

Internal Work Environment and its Impact on Job Performance in the Organization

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Abstract:

This study endeavors to ascertain the impact of the internal work environment on job performance within an organization, emphasizing the various factors that can significantly affect an employee's performance during task execution. It meticulously examines the roles and efficacy of administrative factors such as leadership, incentives, wages, and promotions in enhancing job performance. Additionally, the study addresses the influence of organizational factors including structure, culture, and climate. The decision-making process that plays a pivotal role in cultivating a conducive work atmosphere, thereby boosting job satisfaction, is explored in depth. This process contributes to portraying a prestigious image of the organization, which in turn enhances its productivity and elevates its status relative to other institutions.

Keywords: Work Environment, Internal Work Environment, Job Performance, Organizational Climate.

Introduction:

The cornerstone of organizational success rests on the effectiveness and efficiency of its human resources. A successful organization is characterized by robust management, organization, and coordination, all meticulously aligned with its established goals and requirements. Such organizations are continually driven by the ambition to achieve heightened levels of productivity.

Consequently, human resources are viewed as a prized asset, with organizations vying to amass these resources in both quantity and quality to bolster their operational efficacy. The human element stands as the fundamental unit of contribution; without its optimal utilization and strategic direction aimed at high performance, an organization's endeavors might not yield the desired outcomes.

Individual desire is established as a primary metric for gauging performance levels. This aspect has emerged as a pivotal challenge within organizations, particularly concerning how to kindle and amplify an individual's motivation to enhance performance levels.

The existence of an optimal and encouraging internal work environment is vital for any organization's success. This environment represents the setting within which employees fulfill their responsibilities. It is where they spend the majority of their time, which significantly influences their comfort and productivity.

The internal work environment is shaped by a plethora of factors, including but not limited to, administrative elements like leadership and administrative control, alongside incentives, and organizational elements like climate, change, and structure. Each of these factors plays an instrumental role in defining the internal work environment.

The human element is paramount in the internal work environment as it not only influences but is also influenced by it across all administrative and organizational tiers. Therefore, it is imperative for organizations to prioritize the development and nurturing of human resources within the institution.

This strategic focus is aimed at achieving the goals set by the employees and augmenting their trust in the organization. Such nurturing serves as a catalyst that encourages employees to engage actively and devotedly, thereby enhancing their performance, boosting productivity, and fostering a robust team spirit.

The concept of the internal work environment has gained prominence in modern management theories, including scientific management, as a pivotal factor in enhancing organizational performance. This environment significantly contributes to improving the internal dynamics of organizations by incorporating the principle of specialization and segmenting tasks into smaller, manageable units.

Each employee is meticulously aligned with the tasks delineated within the organizational structure, ensuring clarity in their roles and responsibilities, which is crucial for boosting performance and productivity. The internal work environment is characterized by a comprehensive array of procedures, methods, systems, and prevailing laws that define the operational framework of an organization. It also encapsulates the myriad communications and interactions among employees, and between employees and management, all directed towards the fulfillment of the organization's objectives.

This environment includes administrative conditions such as leadership, administrative communication, incentives, wages, performance evaluation, and both formal and informal relationships within the institution. Additionally, it encompasses organizational conditions reflected in the organizational structure, culture, climate, and values. Collectively, these elements constitute the internal work environment which can significantly influence employee performance, potentially enhancing or diminishing their effectiveness.

Building on this foundation, the study aims to explore the influence of the internal work environment on job performance specifically within the context of the Water Resources Department of Tipaza Province. This department has been instrumental in spearheading several major initiatives for potable water networks and sewage systems across most urban areas of the province. The Human Resources Management Department, operating under the Water Directorate, plays a pivotal role in overseeing and managing the workforce.

The primary research question of this study is:

- Does the internal work environment impact job performance?

This overarching question generates several sub-questions:

- Do the administrative elements (such as leadership, incentives, wages, etc.) of the internal work environment influence job performance at the Water Resources Directorate of Tipaza Province?
- Do the organizational elements (such as organizational structure, organizational culture, organizational climate, etc.) of the internal work environment impact job performance at the Water Resources Directorate of Tipaza Province?

