

PalArch's Journal of Archaeology of Egypt / Egyptology

THE QUALITY OF THE INTERNAL RELATIONSHIPS AND THE IMPACTS ON EMPLOYEES' OUTCOME

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Haneen Omar Shebaili, Hanen Charni The Quality of The Internal Relationships and The Impacts on Employees' Outcome-- PalArch's Journal of Archaeology of Egypt/Egyptology 18(12), 40-51. ISSN 1567-214x

Keywords: Internal Relationships, Employee Outcome, Descriptive Approach, Data, Company

ABSTRACT

Employee outcome has a major impact on company output. The way managers interact significantly impacts the overall performance of an organization. The main problem facing employee's productivity is the kind of internal relationships within the workplace. Thus, this work was done to examine the impact of internal relationships on the employee outcome. This study was conducted using a quantitative method. Questionnaire survey was used for data collection. The number of samples for this study was 113 employees from private companies in the city of Jeddah, Saudi Arabia. The results of this work have shown that 73.4 % of the respondents have agreed that their management frequently organizes team building activities that promote positive internal relationship. Furthermore, 75 % of the respondents have agreed that their managers encourage the employees to engage with each other. This will improve the relationship between the employees. Similarly, 72.6 % of respondents agreed that good internal relationships make employees enjoy working at the company. In addition, 51.4 % of respondents have agreed that employees are involved in company's development process. It is therefore concluded that healthy internal relationships within a company have a positive effect on employee outcomes.

INTRODUCTION

Employee performance has a major impact on business performance. The way the staff interacts significantly affects the organization's yield. A positive work environment will motivate and encourage the employee to produce more as part of the willing and supportive organization [1]. In the modern world, people work for organizations that have "interhuman" relationships. These are firms that treat their workers as part of the business organization [2].

Employees are the only real-life necessity in production. A business organization without an employee is like a train without a captain. Therefore, the employees are the significant production factor in the business and they deserve better treatment with a favorable working environment [3]. It is up to each organization to manage relationships within a wide range of its stakeholders. Employees are one of any company's vital stakeholders [4]. The analogy and setup are commonly known as the internal market organization, but from a broader perspective. Likewise, the human resources department handled the management scope of the employee [5].

However, there are other factors that are likely to determine an employee's contentment and production in the environment. In this case, the management of internal relationships determines the work performances of the employees [6]. According to Kang and Sung [7], employees are one of the fundamental strategic constituencies within an organization. Bryson [8] stated that the reason why employees are the critical stakeholders is because they are the main supporters and probably the critics of internal policies within an organization. Furthermore, organizations are gradually looking for operational strategies to interact with each other and to maintain a mutually beneficial, long-lasting relationship with each of their employees [8]. Upon realizing the vital role that employees have in organizational performance, most firms have a couple of measures in place to maintain healthy internal relationships [9]. Internal relationships within an organization range from communication, incentives, social welfare, conduct, policies, and other factors that concern the human resource organization [9]. Men et al. [10] examined the interactions between organizational performance and internal communication, and discovered that great communication is a key to fostering stronger inner employee engagement interactions within the organization.

There are a few interrelated influences that different people within the organization have on the outcome of the employee. One is the various factors that influences internal relationships are the likes of leadership relationships [11]. This is because it is the leaders who come up with most of the policies applicable to the organization. Lee et al. [12] stated that it is important to have a perfect internal working relationship between the leader and the employees in order to achieve the positive work performances. There are a few potential intermediating effects of the transformational leadership quality of the supervisor has on the organizations' internal relationships. Such achievements include job performance, job stress, and organizational commitment, and job satisfaction [13]. Furthermore, a manager is one of the factors likely to determine how the employee will perform. Stewart [14] noted that the immediate managers are likely to handle their subordinate with an equal amount of pressure from what they receive from their seniors. It implies that an internal relationship has to be trickled down, and senior managers have a significant role to play in ensuring positive relationships [14].

Internal relationships are critical to any organization. The way team players interact and solve issues is crucial to their well-being. A positive relationship between employees creates a relationship and a good working condition. On

the other hand, a non-mindful company is one that operates without an employee's internal relations. This causes misunderstandings between the team players and the organization. Thus, this work has analyzed the internal relationships and its impact on the employee outcomes in Jeddah, Saudi Arabia.

METHODOLOGY

This work has utilized quantitative research method. Questionnaires were used in the collection of data. The samples for this study were 113 employees of private companies in the city of Jeddah, Saudi Arabia. Secondary data sources included internet sources such as Google, e-books, journals and websites that contain relevant information for the study. The data were analyzed in terms of basic statistics and were presented in graphical form.

RESULT AND DISCUSSION

Demographic Characteristics

Based on Figure 1, 50.4 % of the respondents were males and 49.6 % were females.

