



Impact of Informal Organization on Job Performance: A Case Study from Bahrain

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ABSTRACT

The aim of this research is to identify the impact of informal organization on job performance (i.e. knowledge of job requirements, quality of job, quantity of job, persistence & reliability) at Bahrain Petroleum Company (BAPCO) in the kingdom of Bahrain. A sample of 327 employees were surveyed through a comprehensive inventory method. The analysis is based on the outcome of the questionnaire survey that was given out to a representative sample in BAPCO Company in Bahrain. The researchers hypothesized that there is a positive significant impact for informal organization on job performance (knowledge of job requirements, quality of job, quantity of job, persistence & reliability) of the employees in the company in question. The findings reveal that there is a positive significant impact for informal organization on job performance (knowledge of job requirements, quality of job, quantity of job, persistence & reliability) of the employees at the company in question. Moreover, the results indicate that there is no significant differences relating to the impact of informal organization on job performance of employees in the company in question due to demographics (gender, age, qualification & years of experience).

Keywords:

Informal Organization, Job Performance, Job Requirements, Quality of Work, Persistence, Reliability, Kingdom of Bahrain.

1. INTRODUCTION

Informal organization depends mainly on the personal and social relationship between members of the formal organization that arise and grow automatically from social interaction of employees and their communication with each other, and informal organization is the one that spontaneously and unintentionally results due to interaction between employees in the organizations, and a distinction can be made between interest groups and friendship groups that arise as a result of personal attractions. We can look at the human relations represented by the informal organization the organization's surroundings as a means to reach fruitful and saturated collective efforts, as it works to create cohesion between these individuals in the field of work in a way that ensures that movement of their motivations as a team in a cooperative form and realized to satisfy their material, social and psychological needs in order to reaching common goals between them and the organization in which they work. Therefore, the contemporary organization seeks to study, analyze and benefit from informal groups in order to increase the efficiency of performance and strengthen the role of individuals in achieving the goals of the organization, where employees performance is the primary axis around which the efforts of managers are focused as it represents the most important goals of the organization where the efficiency and performance of any organization depends on the efficiency and performance of its employees.

The rest of this paper is organized as follows: literature review is presented in section (2), section (3) introduces the methodology. Discussion and results of statistical analysis are explained in section (4), while conclusions are in section (5).

2. THEORITICAL FRAMEWORK & LITERATURE REVIEW

Informal organization is defined as the grouping of individuals in small groups within the organization regardless of the formal structure of the administrative relations or is that organization that applies to groups of people consisting to two or more who are in constant contact in order to exchange information or to spend leisure together or to reach to agree between them on what to do in the future (Penuel, 2010). It is an organization that is based on direct social interaction between workers in the organization away from all official restrictions, and it is this organization that means the work performed by individuals on the basis that they are human beings who have their social needs (Abbas, 2011, 132). The informal organization is also known as a set of personal contacts and interactions between individuals (Abdeldayem, Aldeeb&Abbad, 2020; Al Haddar, 2014, 39).

The importance of informal organization is as follows: It gives a great opportunity to make optimal use of the personal initiatives and creations of employees and thus work towards organizational development (Juchem, 2013). It helps the employee achieve his personal needs, which contributes to job satisfaction (Al Otaibi, 2003). It increases the means of communication within the organization informal channels and communicate important information more quickly than formal organization (Baltrash, 2009). It creates a balance for managers, as the manager can only make changes in the scope of his supervision after coordinating with the informal

organization, because he knows that the informal team can have the power to resist this change (Ivancevich, et al. 2002,64).

In addition, there are several reasons for forming informal organization such as the desire to belong to groups; the desire to ensure security and protection; the desire to obtain some comparative advantages, whether material or moral (Sarkwa, 2011); the desire to get advice and guidance, and the desire to draw close to the owners of positions of influence or senior officials (Al Harbi, 2003, 86).

Informal organization models are four types: Personal model, Social model, Functional model and Force model.

Personal model: This model arises from the informal organization as a result of the relationships and social connections between the members of the organization regardless of occupational centers occupied by any of them, and often the human personality plays physiological and social characteristics and the nature of interactions with others to enhance its role in leading the group and creating effective attraction between individuals and achieving affection and trust cooperation between them and through this, will influence the activities in the organization (Abdeldayem, Aldeeb& Al Shaikh, 2020; Dalila, 2011).

