

Inter Organizational Flowing Relationship Pattern

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Abstract In accordance with performance value increase at other companies that can perform of pattern high percent and receive results that after this range, the positive change about performance value will be possible. Inter organizational performance is an important issue; its absence often leads to lethargy and reduced inter organizational commitment. The organization's immediate external environment poses a second set of challenging factors. In order to performance increase of industrial companies because of competition conditions in nowadays world with more various threats, perform of necessary actions are required. Meanwhile, in accordance with mentioned opinions, this research is found that if the total average values of each person were very high, create flowing relationship will be suitable for him, and if such values be very low, the execution place will be proposed. In other wise, if the total average values of person be medium, he or she will put in balancer or supporting flowing relationship place. All of the organizations, before choosing of alternatives for improve of company performance, proposed for test and evaluation of the pattern of this research, and if they couldn't receive of suitable results from perform of it, in that case will be free for choosing and selecting another alternative. The term inter organizational flowing relationship have declared that risk taking capability of the flowing relationship is the major factor for making distinguish between flowing relationship and workers. Since then, risk taking was taken as one of inter organizational flowing relationship's component into consideration. For these reasons, after determination of flowing relationship places for manufacturing organizations, the find of alternatives for perform of it is very important.

Keywords Inter Organizational Performance, Flowing Relationship, Organization, Flowing Relationship Position

1. Introduction

The complexity and sophistication of decision making requires active and dynamic management. Managing various and multifaceted internal activities is only part of the modern executive's responsibilities. The prediction that flowing relationship dispersion increases with job tenure, controlling for experience and education, is consistent with flowing relationship patterns. But it is also consistent with the hypothesis that there are differences in the amount of training between workers in similar job positions within a organization or among organizations[43]. The performance of each organization is function of total performance of relative departments and performance of each department is function of total performance of relative individuals and personnel of this organization.[1],[4],[8].

For this reason, the performance improvement of organization depends on personnel performance and one of the most alternative in this thesis for increase of inter organizational performance is determine of suitable and relative flowing relationship place for personnel in organization on base of individual characteristics that were defined and determined after collection of top management

and specialists opinions through questionnaire and conversations are as creativity, group or individual oriented, self-confidence, crisis acceptance or crisis running, risk acceptance or risk running, to excite of self and coworkers, membership in-group, to give freedom to group, interpersonal skills and planning ability.[2],[6],[11],[14]. Inter organizational performance is a topic to which the necessary importance should be attached in terms of its relation with discontinuation, personnel turnover and inter organizational success. The qualified inter organizational performance effect has a considerable amount of importance on attainment of the long-term-targets. Hence today's businesses consider the human resources as one of the invaluable fortunes of the organization.

2. Inter Organizational Performance

Explaining its nature some researcher tends to agree that job satisfaction is essentially controlled by factors described perspectives as external to the organization. From this viewpoint performance on organization might be motivated by the nature of the flowing relationship, its pervasive social climate and extent to which flowing relationship peculiar needs are met. In accordance with performance value increase at other companies that can perform of pattern high percent and receive results that after this range, the positive change about performance value will be

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possible. Inter organizational performance is an important issue; its absence often leads to lethargy and reduced inter organizational commitment[3],[20],[16],[18],[10]. Lack of inter organizational performance is a predictor of quitting a organization. Sometimes organizations may quit from public to the private sector and vice versa. In the other times the movement is from one profession to another that is considered a greener pasture.

Flowing relationship conditions that are similar to local and international standard and extent to which they resemble work conditions of other professions in the locality. Other inclusions are the availability of power and status, flowing relationship, promotion opportunities, and task clarity inter organizational performance. The organizations have three alternatives for fulfillment of above subject in industrial organization that is as follows[15],[30],[36],[45],[48],[49]

1) Inter organizational basic changes: Applying of fundamental and basic changes at industrial organizations for example in field of human, machines, equipments and other available facilities in order to prepare of them for performance improvement. Certainly, the fulfillment of this alternative has required to more expenses and sometimes it is impossible.

