

# THE IMPLICATIONS OF ORGANIZATIONAL SOCIAL COMMUNICATION PROTOCOLS ON THE QUALITY OF WORK RELATIONSHIPS – A CONCEPTUAL DIMENSION IN POSITIVE ORGANIZATIONAL PSYCHOLOGY:

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## Abstract:

The problem statement of this study came as an attempt to find out the implications of social communication protocols within organizations on the quality of work relationships in light of the COVID-19 Pandemic. In order to study this problem, the researcher tested the study hypotheses, which comprise the following dimensions: the protocol of social distancing, the protocol of remote learning, and the implications of the COVID-19 pandemic. The sample was randomly selected, consisting of 33 employees. A questionnaire, made up of 43 statements was relied upon in collecting data, while the descriptive-analytical approach was employed to interpret and statistically process the obtained information, in order to understand the correlation between the two variables, utilizing the Spearman's correlation coefficient.

Based on the obtained results, we have concluded the existence of a weak positive relationship among the three hypotheses, with the details as follows:

- There is a weak negative relationship with a correlation coefficient value of (-0.32) between the social distancing protocol and the quality of work relationships within the organization.
- There is a moderate negative relationship with a correlation coefficient value of (-0.51) between the protocol of remote learning and the quality of work relationships within the organization.
- There is a weak positive relationship with a correlation coefficient value of (0.23) between the implications of the COVID-19 pandemic and the quality of work relationships within the organization.

Based on the aforementioned, we conclude that the general correlation dimensions between the protocols of organizational social communication and the quality of work relationship among administrative employees were continuously interrelated, organizationally and humanly, affecting one another's implications positively or negatively.

**Keywords:** organizational social communication, remote learning, quality of work relationships, positive organizational psychology.

## 1. Introduction:

At the end of the first quarter of the twenty-first century, the world witnessed a serious epidemic, known as the Coronavirus (COVID-19), which led to taking preventive and precautionary measures that were not known to individuals and society, such as the social distancing protocols. Social distancing is considered one of the most important practices that can be performed to prevent diseases, as it relates to lifestyle and social relationships, particularly work relationships within organizations and administrations. The Algerian state has taken preventive measures to minimize the possibility of infection among individuals, especially employees. This was done through avoiding gatherings that pertain to individual and collective

work relationships, as these gatherings focus on the connections formed between employees and the employing authority, resulting in rights and duties, as well as responsibilities. Moreover, work relationships play a significant role in the organizational structure of organizations, whereby the relationship between the workforce and the administration is governed by new managerial and organizational frameworks, as it concerns the organization matters and the performance of employees. This latter significantly contributes in achieving the organization's goal. Flanders defines the organization as: "a set of rules that take different shapes, such as legislative and constitutional provisions, and are demonstrated in regulations, unions, collective agreements, regulatory decisions, treaties, administrative decisions, habits, and acceptable practices" (Elsayid, 2018, p. 408). The relationship between employees is not just a legal relationship, as it is considered a social relationship that is based on interaction and understanding, resulting in a harmony of a professional, social, and human nature. The socio-professional relationship that occurs during work seeks to produce a special and unique regulatory culture for the nature of the organization on one hand, and the nature of the human structure that constitutes its primary resource on the other hand. This latter may get affected by several internal and external factors, which forced the human societies to adjust their conditions to adapt to their emergency circumstances. Pandemics and infectious diseases have been viciously devouring humanity for ages, from SARS to Swine Influenza, and finally the COVID-19 pandemic. This research is a part of a series of research conducted by the researcher in the context of positive organizational psychology, attempting to answer some questions related to the two phenomena under study, aiming to answer the following problem statement: **Is there a relationship between the organizational social communication protocols and the quality of work relationships among administrative employees in light of the COVID-19 pandemic?**

## 2. Research Hypotheses:

- The social distancing protocol is related to the quality of work relationships.
- The remote learning protocol is related to the quality of work relationships.
- The COVID-19 pandemic is related to the quality of work relationships.

## 3. Identifying the Research Terminology :

1- **Social Distancing** : The International Labour Organization defined social distancing as : "Maintaining at least a two-meter distance between people. The goal desired from social distancing is increasing the physical distance between people to prevent the spread of the virus or minimize it in work places."

The World Health Organization defined it as: "The ways of measuring social distancing through the precautionary measures taken by societies to protect their people, such as closing schools and universities, reducing interaction between humans, and increasing social distances between people in work places."

2- **Work Relationships**: The former scholars, Miller and Form. W, saw the concept of work relationships as shared interests, as work relationships are built upon interests aimed at minimizing conflicts arising from different personal goals. (Elsayid, 2018, p. 408)

Ahmed Zaki Badawi defines them as: "The relationships that arise and develop due to employment. According to this definition, they comprise the relationships between employees, the relationships between employees and their managers, or the relationships between the established administrations that employ them. They also include, in their broad sense, relationships between established administrations and workers' unions, and between employers and government entities."