Social model: This model represents the interactions between individuals informally due to reasons dictated by the nature of the relations prevailing between them in a particular activity in the organization such as bonds of friendship or belonging to a specific class or social group or for reasons governed by the nature of the prevailing conditions economically, socially or culturally and the resulting relationships are often of the same desirable and thus effective dimensions in the organization (Dabos, et al. 2013).

Functional model: This model arises as a result of job relations between individuals working in the organization, especially if job interests require obtaining some information or joint data between them, and the means of continuous support for these relationships are deepened and developed in a manner that leads to the creation of informal relationships between individuals as a result of that (Rank, 2008).

Force model: Sometimes this model is called the influence model, where it arises between informal groups as a result of the enjoyment of an individual concerned with an influential ability through the strength of personality or belonging to a strong union or a social or political group. The benefits that individuals want to achieve as a result of their affiliation under the banner of this individual often secrete the bonds of interaction between them continuously (Al Ghamdi, 2005, 114).

As for job performance, there are many concepts of job performance, the most important of them are: how to carry out an activity and determine the manner in which it is carried out; the individuals carrying out the different activities and tasks that make up his work; the achievement that is achieved as a result of the physical and mental effort that the individual exerts, so it is a reflection of the extent of the person's success or failure in achieving the goals related to his job (Farivar, 2012), and the work performed by the individual and the accomplishments achieved by

him according to objective quantitative, qualitative and temporal criteria and his behavior with his colleagues and superiors at work (Abdeldayem&Aldulaimi 2020:Al Zayani, 2009, 24).

Elements of job performance include:

Knowledge of work requirements: it includes general technical and moral knowledge and skills about the job and its related fields, i.e. the individual's experience of the work he performs.

The amount of work done: it refers to the amount of work that an employee can accomplish in the ordinary conditions of work and the amount of speed of this achievement, that is, it reflects the mental physical and psychological energy that the individual exerts during the performance of his tasks.

Quality of work: it includes accuracy, order, workmanship, technical mastery, the ability to organize and execute work and discover errors.

Persistence and reliability: it means dedication, seriousness at work, the ability to take responsibility and complete tasks on time and the employee's need for guidance by supervisors to assess the results of his work (RabihYekhlef, 2007, 37).

Factors that negatively affect job performance:

Absence of specific targets, as organizations that operate without having comprehensive and detailed plans for business and specific production rates, they cannot measure the extent of what has been achieved and that their employees are held accountable for their production rates and in the absence or limited use of performance standards or specific detailed plans, the organization cannot have standards or indicators of production (Abdeldayem et al, 2019).

Lack of participation in management, as the weak participation of different administrative levels in planning and decision-making is one of the factors that contribute to finding a gap between the higher administrative leaders and employees at the lower levels.

The lack of success of the administrative methods that link the employees' performance rates with the material and moral returns they receive. Whenever there is a clear correlation between the employees' performance level and promotions, bonuses and other financial incentives that they get, the motivation factors are influential, and this requires a system for evaluating employee's performance through which discrimination is made between the productive employee and the average production employee and the non-productive employee (Al Jasaf, 2013).

The impact of informal organization on job performance:

The credit for discovering the importance and impact of informal organization on job performance is due to the school of human relations and Hawthorne experiences led by Elton Mayo, which was an explicit response to the assumptions of scientific management led by Taylor, according to which the reason that motivates to do the work is the urgent desire to get more money with confirmation on working environment factors. The school of human relations confirms that employees take action in response to mutual social relationships, so we find that

job performance is affected by factors related to the informal organization, such as channels of communication with informal groups (Parker, 2008, 14).

3. METHODOLOGY

Research problem

The research problem can be crystallized in answering the following main questions:

- 1- What is the impact of informal organization on job performance (knowledge of job requirements, quality of work, quantity of work, persistence & reliability) of the employees in the company in question?
- 2- Are there statistically significant differences in the opinions of the research sample regarding the impact of informal organization on job performance (knowledge of job requirements, quality of work, quantity of work, persistence & reliability) of the employees of the company in question due to the demographics (gender, age, qualification and years of experience)?

Importance of the research:

The scientific importance: this research effort constitutes a methodological knowledge framework that researchers can refer to when conducting research related to the informal organization and its impact on job performance and provides a number of scientific knowledge aspects that constitute a starting point for other research related to the topic.