Hypotheses:

- The administrative elements (leadership, incentives, wages, etc.) of the internal work environment have a positive impact on job performance at the Water Resources Directorate of Tipaza Province.
- The organizational elements (organizational structure, organizational culture, organizational climate, etc.) of the internal work environment positively affect job performance at the Water Resources Directorate of Tipaza Province.

1. Concept of the Internal Work Environment:

The internal work environment of an organization encompasses everything within the organization's confines, managers, subordinates, their reciprocal relationships, and their loyalty, commitment, and motivation, as well as systems, policies, management, and technical, human, financial, and informational resources.

It is also defined as "an activity that includes a set of technical and administrative operations, concerned with studying the climatic and psychological conditions prevailing in places where work is executed inside organizations generally, and particularly in industrial ones." (Al-Mukhtar and Al-Sayed, 2020, p. 297).

From these definitions, it is evident that the internal work environment comprises all physical, administrative, and organizational elements contained within an organization.

2. Importance of the Internal Work Environment:

- The internal work environment is instrumental in shaping the behavioral outputs of employees in any organization. It is pivotal in building and molding the ethical and professional behavior of employees by influencing the values and attitudes they adopt, and the behaviors they manifest at the workplace.

- Understanding the nature of the prevailing climate within an institution's internal work environment is crucial for comprehending the organizational behavior of individuals and groups. This insight enables effective interpretation and management of such behaviors.
- The internal work environment is a vital component in organizational development and acts as a significant barometer for gauging individual satisfaction within the institution. By managing and controlling the dimensions of this environment, the management can motivate individuals toward achieving the organization's objectives and regulate individual organizational behavior to enhance workplace productivity.

3. Types of Internal Work Environments:

- **Organizational Environment:** This encompasses systems, procedures, leadership styles, communications, utilized technology, prevailing relationships at work, values, and attitudes within administrative organizations, along with work pressures. It integrates all facets of leadership styles, the prevailing climate, organizational culture, and the structure of the institution.
- **Functional Environment:** This environment includes all aspects related to employees such as wages, salaries, penalties, material and moral incentives, and human resource management policies covering recruitment, selection, appointment, job description, and job design. The functional components of the internal work environment cover wages, incentives, employment, etc.
- **Physical Environment:** Comprised of physical components that impact the internal work environment such as noise, temperature, lighting, office design, and office equipment. The key physical components include ventilation, lighting, and cleanliness.
- **Technical Environment:** This environment includes modern technologies that enhance the performance of workers in institutions, contributing to significant time and effort savings. The technical environment refers to the technologies used by individuals in their work to boost performance, in addition to optimizing time and effort management.

4. Elements of the Internal Work Environment

A. Administrative Elements of the Internal Work Environment:

These elements consist of a range of factors and variables that regulate and manage administration within the organization. These elements can exert a positive influence if managed effectively, or conversely, a negative impact if managed inadequately. Key elements include leadership, administrative control, communication strategies, and performance evaluation mechanisms:

- **Recruitment Policy:**

Recruitment policy stands as a critical element within the internal work environment, reflecting significantly on the organization's overall performance. Recruitment involves the process of publicizing vacant positions and attracting qualified candidates to fulfill organizational roles with the aim of achieving predefined objectives. This strategic function not only fills positions but also plays a pivotal role in shaping the organization's capabilities and future direction (Khalili, 2020, p. 113).

- **Administrative Leadership:**

Administrative leadership is essential in steering the management process across organizations of all sizes. It involves the strategic influence over individual and group behaviors, aiming to motivate them towards dedicated work and the achievement of specific goals. Administrative leadership manifests in various styles, each with distinct characteristics and impacts on the work environment:

- **Autocratic Style:**

In this theory of leadership, the individual here is considered the center of decision-making, and does not pay much attention to the opinions of others from the subordinates, although this can take several forms:

- **Strict Autocracy:** In this approach, the leader exerts a high degree of control using negative and punitive measures extensively, often without incorporating any form of team participation.
- **Benevolent Autocracy:** Here, the leader primarily utilizes positive reinforcement such as praise and commendation, sparingly uses punitive methods, and occasionally engages employees in decision-making processes.