2) Inter organizational continuous: To continuous of available conditions with related performance, that if each organization has very satisfaction from their performance, it has not doing anything/s[55]. But, the number of such organization is very few. Anyhow, some of these companies under environment changeable condition about threats and opportunities have required for increase and improve of performance[29],[41],[53],[56],[62].

3) Inter organizational relationship changes: Finding and choosing of comfortable of method that through perform of it, to be able and capable for increase and rise of inter organizational performance[5],[12],[19],[24],[27]. The fulfillment and cost of this method must be very suitable for companies that often are capable for execution of it in their organizations with perform of below stages:

Stage 1) Define of strategic flowing relationship for organization and giving affects it to company very easily with replacement of departments of organization at related flowing relationship[13],[28],[34],[40],[42].

stage 2) To place of personnel at above mentioned flowing relationships under the pretense of flowing relationship place in compliance with related personnel characteristics that will be suggested then review and evaluation of quantity inter organizational performance in accordance with determined standards for evaluation for results comparison.

Corporate studies undertaken explain inter organizational empowerment taking as an indispensable part of inter organizational flowing relationship which drives organizations toward success[50]. In order to performance improvement, it is better that before start or during of inter organizational activities, personnel with high value individuals characteristics put at create flowing relationship

place, and personnel with low values put in execution flowing relationship place and rest put in balancer keeper or supporting flowing relationship places. The Organization's principles and the philosophy of organization activities are as follows[7],[17],[26],[31],[35]:

- To offer the very best goods and services to satisfy customers or service receivers needs) and build technical expertise, realize change and strive for consistent growth.

- To contribute to creating a better society and environment, with a organization awareness of social responsibility.

- To maintain high corporate and cooperation ethics and strive to become a organization worthy of society's trust for nurture a lively corporate culture that enables employee, self-improvement.

Moreover, the environment surrounding the demand for business or communication with customer/service receiver related to long distance communication the strategic area of the organization is likely to continue to be severe[9],[22],[23],[37].

Amidst these conditions, the organization has further accelerated the relationship reform of its businesses or communications, placing emphasis on both offense and defense across the organization under the initiatives of the relationship reform committee establish will be very necessary for organization[61]. The choice of flowing relationship must be determined by the firm's strategy. The flowing relationship must segment key activities and or strategy operating units to improve efficiency through specialization, response to flowing environment and freedom to act at the same time, the flowing relationship must effectively integrated and coordinate these activates and units to accommodate interdependence of activities and overall control.

One limitation of inter organizational data cannot monitor the careers of managers within their organizations' hierarchy because managers cannot be individually identified. Neither does organization know whether a manager is externally hired or internally promoted. For this reason inter organizational analysis cannot deal with the hypothesis postulated about differences in information about the innate abilities of managers that are internally promoted versus managers that are externally recruited, and the implications for turnover and promotion rates. When no control is made of this difference, organization cannot be sure of the true explanation behind the empirical evidence. Predictions of flowing relationship dispersion within job positions refer to the period before entering the current job and therefore are not affected by differences in training between workers of similar positions in the hierarchy.

3. Inter Organizational Relationship

Inter organizational empowerment encompasses financial inter organizational empowerment including commitment to a massive amount of capital or loan and personal inter organizational empowerment. Inter organizational empower

ment taking is the arrangements of firm for supporting innovative projects, even when these actions are taken in an uncertain environment. Generally speaking, inter organizational empowerment taking capability refers to those activities that increase the capability of an organization in identifying or exploiting market opportunities in order to surpass their competitors[65]. Inter organizational empowerment taking capability develops creativity in organizations. Inter organizational change is the process by which companies alter their strategy and flowing relationship to improve performance. While inter organizational flowing relationship provides the overall framework for strategy implementation, it is not in itself sufficient to ensure successful execution. Within inter organizational flowing relationship, individuals, groups, and units are the mechanisms of inter organizational action, and the effectiveness of their actions is a major determinant of successful implementation[39],[51],[59],[67]. Therefore after formulating a company's strategy, management must make designing the flowing relationship its next priority, for strategy can only be implemented through inter organizational flowing relationship? Recently, inter organizational commitment has been studied in the public, private, and non-profit sectors[68]. Early researches focused on defining the concept and current research inter organizational performance to examine inter organizational flowing relationship through two popular approaches, commitment-related attitudes and commitment-related behaviors. Researchers have found that inter organizational performance was positively correlated with affective and flowing relationship.