Practical importance: this research provides also a theoretical and guiding framework for the officials of the company in question, which can be used when making decisions regarding the adoption of policies and procedures that strengthen the positive effects of informal organization and its impact on the job performance of employees and correct the negative effects of it.

Research objectives:

The objectives addressed by this research are as follows:

1. Identify the impact of information organization of job performance (knowledge of job requirements, quality of work, quantity of work, persistence & reliability).
2. Identify the differences relating to the impact of informal organization on job performance (knowledge of job requirements, quality of work, quantity of work, persistence & reliability), due to the demographics (gender, age, qualification and years of experience).

Research Hypotheses:

The study has two main hypotheses:

H1: There is a positive statistically significant impact of informal organizational on job performance (knowledge of job requirements, quality of work, quantity of work, persistence & reliability) of the employees of the company in question.

Four subsidiary hypotheses can be derived from the above mentioned hypothesis”

H1.1: There is a positive statistically significant impact of informal organization on knowledge of job requirements of the employees of the company in question.

H1.2: There is a positive statistically significant impact of informal organization on quality of work of the employee of the company in question.

H1.3: There is a positive statistically significant impact of informal organization on quantity of work of the employees of the company in question.

H1.4: There is a positive statistically significant impact of informal organization on persistence & reliability of the employees of the company in question.

H2: There is a positive statistically significant differences of the opinions of the research sample regarding the impact of informal organization on job performance (knowledge of job requirements, quality of work, quantity of work, persistence & reliability) of the employees of the company in question due to the demographics (gender, age, qualification and years of experience).

Research Framework:

Figure (1) below illustrates the research framework and shows the variables of the study.

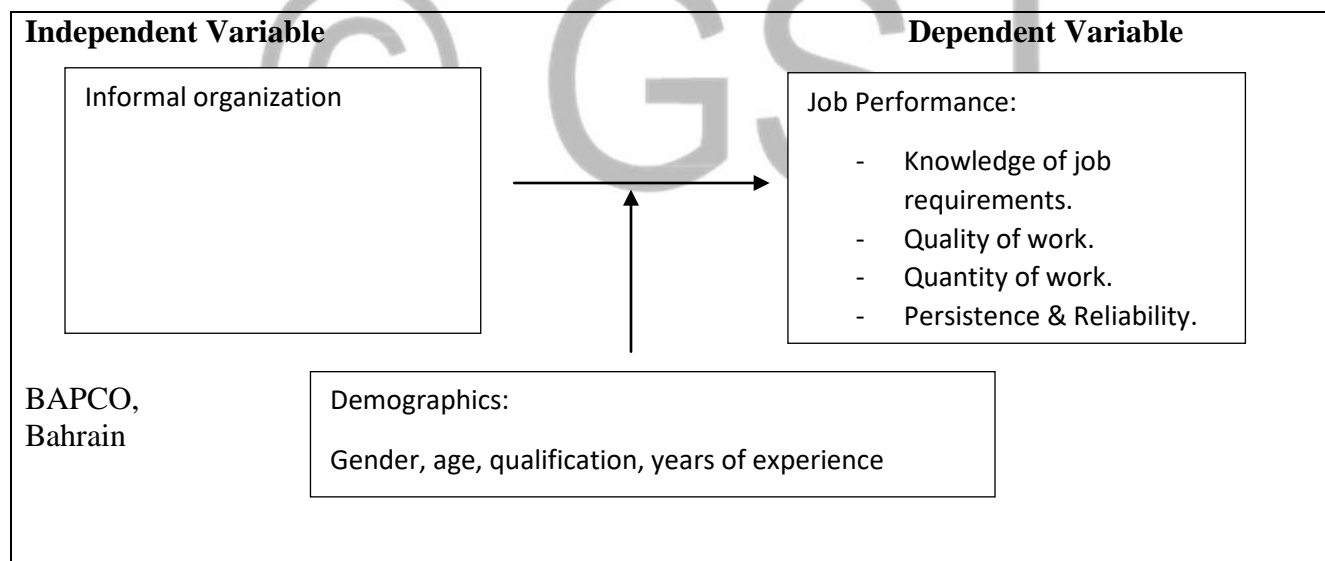


Figure 1 (Illustration of the research framework)

Population and sample of the research:

The research selected a simple random sample (n=341) of employees of the company in question in the Kingdom of Bahrain out of a population of (3000) employees. The same provided

information through filling a survey questionnaires, which is considered the core of data for this research.