- **Manipulative Autocracy:** This style involves the leader presenting a façade of valuing employee input and participation in decision-making, although the decisions are typically predetermined unilaterally.

- **Democratic Leadership:**

This style is characterized by a collaborative approach where the leader consults and involves subordinates in the decision-making process, fostering participation and using encouragement rather than coercion. Such leaders manage through guidance and supervision, ensuring discussions are directed and rationalized (Al-Qaryouti, 2009, pp. 205-206).

- **Laissez-faire Leadership:** This style is characterized by a variety of behaviors and apparent disorganization. Despite the leniency and freedom afforded to employees, their job satisfaction under this leadership is very low compared to non-democratic leadership because leniency diminishes the enthusiasm of active employees, who may see no difference in how management values them compared to the less active or average ones. The leniency can be so extensive that the leader relinquishes decision-making power to subordinates, acting more as a distant advisor or guide and not directly controlling the subordinates. (Hamdi Reda, 2019, pp. 191-192).
- **Incentives:** Incentives play a vital role in enhancing both individual performance and organizational success. They consist of various factors that motivate employees across all levels to increase their effort and diligence in performing tasks, thereby improving both the quantity and quality of output. The primary criterion for awarding incentives is performance excellence, although other factors such as effort and seniority are also considered. This strategic approach ensures that incentives are aligned with overall organizational goals and employee performance metrics (Karumi, 2020, p. 83).

The most important basis (or criterion) for granting incentives is performance excellence, although other criteria such as effort and seniority are also considered. Here are some of these bases (or criteria):

- **Performance:** Performance excellence is often the primary, and sometimes the sole, criterion used. It involves exceeding the typical performance standard, whether in quantity, quality, time savings, cost reductions, or other resources. Exceptional performance (or performance excellence) or the final work output is the most important criterion for calculating incentives.
- **Effort:** Measuring work output can sometimes be challenging, especially when the results are intangible and unclear, as in service roles or government jobs, or when the output is probabilistic, like winning a bid in a tender or competition. Therefore, the attempt itself, rather than just the outcome, is sometimes considered. Effort or the method employed by an individual to achieve the output can also be recognized and rewarded. However, this criterion is less important than performance criteria due to its difficulty in measurement and frequent subjectivity (Maher, 2014, pp. 350-351).
- **Seniority:** This refers to the length of time an individual has spent working, which to some extent indicates loyalty and commitment and should be rewarded in some form. Seniority bonuses are commonly used, particularly in government roles, where they are deemed more significant than in private employment.
- **Skill:** Some organizations compensate and reward individuals based on acquiring higher certifications, licenses, patents, leaves, or training courses. The impact of this criterion is very limited and contributes minimally to the calculation of employee incentives.
- **Wages:** Wages are a fundamental component in both the lives of individuals and the operational dynamics of organizations. They represent one of the most critical elements that foster a positive relationship between workers and management, contributing significantly to an individual's job stability. Wages are defined as the monetary compensation awarded to an employee or worker in exchange for their labor and efforts within the organization (Rababaa, 2003, p. 71).
- **Administrative Control:** Administrative control is a key aspect of the administrative framework within the internal work environment, executed at any managerial level. It entails measuring actual outcomes and comparing these results with the objectives of the plan (or expected outcomes). Necessary adjustments are made to align activities with the planned

course to achieve the desired goals. This process also includes the monitoring and correction of tasks performed by subordinates to ensure that project goals and the plans designed to achieve them are realized (Mahmoud Bachir Al-Maghribi, 2016, p. 209).