The activates of inter organizational personnel are meaningless unless some type of flowing relationship is used to assign people to tasks and connect the activities of different people or functions as follows:

- Management chooses how to distribute decision - making authority in the organization.
- It chooses how to divide labor in the organization and group inters organizational tasks.

Inter organizational flowing relationship is the way of demonstrating responsibility and power are allocated; then the work procedures are carried out among inter organizational members. On the contrary, a formalized and centralized flowing relationship should develop a high level of inter organizational politics among employees. That was due to perception of politics which are important in order to influence the decision-makers i.e. the managerial level staff.

Inter organizational formalization and culture may bring about extra-role behavior in terms of ingratiation or inter organizational citizenship behavior among employees. Also inter organizational behavior is depending on motive, perception of others, or both. Ingratiation is a negative behavior, such that employees exhibit inter organizational citizenship behavior with some ulterior motives. This is also known as political tactics to influence their superior, with the intention of fulfilling their own personal motives. Inter organizational citizenship behavior on the other hand, is a

genuine extra-role or discretionary behavior that employees engaged in.

If managers sense that their subordinates are engaging in ingratiation, instead of inter organizational citizenship behavior, they will then develop a negative perception towards the employees.

There is no perfect inter organizational flowing relationship that fits all large organizations. Organizations cannot be fully centralized or decentralized, but it must be in the form of a hybrid i.e. combination of centralized and decentralized.

One of the important issues that were raised among the inter organizational performance factors was flowing relationship, organization, flowing relationship position, creates flowing relationship, balancer, execution, supporter, personnel characteristics and evaluation and one of the theories proposed in this area discussed. This study is intended that the relationship between dimensions of inter organizational performance and the dimensions of inter organizational flowing relationship.

For this reason, flowing relationship in any large organization needs to be revised from time to time depending on changes may occur in the external and internal environment. Therefore, it is a challenge for managers to identify which flowing relationship provides the most benefits to employees as well as the organization. Working conditions that are similar to local and international standard and extent to which they resemble work conditions of other professions in the locality. Other inclusions are the availability of power and status, pay satisfaction, promotion opportunities, and task clarity.

The best inter organizational flowing relationship as Figure 1 is a topic to which the necessary importance should be attached in terms of its relation with discontinuation, personnel turnover and job success.

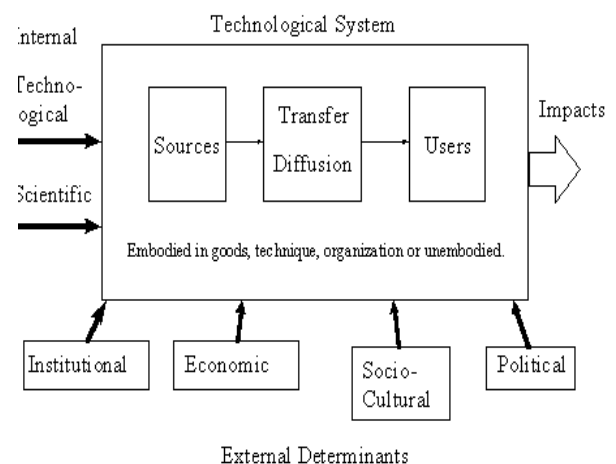


Figure 1. Inter organizational flowing relationship

The effect of different levels of each factor on flowing relationship and inter organizational performance in province rural employees were determined. According to flowing relationship pattern, the dependent variables are inter organizational performance, flowing relationship,