Data collection:

A five-point Likert scale was used to collect questionnaire survey as follows:

5	4	3	2	1
Strongly agree	Agree	Neutral	Disagree	Strongly Disagree

A number of 341 questionnaires were circulated and a total of 329 were collected. Two of them were incomplete, so we discarded them. Three hundred and twenty seven were considered with a response of 93.84%.

4. ANALYSIS AND EMPIRICAL FINDINGS

Pearson correlation co-efficient

Table (1) below shows that all correlation co-efficient are significant at the level of (0.01) which indicates the validity of the scale.

Table 1 Pearson Correlation Co-efficient

Statement	Correlation Co-efficient	Statement	Correlation Co-efficient	Statement	Correlation Co-efficient	Statement	Correlation Co-efficient
1	0.872	9	0.748	7	0.757	25	0.872
2	0.867	10	0.780	18	0.794	26	0.895
3	0.932	11	0.703	14	0.707	27	0.822
4	0.895	12	0.749	20	0.806	28	0.780
5	0.862	13	0.759	21	0.707	29	0.703
6	0.822	14	0.761	22	0.825	30	0.749
7	0.857	15	0.739	23	0.717	31	0.780
8	0.812	16	0.728	24	0.723	32	0.828

Reliability:the data were analyzed using SPSS and statistical results of Cronback Alpha are as shown in table (2):

Table 2 Cronbach's Alpha

Dimensions	Cronbach's Alpha
Independent variable: Informal organization	0.93
Dependent variable: Job performance	0.91
Total	0.92

Table (2) indicates that the Cronbach's Alpha is 0.92. This result indicates a high level of internal consistency for the research in question.

Analysis of the demographic variables of the research:

Gender variable:

Table 3 Distribution of the research sample according to gender

Variable	Number	Percentage
Males	203	63.9%
Females	118	36.1%
Total	327	100%

It is clear from the analysis of the research community by gender (table 3) that the majority of the research sample were males with a percentage of (63.9%), and only a percentage of (36.1%) were females, and the explanation for this may be that the number of males is twice that of the females in BAPCO.

Age variable:

Table 4 Distribution of the research sample accordingly to age

Variable	Number	Percentage
20 and less than 30 years	110	33.6%
30 and less than 40 years	88	26.9%
40 and less than 50 years	77	23.6%
50 years and above	52	18.9%
Total	327	100%

It can be seen from table (4) that the youth category formed the highest percentage indicating that BAPCO relied on this category for work and promotion.

Qualification variable:

Table 5 Distribution of the research sample according to qualification

Variable	Number	Percentage
Post studies	74	22.6%
Bachelor	187	57.2%
High School	44	13.5%
Preparatory education	22	6.7%
Total	327	100%

Table (5) indicates the great interest in BAPCO in employing educated young people, where they have a bachelor's degree or post studies to improve the level of performance in the company.

Years of experience variable:

Table 6 Distribution of research sample according to years of experience

Variable	Number	Percentage
Less than 5 years	77	23.6%
5 and less than 10 years	78	23.9%
10 and less than 15 years	87	26.6%
15 and less than 20 years	85	25.9%
Total	327	100%

Table (6) reveals that all employees have years of experience with the company at least five years.

a. Analysis of answers to the questionnaire variables

i. Table 7 Analysis of the research sample answers to the questionnaire variable (Informal organization)

Sr.	Statement	Mean	Standard deviation	Mean Interpretation
1	The daily meeting between employees in the work place provides an opportunity to exchange information in the field of informal relationships.	4.52	0.61	Agree
2	Unofficial relations develop between employees.	4.50	0.62	Agree
3	Friendship among employees in one of the pillars in the formation of informal organization.	4.39	0.66	Agree
4	Personal relationships between employees arise from the long period of work with each other.	4.36	0.75	Agree
5	The employees of the company meet outside the scope of work and discuss work-related issues.	4.19	0.95	Agree
6	Employees belong to informal organizations because they contribute to achieving their personal and career goals.	4.13	0.92	Agree