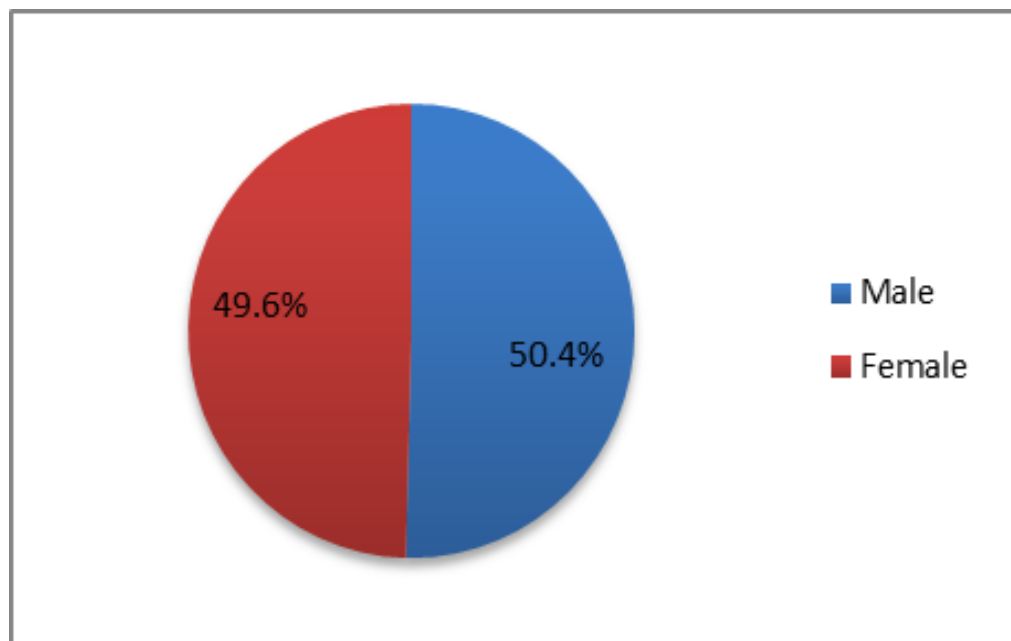


Figure 1: Gender of The Respondents

Based on Figure 2, 34.6 % of the respondents were in age group between 18 to 30 years, 39.8 % were in age group between 31 to 40 years, 16.8 % were in age group between 41 to 50 years, 8.8 % were in the age group above 50 years.

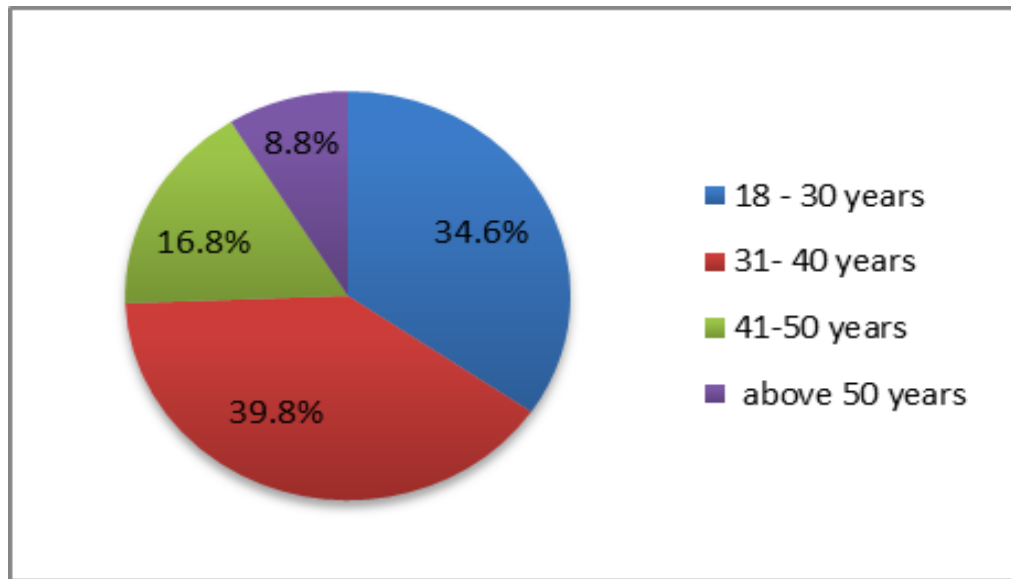


Figure 2: Age of The Respondents

Based on Figure 3, 21.2 % of the respondents were working between 0 to 2 years with the organization, 31.9 % were working between 3 to 6 years with the organization, 31.0 % were working between 6 to 10 years with the organization and 15.9 % were working above 11 years with the organization.