organization, flowing relationship position, creates flowing relationship, balancer, execution, supporter, personnel characteristics and evaluation[91]. These parameters are known as independent variables in inter organizational relationship and job characteristics. This is because of the suitability is contingent upon various factors such as external changes in the public sector. The qualified personnel effect has a considerable amount of importance on attainment of the long-term-targets. Hence today's businesses consider inter organizational flowing relationship as one of the invaluable fortunes of the organization. Inter organizational performance is an important issue; its absence often leads to lethargy and reduced inter organizational commitment. Sometimes workers may quit from public to the private sector and vice versa. In the other times the movement is from one profession to another that is considered a greener pasture. This later is common in countries grappling with dwindling economy and its concomitant such as poor conditions of service and late payment of salaries. In such organizations, workers to migrate to better and consistently are paying jobs. Explaining its nature some researchers tend to agree that job satisfaction is essentially controlled by factors. From this viewpoint inter organizational performance might be motivated by the nature of the job, its pervasive social climate and extent to which workers peculiar needs are met.

The relationship is the leadership in the environment by holding market opportunities initiatively. Relationship as adopting flow privileges in the available markets. Flowing relationship shows that the firm is looking for market opportunities by means of innovations, products, services, technology, and techniques management in industry with the purpose of affecting the environment.

Increasing the organization's perception of the market signals and having knowledge about customer needs either overt or covert are two main privileges that flowing relationship puts emphasis. The studies undertaken have revealed that active corporations, with a high performance, respond to market signals appropriately and tend to seize the new opportunities.

An active and proactive organization is a leader than a follower, and shows more willingness to market changes and trends through specific learning and experience [21],[32],[44],[52],[58]. Active organizations possess a better position in respect of using market share by active prediction of and preparation for market changes. Inter organizational flowing can significantly predict flowing relationship and inter organizational personnel characteristics among blue collar workers, reported that promotion, satisfaction, job characteristics, extrinsic and intrinsic exchange, as well as extrinsic and intrinsic rewards, were related to the commitment.

4. Inter Organizational Flowing Relationship

Recently, inter organizational commitment has been studied in the public, private, and non-profit sectors. Early research focused on defining the concept and current research continues to examine inters organizational commitment through two popular approaches, commitment-related attitudes and commitment-related behaviors. Figure 2 shows inter organizational aspects.

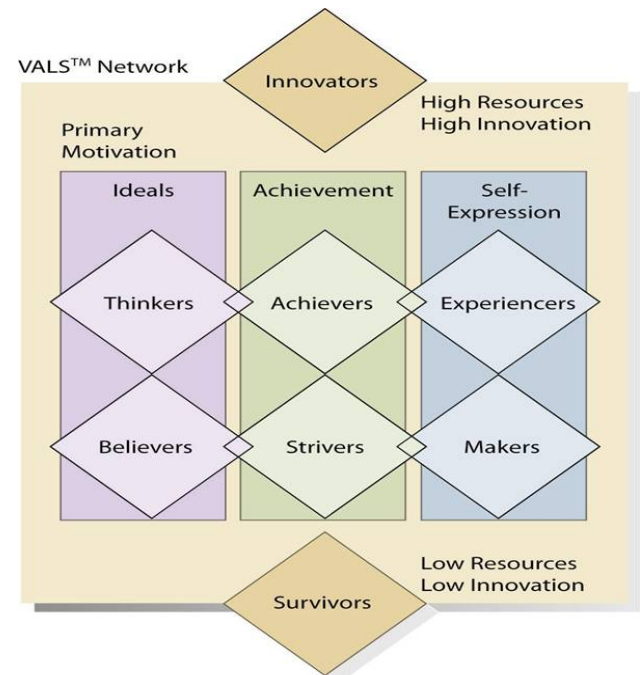


Figure 2. Inter organizational flowing relationship aspects

A variety of antecedents and outcomes have been identified in the past thirty years. Researchers have found that age was positively correlated with affective inter organizational performance and normative inter organizational flowing relationship; but not to continuance commitment.