7	Informal communication provides an opportunity for management to learn about employees' performance at various levels.	4.10	1.05	Agree
8	Informal organizations include leading figures.	4.09	1.06	Agree
9	Electronic social networking sites contribute to the rapid spread of information among employees.	3.6	1.02	Agree
10	Informal communication between employees works to develop the social aspect and raise the degree of cooperation between them.	3.86	1.06	Agree
11	Informal organizations contribute to the exchange of information between employees.	3.62	1.20	Agree
12	Informal leaders have the personal qualities necessary to attract employees' attention.	3.35	1.28	Neutral
Total		4.09	0.93	Agree

Results presented in table (7) show that general average of the variable (informal organization) reached (4.09), which shows that informal organization has a very important role in the company in question. It lies in exchanging information about work through informal relationships and its contribution to achieving the personal and employment goals of employees and raising the degree of cooperation among them and its assistance to the administration in identifying the performance of employees at different levels.

Analysis of research sample answers to the questionnaire variable (Job Performance):

Table 8 Analysis of the research sample answers to the questionnaire variable (Job performance, knowledge of job requirements dimension)

Sr.	Statement	Mean	Standard deviation	Mean Interpretation
1	The organization takes into consideration when hiring, the availability of the required qualification.	4.33	0.98	Agree
2	Colleagues share opinions and ideas that help in doing their work.	4.29	0.97	Agree
3	Employees have the skills and knowledge to do their jobs.	4.26	0.89	Agree
4	The organization provides the optimum training for employees.	4.19	1.08	Agree
5	The employees have appropriate experience in their fields.	4.13	1.06	Agree
Total		4.24	0.99	Agree

Results displayed in table (8) show that the general average of the variable (job performance, knowledge of job requirement dimension) reached (4.24) which shows that BAPCO focuses on recruiting qualified employees and works to provide them with the necessary training and that employees are aware of the requirements of their jobs and possess the knowledge necessary to perform their work through the experience they gain when working in the company.

Table 9 Analysis of the research sample answers to the questionnaire variable (job performance, quality of job)

Sr.	Statement	Mean	Standard deviation	Mean Interpretation
1	I adhere the official working hours	4.39	0.66	Agree
2	The administration encourages team work to improve employee's performance.	4.26	0.89	Agree
3	My superiors appreciate my performance and my effort at work.	4.16	1.07	Agree
4	I make sure to carry out the work according to the plans and programs set	4.13	0.92	Agree
5	Subordinates participate with heads in decision-making.	3.86	1.06	Agree
Total		4.16	0.92	Agree

Results displayed in table (9) show that the general average of the variable (job performance, quality of job) reached (4.16), which show that the quality of work at BAPCO is based on encouraging team work and participation among employees and the superiors' advice to subordinates in making decisions, the employees commitment, to work, and chiefs' appreciation of the employees' efforts.

Table 10 Analysis of the research sample answers to the questionnaire variable (job performance, quantity of job)

Sr.	Statement	Mean	Standard deviation	Mean Interpretation
1	I can always complete the tasks required from me.	4.19	0.95	Agree
2	I get my job done as quickly as possible.	4.16	0.94	Agree
3	The work is divided equitably among all employees.	3.96	1.02	Agree
4	Managers take into account the involvement of all employees in the implementation of the tasks.	3.65	1.22	Agree
5	The amount of work and stress affect my relationship with my colleagues.	3.35	1.28	Neutral
Total		3.86	1.08	Agree

Results displayed in table (10) show that the general average of the variable (job performance, quantity of job) reached (3.86), which show that the completion of the tasks in BAPCO is done with the required speed and accuracy, and the division of work is done fairly, for all employees, and it is also necessary to involve all employees in the completion of the tasks related to the work.

Table 11 Analysis of the research sample answers to the questionnaire variable (job performance, persistence & reliability)

Sr.	Statement	Mean	Standard deviation	Mean Interpretation
1	I make the best effort to get the job done right.	4.40	0.63	Agree
2	I learn from my past mistakes and try to avoid them in the future.	4.39	0.66	Agree
3	I can solve problems and face urgent matters at work.	4.19	0.93	Agree
4	I complete the assigned tasks without delay.	4.15	0.93	Agree
5	I used the guidance and directions of my supervisors when assessing my work.	3.62	1.20	Agree
Total		4.15	0.87	Agree

Results displayed in table (11) show that the general average of the variable (job performance, persistence & reliability) reached (4.15), which shows that there is a persistence and high diligence in the work among the employees of BAPCO, and this is shown by completing the work without delay and exerting the necessary effort for the right work and the ability to solve work problems and learn from mistakes.