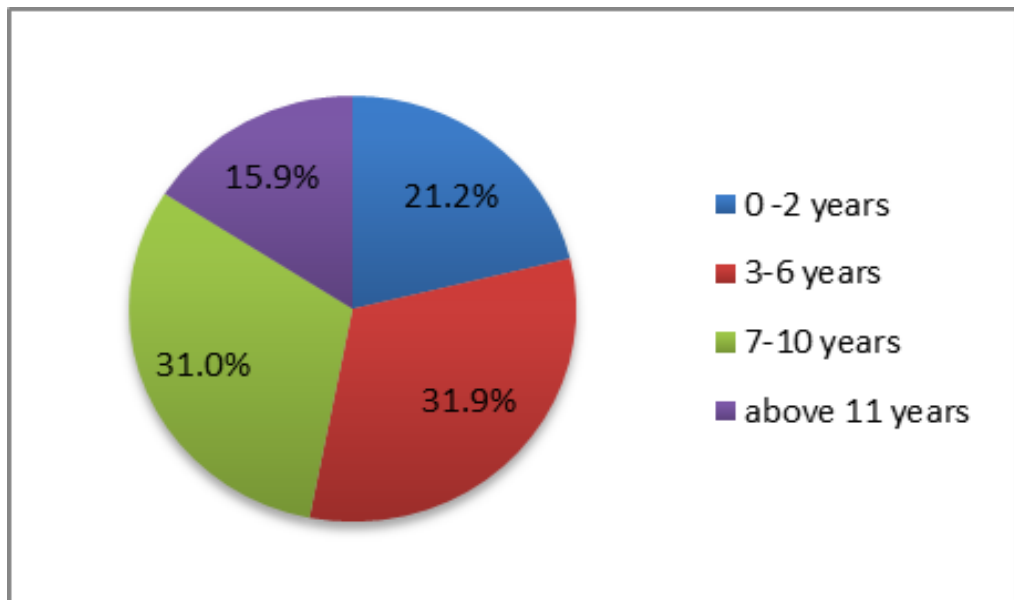


Figure 3: Number of Years at The Organization

Based on Figure 4, 13.3 % respondents were in the top management, 38.0 % were in the middle management, 30.1% were in the lower-level management and 18.6 % were ordinary employee.

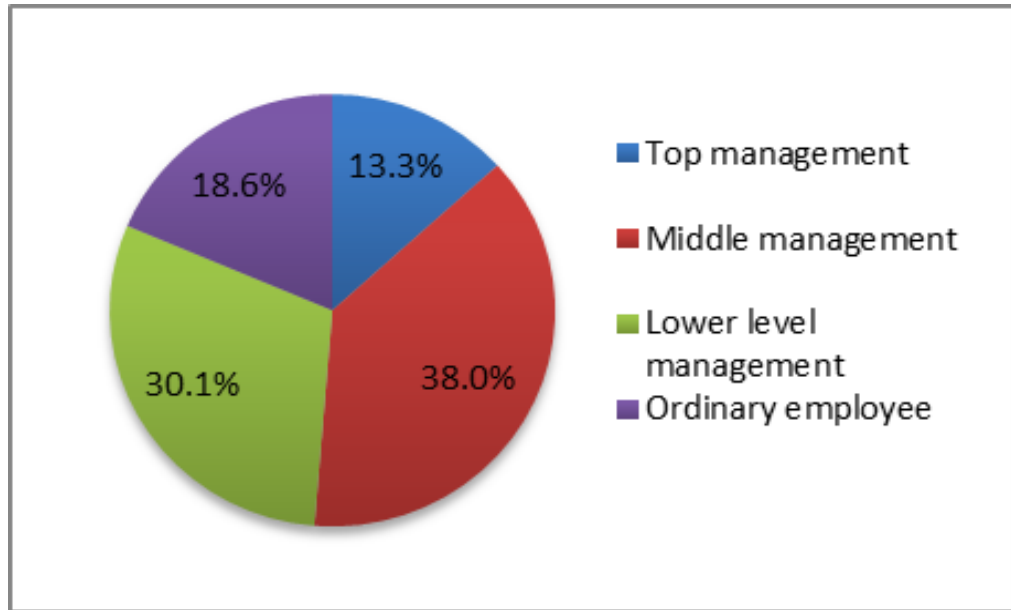


Figure 4: Level of Management

Questionnaire Analysis

For this work, the respondents were asked several questions related impact of internal relationships on employee outcome. Therefore, the response to the questions is presented in this section. Based on Figure 5, the respondents were asked ‘Do you frequently have team building activities?’. Based on Figure 5, 22.1 % strongly agree, 51.3 % agree, 17.7 % were neutral, 8.0 % disagree and 0.9 % strongly disagree.