- **Administrative Communication:** The efficacy of an organization hinges not only on the efficiency of individuals but also on the cooperation established among them. Communication plays a pivotal role in building and operating the structure of the workgroup through management. At any organizational level, information is continuously transmitted among management members through communication, employing gestures and expressions as mediums. Therefore, communication is fundamentally about the exchange of information and ideas between individuals within the organization. If a person occupies a managerial role, an exchange of information between them and at least one other person is inevitable (Sultan Hamou, 2015, p. 12).

2. Organizational Elements of the Internal Work Environment:

The organizational elements of the internal work environment consist of a set of variable factors that include organizational structure, climate, culture, behavior, organizational change, and finally, organizational commitment. Each of these will be explained in detail:

- **Organizational Structure:**

The organizational structure is an essential component of the internal work environment, defining job positions, their administrative linkages, and the relationships between individuals within an organization. It serves as both a means and a tool for achieving organizational goals. Organizational structure is articulated as "the distribution of individuals in various ways among social roles that affect role relationships among these individuals..." (Harim, 2006, p. 45). When a manager aims to develop an appropriate organizational structure for their organization, particularly in its formative stages, they should:

- Refer to and thoroughly analyze the organization's goals or the objectives of specific projects. It is crucial for all pertinent information to be well-documented and articulated by the management, detailing the goals and potential activities the organization may undertake.
- Identify the principal activities necessary to fulfill the set goals. Organizational activities naturally vary according to their distinct objectives and differ in number and scope depending on the organization's size.
- Organize these activities into groups of interrelated or complementary functions.
- Clearly differentiate between executive and support functions in the design of the organizational structure (Al-Humairi, 2015, pp. 149-151).

In conclusion, despite varied perspectives among researchers regarding the specifics of organizational structure, there is a consensus on its fundamental role as a means to achieve organizational goals and its critical impact on the success of the organization.

- **Organizational Climate:**

Establishing a conducive organizational climate is a crucial requirement within any organization, recognized as one of the most influential factors affecting employee behavior. This significance has prompted organizations to place considerable emphasis on cultivating a positive climate.

Stringer and Litwan conceptualize organizational climate as "a set of characteristics that distinguish the work environment in an organization, perceived directly or indirectly by the employees, which influences their motivations and behaviors."

Further, Abu Shaikha describes the organizational climate as encompassing structural, functional, and operational characteristics observable within an organization at a given stage, impacting both the performance of the employees and their level of satisfaction (Al-Tawil and Waadallah Kassim Hamdi, 2015, pp. 23-24).

The organizational climate is distinguished by several attributes:

- It represents a set of unique characteristics that define the internal environment of an organization, which can vary significantly from one organization to another.
- The organizational climate is reflective of the interactions between personal and organizational characteristics and is perceived by employees as one of the organization's intrinsic properties.

- _ The climate is defined by what employees perceive within the organization based on their understanding, which may not necessarily align with the actual environmental characteristics, as this perception is a psychological state that directly influences their attitudes.
- _ There is a distinction between the organizational climate and the administrative climate; while the organizational climate fundamentally shapes behavior, the administrative climate primarily influences the organizational climate (Al-Kadi, 2015, p. 177).

- **Organizational Culture:**

Organizational culture is a pivotal element of the internal work environment that significantly affects employee performance and, by extension, the performance of the entire organization.

It acts as a cohesive force linking various parts of the organization. Al-Kabisi defines organizational culture as a collection of shared meanings, encompassing values, attitudes, and emotions that regulate the behavior of its members. This culture is composed of a set of values held by individuals within the organization, which dictate their behavior and impact the execution of their tasks. These values encompass concepts such as power, elitism, reward, effectiveness, efficiency, fairness, teamwork, and order, all of which play crucial roles in shaping the organizational ethos (Al-Kadi, 2015, p. 195).

Key factors for building a distinctive organizational culture:

- _ **Individual Autonomy:** Refers to the degree of responsibility and independence an employee has to express their opinions about the organization.
- _ **Organizational Structure:** Pertains to the quality of rules and systems and the extent of control imposed on individuals' behavior.
- _ **Encouragement:** The level of support and backing provided by supervisors and managers to their subordinates.
- _ **Belonging:** The degree to which an employee feels affiliated with the organization as a whole, not just a group or profession.
- _ **Risk-Taking:** The extent to which members of the organization are encouraged to innovate, create, and take risks.