Testing Research Hypotheses

To make sure that the main hypothesis (1) is correct “There is a positive significant impact for the informal organization on job performance (knowledge of job requirements, quality of job, quantity of job, persistence & reliability) of employees in BAPCO in the Kingdom of Bahrain”, simple linear regression analysis were used where the results show the following (refer to tables 12, 13, 14 and 15):

Table 12 Linear regression analysis (The relation between informal organization and knowledge of job requirement)

Model F	Adjusted R ²	Beta	P - value
1062.27	0.205	0.396	0.00

Table 13 linear regression analysis (The relation between informal organization and quality of work)

Model F	Adjusted R ²	Beta	P - value
776.78	0.960	0.933	0.00

Table 14 linear regression analysis (The relation between informal organization and quantity of work)

Model F	Adjusted R ²	Beta	P - value
1299.70	0.976	0.881	0.00

Table 15 linear regression analysis (The relation between informal organization and persistence & reliability)

Model F	Adjusted R ²	Beta	P - value
983.01	0.968	0.931	0.00

According to the results presented above in tables (13, 14, 15 & 16), the main hypothesis (1) is accepted. In addition, results of the main hypothesis (2), “There are significant positive difference relating to the impact of informal organization on job performance (Knowledge of job requirements, quality of job, quantity of job, persistence & reliability) of employees in BAPCO in the Kingdom of Bahrain due to demographics (gender, age, qualification & years of experience), showed that there are no statistically significant differences at the level of (0.05) relating to the demographics (gender, age, qualification and years of experience).

5. CONCLUDING COMMENTS

The aim of this research is to identify the impact of informal organization on job performance (i.e. knowledge of job requirements, quality of job, quantity of job, persistence & reliability) at Bahrain Petroleum Company (BAPCO) in the kingdom of Bahrain. A sample of 327 employees were surveyed through a comprehensive inventory method. The analysis is based on the outcome of the questionnaire survey that was given out to a representative sample in BAPCO Company in

Bahrain. The researchers hypothesized that there is a positive significant impact for informal organization on job performance (knowledge of job requirements, quality of job, quantity of job, persistence & reliability) of the employees in the company in question. The findings reveal that there is a positive significant impact for informal organization on job performance (knowledge of job requirements, quality of job, quantity of job, persistence & reliability) of the employees at the company in question. Moreover, the results indicate that there is no significant differences relating to the impact of informal organization on job performance of employees in the company in question due to demographics (gender, age, qualification & years of experience).

In addition, BAPCO is interested in education, as most of the sample members were holders of Bachelor's degree. There are successful informal relationships between members of the informal organization of BAPCO, as these relationships provide an opportunity to exchange business information. The informal organization in BAPCO, achieves personal goals and raises the degree of balance between employees, which leads to achieving their career goals and helps the administration to identify the performance of employees. BAPCO management encourages teamwork and participation among heads and subordinates in decision-making. There is high persistence and diligence among the employees in BAPCO, where the work is done quickly and without delay.

In the light of conclusions formulated, the following recommendations were proposed: the need to create a positive atmosphere to support communications with informal groups in a way that leads to achieving their goals and increasing the effectiveness of their job performance. The need to increase the participation of members of informal groups in decision-making in areas that are within their areas of specialization. The necessity of providing facilities to encourage the formation of informal groups such as coffee breaks and others in order to flow information that help management and employees to improve their job performance. The needs to encourage teamwork and spreading of team spirit to increase motivation to work and improve social relations between employees. The necessity of using official occasions to involve employee in activities that enhance the social aspect and enhance the spirit of cooperation among employees. Increasing sporting and cultural activities in a way that enhances connections and good relations between employees. Increased interest in opinions and suggestions made by employees that would create a more balance between formal and informal organization. Increase work to organize meetings with informal organizing groups to meet their psychological and social needs which increases commitment to work and increases levels of job performances. The need to increase attention and follow up to all informal organization groups so that the positive aspects of these groups are taken advantage of and their negatives are avoided. Increased use of informal leaders to communicate facts, refute rumors and correct them, which positively affects the job performance of employees.

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