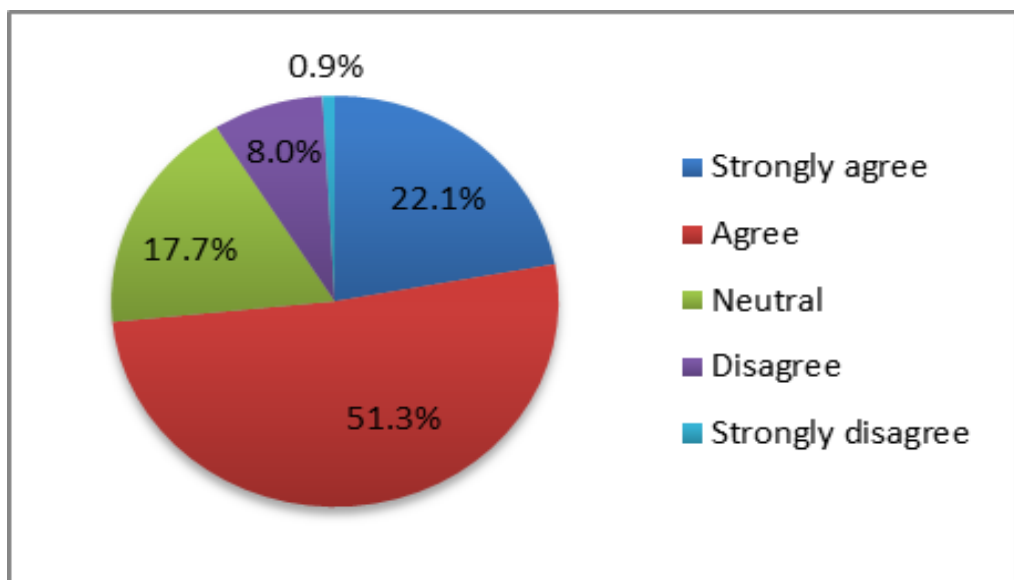


Figure 5: Team Building Activities

Based on Figure 6, the respondents were asked ‘Does your manager encourage employees to engage and form networking teams with each other?’. Based on

Figure 6, 33 % strongly agree, 42 % agree, 21% were neutral, 2% disagree and 2 % strongly disagree.

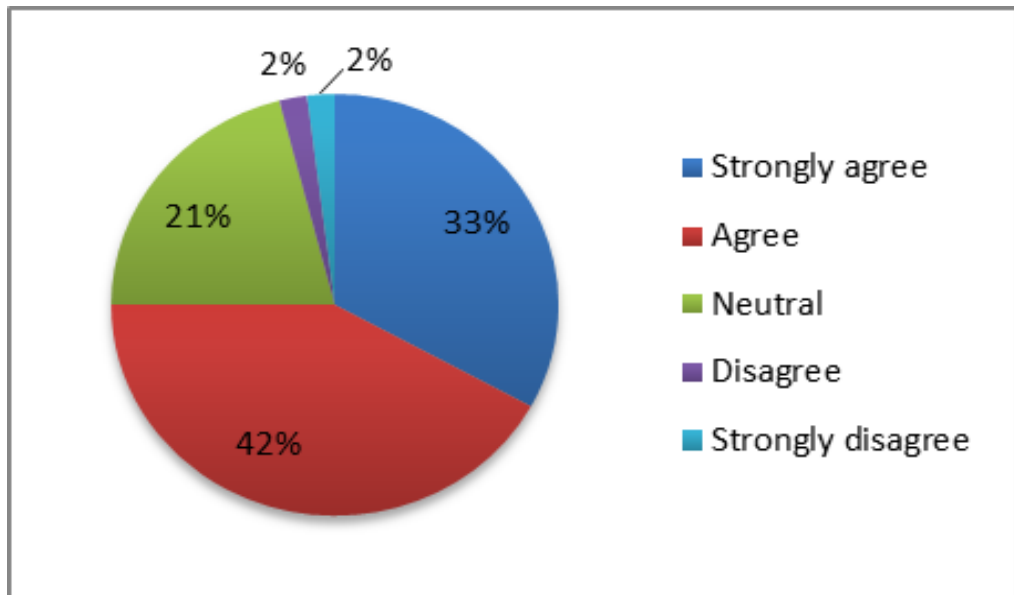


Figure 6: Managers Encourage Employees to Engage With Each Other

Based on Figure 7, the respondents were asked ‘Does your management quickly adopts new practices that is useful for internal relationship?’. Based on Figure 7, 26.5 % strongly agree, 42.5 % agree, 19.5% were neutral, 10.6 % disagree and 0.9 % strongly disagree.