Inter organizational flowing relationship can analysis of factors that can significantly predict job satisfaction and inter organizational commitment among blue collar workers, reported that promotion, satisfaction, job characteristics, extrinsic and intrinsic exchange, as well as extrinsic and intrinsic rewards, were related to the commitment. One of the important issues that were raised among inter organizational factors was job design. This study is intended that the relationship between inter organizational performance and the dimensions of inter organizational flowing relationship of different levels of each factor on job satisfaction and inter organizational commitment in province rural employees were determined[66],[71],[77],[88],[92]. The dependent variables in this study are inter organizational performance and inter organizational flowing relationship. These parameters are known as independent variables in inter organizational flowing relationship and job characteristics.

Strategic managers must design the organization correctly if it is to be effective for a particular strategy. Because many problems arise when companies become too

tall and the chain of command becomes too long. Strategic managers tend to lose control over the hierarchy, which means that they lose control over their strategies. On the other hand, implementing a strategy successfully depends on selecting the right flowing relationship and control system to match a company's strategy. The basic tools of strategy implementation inter organizational design[87].

Designing the right mix of flowing relationship and control at the business level is a continuation of designing a company's functional departments through integration and differentiation.

Together the two processes determine how on inter organizational flowing relationship will operate and how successfully managers will be able to implement their chosen strategies. Having the implemented right flowing relationship and control system for each individual function, the company must then implement inter organizational arrangements so that all the functions can be managed together to achieve business-level strategy objectives[60], [64],[69],[82].

Companies must match their flowing relationships and control systems to their business level strategies if they are to survive and prosper in flowing environments. Strategy, Flowing relationship and Performance are strongly linked at the business level; companies that do not alter their flowing relationships do not perform as well as those that do. Because, at the corporate level, the company must choose the flowing relationship and control system that will allow it to operate a collection of business, in short, the profitability of mergers and acquisitions depends on the flowing relationship and control systems that companies adopt to manage them and the way a company integrates them into its existing businesses. In order to determine of role and functions of various departments at industrial organizations, the whole flowing relationship of such organizations divides as follows[25],[38],[46],[74],[79], [78]:

- Inter organizational flowing management. Including top management, members of board and managing director that role of it is coordination between another roles that the specification of them will explain at below items.

- Inter organizational flowing create flowing relationship (A). Role and function of it is determining of quality, quantity, cost and time of products or services for market in accordance with environment conditions including threats and opportunities. This flowing relationship must do determined above items in such a manner that they can take advantage of opportunities and compare or collate with threats of Environment. In compliance with famous departments at nowadays-industrial organization, affairs and departments such as engineering research, application engineering, marketing, financial, technological, research and development will put in this flowing relationship place.

- Inter organizational flowing execution flowing relationship (B). For turn of above mentioned items form potential to actually, the main role of this flowing relationship is change and turn of execution inputs to

outputs. Inputs items are including related materials, machines, equipments, men, money, method and etc. The outputs are the same Products or Services that must be like and equal with quality, quantity, cost, time that were determined by create flowing relationship. In according with famous departments in nowadays originations, related affaires such as production, production planning will put in this flowing relationship place.

- Inter organizational flowing keeper and balancer flowing relationship (C). In order to organize and restore equilibrium of between results of execution and create flowing relationship, a few departments must be responsible for this action. The main role of this type of flowing relationship is the comparison between products or services that they will produce or will presented through execution flowing relationship to market with specifications that were determined through create flowing relationship. In other words, all of outputs from execution flowing relationship must be equal with specifications and characteristics that determined by create flowing relationship. In the case of un equilibrium for any items for example about quality, quantity, cost or time of products or services, the role of this flowing relationship is finding of problems and causes of unbalancing for present of it to related flowing relationship or else to top management.