- **Organizational Behavior:**

The study of organizational behavior is one of the most intriguing and complex subjects, garnering significant interest from many researchers. Organizational behavior science provides knowledge and skills necessary for every individual (who seeks to achieve goals through others). It can be defined as the responses that come from an individual as a result of interactions with others.

The general definition of organizational behavior is the field that studies the behavior, attitudes, and opinions of employees in organizations, the impact of formal and informal organizations on the perception and performance of employees, and how the environment influences the organization, its human resources, and its goals (the influence of employees on the organization and its competencies).

Organizational Change: The exploration of organizational behavior is a subject that has captivated the interest of many researchers due to its complexity and relevance. The science of organizational behavior equips individuals with the necessary knowledge and skills to achieve goals through the management of human resources. It is defined as the array of responses that an individual exhibits as a result of interactions with others. Broadly, organizational behavior is the academic discipline that studies the behavior, attitudes, and perceptions of employees within organizations. It investigates the effects of both formal and informal organizational structures on employee performance and perceptions, as well as the broader impact of the environment on the organization, its human resources, and its overarching goals (the reciprocal influence between employees and the organization's competencies).

- **Organizational Change:**

Organizational change represents a critical and dynamic aspect of organizational life, symbolizing an organization's adaptability, growth, and survival in response to environmental fluctuations.

It involves modifications to the existing state of an organization, which may include changes in the technological landscape, structural adjustments, administrative processes, or decision-making frameworks, all aimed at enhancing organizational effectiveness. Organizational change is also described as "the process (or processes) undertaken by an organization to transition from its current state to a desired future state to increase organizational effectiveness" (Mohamed Mukhtar, 2010, p. 49).

- **Organizational Commitment:**

Organizational commitment is pivotal for achieving organizational goals, fostering stability, and building a robust trust relationship between management and employees. It is instrumental in enhancing the organization's capacity to remain resilient and secure.

Porter characterizes commitment as an individual's readiness to exert significant effort on behalf of the organization, a strong inclination to maintain affiliation with the organization, and an acceptance of its core values and objectives. Organizational commitment is typically segmented into three types: emotional commitment, continuance (accumulative) commitment, and normative commitment.

4. Concept of Job Performance:

Job performance is intricately defined as "the degree to which an employee fulfills the tasks assigned to them, measured in terms of effort, quality, and the effectiveness in reducing the costs of the resources utilized" (Sahnoun and Omar Robihi, 2019, p. 24).

Job performance encapsulates the various activities and tasks that constitute an individual's role, distinguished by the quantity of effort exerted, the quality of that effort, and the style of performance. It can also be conceptualized as the outputs and objectives that the system aims to achieve, linking the activities undertaken to the strategic goals targeted within the organization. Job performance fundamentally involves the execution of assigned tasks to propel the organization towards its strategic objectives.

5. Dimensions of Job Performance:

When we discuss an individual's job performance, we are referring to their execution of various activities and tasks that comprise their work. We can identify three dimensions of performance, which are as follows (Boucherch, 2015, p. 91):

- **Effort Expended:** This dimension refers to the level of effort applied to certain types of tasks. Rather than focusing primarily on the speed or quantity of performance, this aspect emphasizes the quality of the effort. It falls under the qualitative standard of effort, which includes several measures that assess the degree to which the output matches expected standards and the extent to which the performance is free from errors, as well as measures that evaluate the degree of creativity and innovation in performance.
- **Performance Style:** This dimension refers to the method or manner in which the effort is applied in the workplace. It concerns how work activities are conducted. Based on the performance style, one can measure the order in which an individual performs specific movements or activities, or the combination of these movements or activities, especially if the work is primarily physical. Additionally, it is possible to assess how solutions or decisions are reached for particular problems, or the approach taken in conducting research or studies.