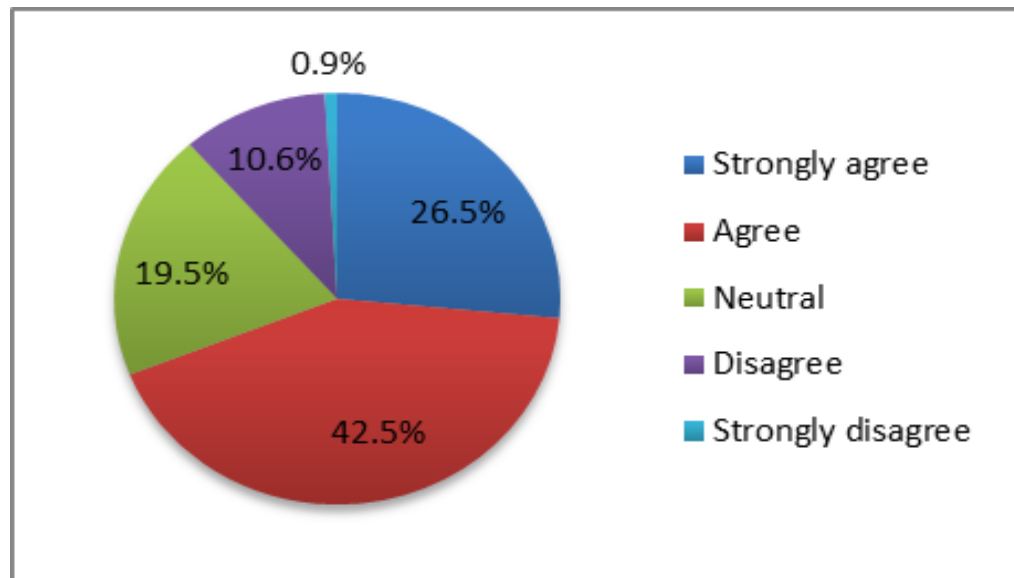


Figure 7: Management Quickly Adopts New Practices That Are Useful for Internal Relationships.

Based on Figure 8, the respondents were asked ‘Do employees at your organization frequently exchange professional and non-professional ideas at

work?'. Based on Figure 8, 19.5 % strongly agree, 38.9 % agree, 23.0 % were neutral, 15.9 % disagree and 2.7 % strongly disagree.

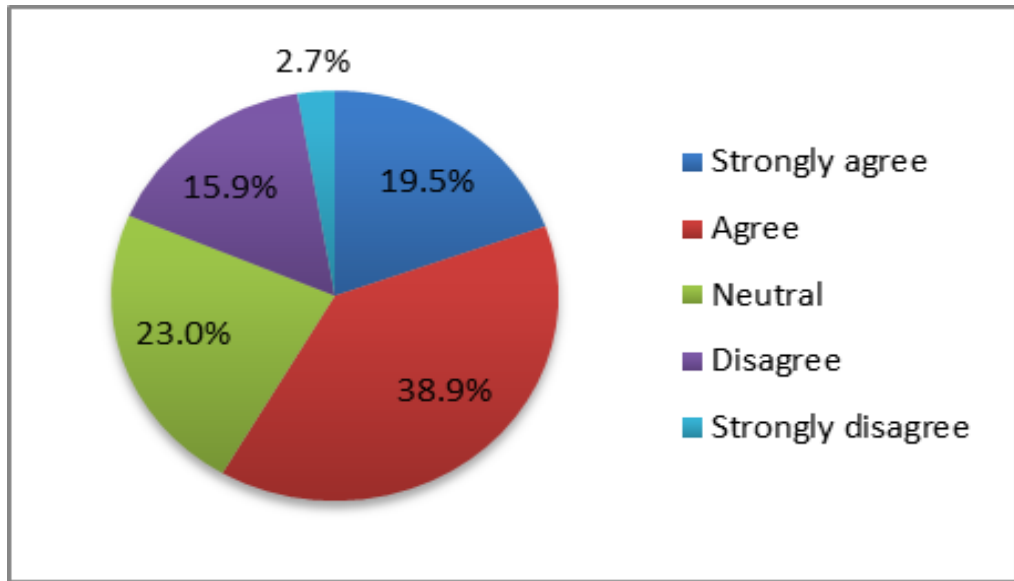


Figure 8: Employees at The Company Frequently Exchange Professional and Non-Professional Ideas at Work

Based on Figure 9, the respondents were asked 'Does good internal relations make you enjoy working at the company?'. Based on Figure 9, 31.0 % strongly agree, 41.6 % agree, 15.9 % were neutral, 10.5 % disagree and 1.0 % strongly disagree.