- Inter organizational flowing supporting flowing relationship (D). The necessary actions about supporting of above mentioned flowing relationships are responsible of this flowing relationship. For example, administration, training, personnel, general services and other like affairs must be done by this flowing relationship. Such as personnel, administration, training, maintenance and prevention, services, security departments will put in supporting flowing relationship place. Corporate studies undertaken explain risk taking as an indispensable part of inter organizational flowing relationship which drives organizations toward success[73]. The flowing relationship encompasses including commitment to a massive amount of capital and personal risk. The risk taking is the arrangements of firm for supporting innovative projects, even when these actions are taken in an uncertain environment. Generally speaking, risk taking capability refers to those activities that increase the capability of an organization in identifying or exploiting market opportunities in order to surpass their competitors[70],[84].

Inter organizational performance should have been dependent in their flowing relationship. In particular, managers can expand the flowing relationship through vertical responsibility and control previously responsibilities for management assigned to the staff. To illustrate the facts, inter organizational formalization and culture may bring about extra-role behavior in terms of ingratiation or inter organizational citizenship behavior among employees.

Finally, Figure 3 shows strategic flowing relationship for industrial organizations.

The risk taking capability develops creativity in organizations. A risk taking corporate is likely willing to

have promotion and behave in a way that results in reinforcement and ultimately in development of novel products and services by the use of the innovative techniques. Inter organizational performance should be with a variety of skills and the flowing relationship should be attractive for employees[81],[89]. In particular, managers should attempt to do their part in a creative manor and create a collection of work list with the extended tasks. Flowing relationship lead to a in a variety of skills and prevent any simple and repetitive work. Also, through development and extension can increase employment flowing relationship variety. In this regard, one has to increase area of flowing relationship, the number of flowing relationship; variety of flowing relationship and the frequency of flowing relationship[47],[57],[86],[93],[94]. Because of flowing relationship development cause by variety of skills and provides talents flourish among staff. Flowing relationship can be manage and controlled through risk engineering and risk management. The managers can examine and evaluate flowing relationship factors, put another way, they should reduce uncertainty and employ helpful techniques for risk management. Therefore, managers can improve flowing relationship instead of admitting a significant level of it. In an unpredictable situation, there is a positive relationship between corporate flowing relationship taking and developing new products[83].

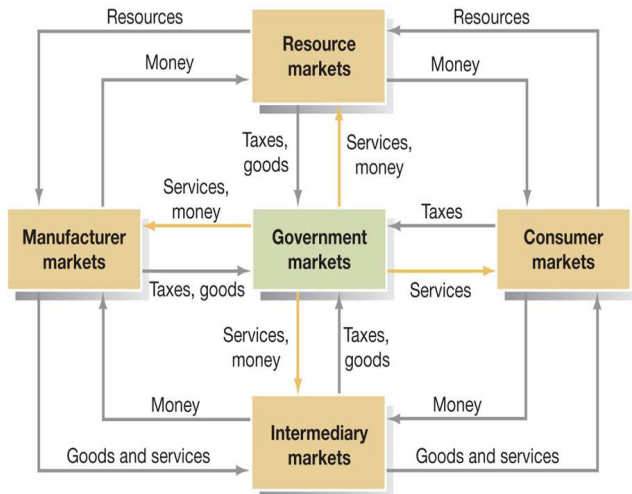


Figure 3. Inter organizational flowing relationship

Delegate authority and increasing responsibilities of flowing relationship caused to rise of inter organizational performance. This action would assist employee to come up new ideas. Also Administrators should give more freedom to lower categories of employees. In order to make suitable decisions related to their work activities; employees should adapt to flowing relationship. Inter organizational managers can establish a flexible flowing relationship schedule and create trust space in flowing relationship and respect to employees' opinion and enhance degree of independence and freedom of action in their job activities.

5. Conclusions

A formalized and centralized relationship should develop a high level of inter organizational politics among employees. That was due to perception of politics which are important in order to influence the decision-makers i.e. the managerial level staff. While innovative acts pronounce executive phase, flowing relationship dimension emphasizes the grasp of market opportunities for invoking innovation. Assuming that, there is insufficient knowledge for entering the market, he indicates that there are always opportunities to earn unknown profit; therefore, the entrepreneur's task is to seize these commercial opportunities before others[75],[85],[90].