6. Determinants of Job Performance:

- **Effort:** Reflects the individual's enthusiasm for work or their motivation level, which is influenced by various interconnected factors such as wages, rewards, fairness of returns, opportunities for development and promotion, leadership style or supervision, clarity of performance goals, work content, and task diversity (Abu Khamkham and Harum, 2010, p. 57).
- **Capabilities:** Refers to the personal characteristics used in performing a job.
- **Role Perception:** Pertains to the direction in which an individual believes they should channel their efforts at work, feeling the significance of their performance.

7. Characteristics and Elements of Job Performance:

There are several characteristics of managing job performance:

- Formulating clear organizational goals to understand them and determine methods and tools for their measurement.
- Integration of organizational and employee goals.
- Precise definition of the organization's aspirations.
- Prioritization within the organization such as agreeing on performance measurement procedures.
- Adopting a continuous dialogue approach between management and employees, emphasizing the development of individual needs.

- Developing an open work environment to present solutions and ideas and discuss them to develop the organization's culture.
- Viewing the organization as an active environment through which tasks are executed and certain results are achieved.
- Encouraging self-development.

8. Elements of Job Performance:

The results from a series of studies conducted at the Hawthorne factory revealed that several factors lead to variations in production rates. This has prompted interested researchers to develop theories concerning the causative factors and components of job performance and to determine their impact on workers' performance levels in their respective roles within the organization. These influencing factors can be summarized into four groups:

- **Knowledge of Job Requirements:** Includes general knowledge, technical and professional skills, and general ethics related to the job and its associated fields.
- **Quality of Work:** Reflects how much an individual understands about the work they perform, and their desire and skills for organization.
- **Quantity of Work Completed:** The amount of work an employee can accomplish under normal working conditions.
- **Perseverance:** Encompasses seriousness and dedication to work, an employee's ability to bear work responsibilities, complete tasks timely, and the extent to which an employee requires guidance and direction from supervisors and evaluation of their work results.

Influence of Internal Work Environment Factors on Job Performance: Studies conducted at the Hawthorne factory have underscored the importance of understanding how various factors influence job performance. These studies led researchers to develop theories on what constitutes job performance and how it impacts workers' performance levels within their respective roles. The influencing factors identified through these studies can be broadly categorized into four groups:

- **Factors Related to the Worker:** These factors pertain to the abilities and skills of workers, measurable through an analysis of characteristics and attributes unique to each worker.
- **Job-Related Factors:** These factors are further divided into two categories:
 - **Factors related to job design:** These include aspects such as the nature of the job, participation in decision-making, and the job's organizational level.
 - **Factors related to job accomplishment:** These encompass wages, material and moral incentives, sense of job safety, opportunities for promotion, relationships with colleagues, as well as a sense of achievement and the utilization of one's capabilities and skills at work.
- **Institutional Factors:** These are linked to the policies and strategies of the institution and their impact on workers' performance. They include working hours and timing, working conditions, communication systems, technology used, and supervision and leadership styles, along with legal and organizational rules and procedures.
- **Work Environment Factors:** No organization operates in isolation; it exists within an environment that affects and is influenced by it. A nurturing environment significantly impacts the achievement of the organization's goals and the continuity and flow of its outputs, which, in turn, influences the behavior, management, and skills of its employees. Therefore, it is crucial for an organization to consider these environmental factors seriously (Boualague, 2014, p. 48).

Conclusion:

The success of any organization heavily relies on its internal work environment and the performance of its employees. Therefore, enhancing internal work conditions is not only a social but also an economic necessity.

This involves improving internal conditions, providing the best services, and caring for employees. Most organizations depend on the performance provided by administrative and organizational elements. These elements include the style of administrative leadership, the availability of material and moral incentives, and the type of control system in place, all falling under the umbrella of administrative elements of the internal work environment.

The organizational elements encompass the organizational structure, the prevailing organizational climate, and any organizational changes that occur within the institution. Collectively, all these elements shape and represent the internal work environment, which, in one way or another, affects the level of employees' performance and the overall productivity of the institution.

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