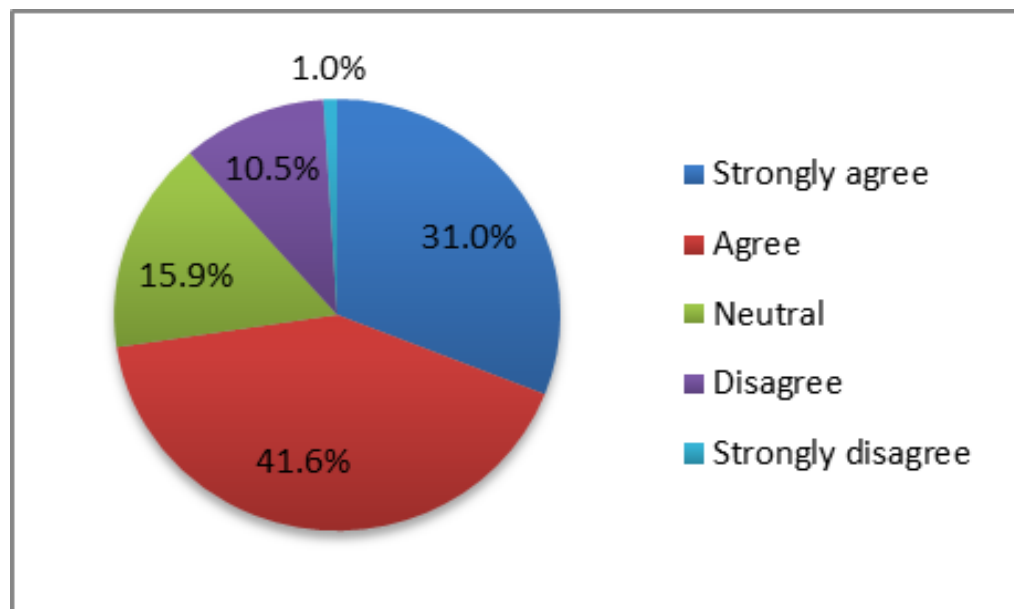


Figure 9: Good Internal Relations Make Employees Enjoy Working at The Company

Based on Figure 10, the respondents were asked 'Do you have good working relationship with your teammates and co-workers?'. Based on Figure 10,

17.7 % strongly agree, 33.6 % agree, 23.0 % were neutral, 16.9 % disagree and 8.8 % strongly disagree.

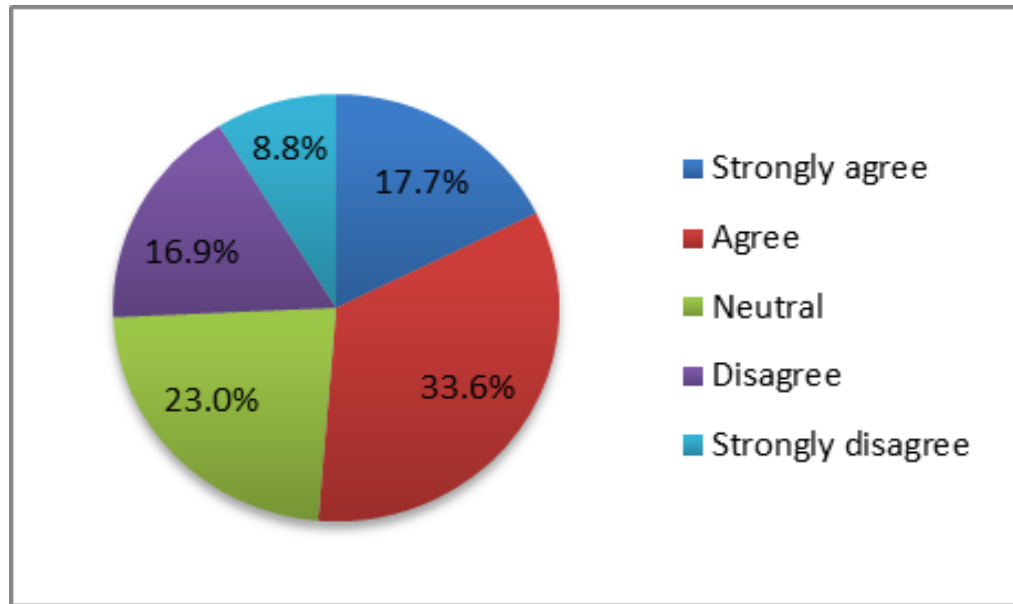


Figure 10: Good Working Relationships with Teammates and Co-Workers

Based on Figure 11, the respondents were asked ‘Does your company implements procedures and culture that helps to promote team work?’. Based on Figure 11, 14.2 % strongly agree, 31.9 % agree, 31.9 % were neutral, 16.8 % disagree and 5.2 % strongly disagree.

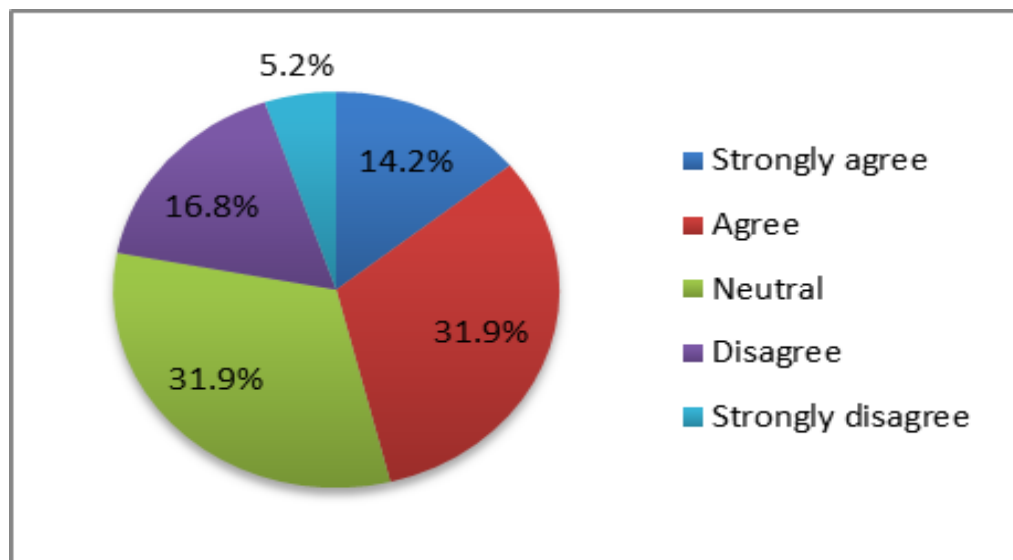


Figure 11: Company’s Implements of Procedures and Cultures That Promotes Teamwork

