity**

## **CONCLUSION**

From the present study, it can be concluded that there is a significant correlation between interpersonal intimacy and work productivity. Further, it was observed that there is a significant relationship between the male and female subjects of the two variables interpersonal intimacy and work productivity.

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