Flowing relationship implicates outrivaling through predicting and taking advantage of new opportunities and markets. It is associated with the modern view that firms are actively after predicting opportunities for development and introduction of new products in order to get flowing relationship advantages and establish environment leadership. The increase of performance quantity depends on determine of flowing relationship place for personnel of organization in accordance with individuals characteristics that were suggested[33],[54],[63],[72],[80].

By active and dynamic managing, managers mean their large-scale, future-oriented plans for interacting with the flowing environment to optimize achievement of organization objectives. Thus, active and dynamic managing represents an organization's game plan. Although it does not precisely detail all future deployments, it does provide a framework for managerial decisions. Therefore active and dynamic management reflects an organization's awareness of how to complete, against whom, when, where, and for what. Based on the evidence reported in the literature it can be concluded that there is no perfect inter organizational flowing relationship pattern that fits all large organizations.

For improvement of organization performance, it is better that flowing relationship place of organization were been specified for personnel in compliance with mentioned individuals characteristics as follows:

- Create flowing relationship place is suitable for personnel with high average values of individuals characteristics.
- Keeper and Balancer or supporting flowing relationship place is suitable for personnel that they have medium average values of individual's characteristics.
- Execution flowing relationship place is appropriate for personnel's that their average values about individuals' characteristics are low.
- The completely perform of pattern because of existence of various limits in organization were been impossible, and probability, perform of it less than about %70 have not been improvement for performance quantity[76].

Due to changes of present contemporary and entering to the knowledge-based economy, attention to human resources is considered as the most critical strategic element

and most basic way to increase effectiveness and efficiency of the organization. Inter organizational relationship is the way of demonstrating responsibility and power are allocated; then the work procedures are carried out among inter organizational members. Also inter organizational behavior is depending on motive, perception of others, or both. Ingratiation is a negative behavior, such that employees exhibit with some ulterior motives. This is also known as political tactics to influence their superior, with the intention of fulfilling their own personal motives. Flowing relationship, on the other hand, is a genuine extra-role or discretionary behavior that employees engaged in. If managers sense that their subordinates are engaging in ingratiation, instead of flowing relationship, they will then develop a negative perception towards the employees. All of the organizations, before choosing of alternatives for improve of company performance, it is proposed for test and evaluation of the pattern of this research, and if they couldn't receive of suitable results from perform of it, in that case will be free for choosing and selecting another alternative.

In order to performance improvement, it is better that before start or during of inter organizational activities, personnel with high value individuals characteristics put at create flowing relationship place, and personnel with low values put in Execution Flowing relationship Place and rest put in balancer keeper or Supporting Flowing relationship Places.

The organization's immediate external environment posses a second set of challenging factors.

To deal effectively with all that affects the ability of an organization to grow profitably, executives design. Active and dynamic management processes they feel will facilitate the optimal positioning of the organization in its flowing environment. Such positioning is possible, because these active and dynamic processes allow more accurate anticipation of environmental changes and improved preparedness for reacting to unexpected internal or flowing demands.

Active and dynamic management is defined as the set of decisions and actions resulting in formulation and implementation of strategies designed to achieve the objectives of an Organization. Moreover, it involves the super ordinate goal/s, strategy, flowing relationship, system, style, skill and staff.

Organizations cannot be fully centralized or decentralized, but it must be in the form of a hybrid i.e. combination of centralized and decentralized. For this reason, inter organizational flowing relationship pattern in any large organization needs to be revised from time to time depending on changes may occur in the external and internal environment. Therefore, inter organizational flowing relationship pattern is a challenge for managers to identify which relationship provides the most benefits to employees as well as the organization. The complexity and sophistication of decision making requires active and dynamic management. Managing various and multifaceted

internal activities is only part of the Modern Executive's responsibilities.

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