Based on Figure 12, the respondents were asked ‘Are you as employee, frequently involved in development activities through training, education, and recognition in the organization?’. Based on Figure 12, 20.4 % strongly agree,

31.0 % agree, 27.4 % were neutral, 14.2 % disagree and 7.0 % strongly disagree.

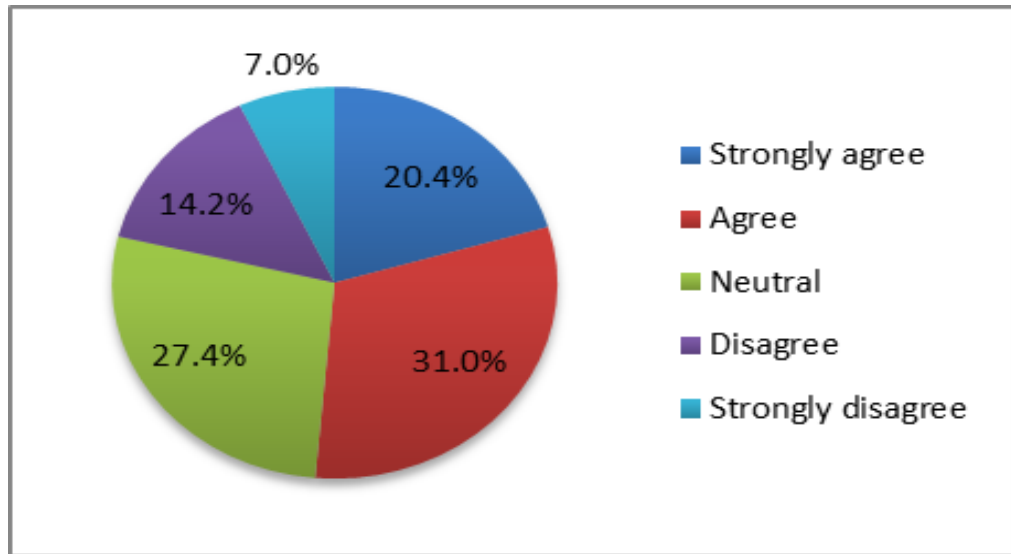


Figure 12: Involvement of Employees in Development Activities

Based on Figure 13, the respondents were asked ‘Does your company takes your ideas and thoughts into consideration?’. Based on Figure 13, 19.5 % strongly agree, 32.7 % agree, 30.1 % were neutral, 13.3 % disagree and 4.4 % strongly disagree.

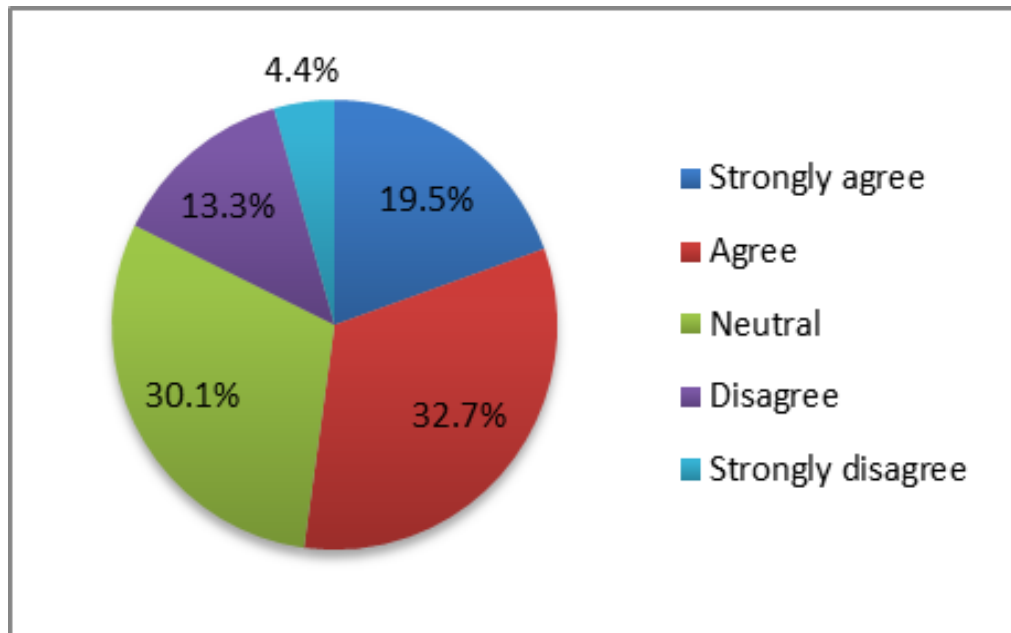


Figure 13: Employees Ideas and Thoughts Are Taken into Consideration

Based on Figure 14, the respondents were asked ‘Can you, as employee see how you contribute to the company’s core corporate activities?’. Based on Figure 14, 16.8 % strongly agree, 30.1 % agree, 29.2 % were neutral, 19.5 % disagree and 4.4 % strongly disagree.

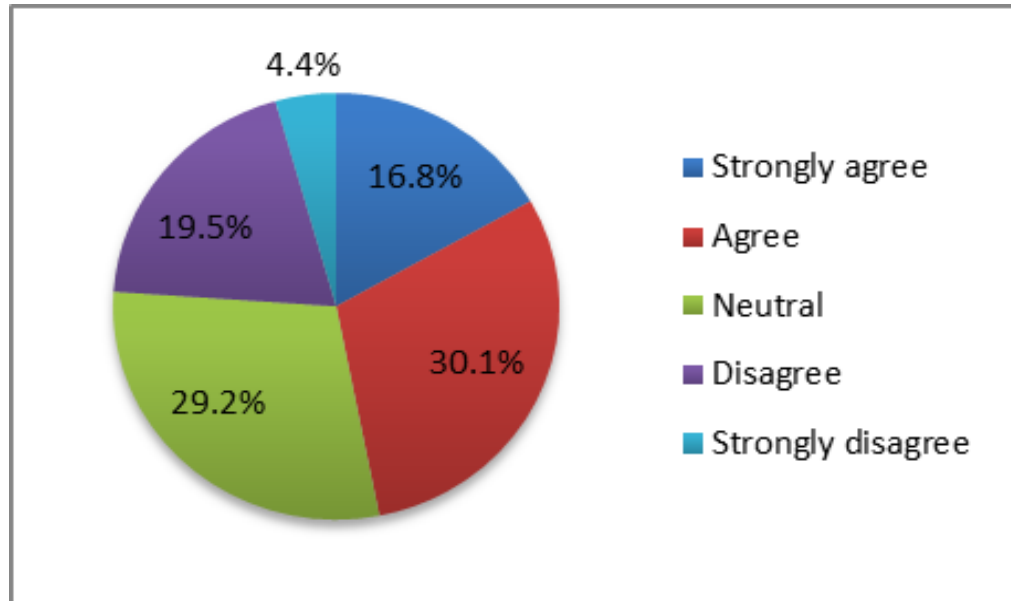


Figure 14: Employees Contribution to The Company's Core Corporate Activities

OVERALL DISCUSSION

The findings of this work showed that, majority of the employees agreed that their organization frequently implements team building activity to enhance internal relationships between the management and employees. This outcome is agreed by the work of Supanti et al. [15] where it was stated that team building activities has a positive impact on internal relationships and employees' performances. Furthermore, the results of this work have shown that majority of the employees agreed that the management encourages the employees to engage with each other. Likewise, the most of the employees agreed that their management adopts new practices that are useful for internal relationships. This outcome is in accordance to the work of Noe et al. [16] where it was stated that employees who feel engaged with management have shown better work performance and outcome. In addition, the results have shown that the employees at the company frequently exchange ideas at work. Moreover, the results have shown that employees enjoy working with good internal relationship at workplace. The work of Jacobs et al. [17] has reported that employees who experience good internal relationship at workplace were more satisfied and have exhibited better work output. Furthermore, most of the employees have stated that they have good working relationship with teammates and co-workers. Besides that, the result has shown that majority of the employees agree that their company implements procedures and cultures that promotes teamwork. Likewise, most of the employees have agreed that they are involved in companies' development activities and their idea is taken into consideration. Additionally, the employees have agreed that they contribute to the companies' core activities. The work of Joung et al. [18] has confirmed that employees' involvement towards company's development process is significantly related to the internal relationship between the company and its employees. In addition, Joung et al. [18] stated that an employee's performance is influenced by the internal relationship with the

organization as employees need to feel that they are involved in the organization's overall development. The overall results of this work have shown that most of the respondents expressed their sense of attachment, devotion and workplace satisfaction when they enjoyed stronger internal relations.

CONCLUSION

This work has analyzed the impact of internal relationships on the employees' outcome. The overall results of this work have shown that internal relationships come through the collaborative efforts of different stakeholders within the organization. In addition, this study found that organizations that encouraged teamwork, involved employees in their core and developmental activities, and had quality internal relationships have exhibited positive impact on employee outcomes. Furthermore, good internal relationships make employees enjoy being in the workplaces. Contribution of employees to the core corporate activities of the company is key to internal relations. Management should adopt new practices that are useful in internal relationships.

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