- 3- **Quality:** Linguistically, it is “The characteristics and attributes of a product or a service that make it capable of meeting the explicit or implicit stated needs.”
- 4- **The COVID-19 Pandemic :** The World Health Organization defined the COVID-19 virus as: “A wide range of viruses that can cause illness to both humans and animals.” It is known that a number of Coronaviruses cause respiratory diseases to humans, ranging from common colds to more severe diseases such as the Severe Acute Respiratory Syndrome (SARS).

### **Firstly, what is social distancing in the context of the COVID-19 pandemic?**

The world has been experiencing a real crisis since the rise of the Coronavirus in December, 2019, in the city of Wuhan, China, where the virus emerged and spread to the rest of the world, instilling fear and threatening the economic and societal stability all over the world. This led to a state of solitude among all countries, as every country closed its entry points. Moreover, cities within a single country have sometimes witnessed a state of lockdown and a ban on movement between them. Within society, there has been a state of distancing that individuals may have heard of for the first time, known as social distancing.

It cannot be said that the term ‘social distancing’ is a new term that only emerged in the crisis of the COVID-19 pandemic. As a matter of fact, this term emerged with the emergence of the Polio (Poliomyelitis) epidemic in New York in 1916, where more than 27000 infections and over 6000 deaths were recorded in the United States. New York alone recorded more than 2000 deaths, due to which cinemas were closed, meetings were cancelled, children were prevented from drinking from water fountains, and were asked to avoid going to swimming pools and beaches. (Elhafyan, 2020, p. 21)

Perhaps what made this crisis dangerous is that it represented a sudden jolt at the level of the world order. This was due to the swift spread of this virus, as it spread like wildfire since its emergence in China. This virus spread to several countries like: Italy, The United States, Iran, France, and the United Kingdom. We can say that among the most significant implications of the COVID-19 pandemic is its consequences on the local and international stability. Lockdown, emergency state, and quarantine significantly contributed in changing the shape of local and international communities, which led to a disruption that impacted individual, societal, and international relationships. Moreover, this crisis weakened collaborative work, due to the social distancing that was imposed on everyone. (Houssam, Boutani, 2020, p. 56)

### **1. The Concept of the Coronavirus Crisis:**

The name Coronavirus is derived from the Latin word "corona," which means crown or halo. The name refers to the distinctive appearance of the virus particles (virions) when viewed under an electron microscope, as they possess surface projections resembling a crown or solar halo. Coronaviruses are a group of large viruses that can cause diseases in both humans and animals. The most dangerous aspect of the virus is that it infects the respiratory system of human beings, with no definitive treatment known so far. The virus is also large-sized and can remain on surfaces for long periods. Due to its large size, it remains in the air for a period that doesn't exceed 03 hours, which is a sufficient time to catch the virus, unless we take prevention and safety measures. The most common symptoms of the COVID-19 are: fever, dry cough, and shortness of breath. Some patients may experience pain, nasal congestion, cold, sore throat, or diarrhea. (Al-Alamiya, 2007, p. 248)

People may catch the virus from other infected people, as it spreads from a person to another mainly through the small droplets that an infected person emits from their nose or mouth when they cough,

sneeze, or talk. These droplets are relatively heavy, because they don't travel far, rather, they quickly fall on the ground. Therefore, maintaining social distancing is necessary.

Based on the aforementioned, it can be said that the Coronavirus is a group of viruses that cause diseases in mammals and birds. The virus causes respiratory infections in humans, including the common cold, which are usually mild and rarely fatal, such as the Severe Acute Respiratory Syndrome and the Middle East Respiratory Syndrome, and the new Coronavirus.

## 2. The Concept of Social Distancing:

Despite the fact that the concept of social distancing and some of its manifestations started in the first decade of the twentieth century, after the spread of Polio in the United States, the actual interest in studying the term and its manifestations started in 2007, when the World Health Organization warned of the risks of approaching places where epidemics are prevalent.

**Linguistically**, it is derived from the verb 'to be distanced'. It is said: "the opinions are distanced", meaning that the opinions differed and varied.

**Contextually**, social distancing is "a positive and purposeful protocol that reduces spatial proximity and increases our support and help for ourselves and others. Furthermore, we have to shape our current circumstances by reducing gatherings and movements because we are all potential carriers of the virus. (Smith, 2009, p. 21)

The World Health Organization defined social distancing as: precautionary measures taken by societies to protect their people, such as closing schools and universities, reducing interaction between humans, and increasing social distances between people in work places and places of worship, as well as all usually visited places, along with replacing the direct interaction methods by interaction through other means of communication, this is known as virtual interaction. It can be defined as: "ways to reduce social distancing, as virtual interaction increases the frequency, closeness, and contact between people, this is done in order to reduce the risk of disease transmission, provided that distancing remains applicable when it comes to human gatherings. Group meetings should be avoided and distances between individuals should be maintained."

The use of the term "social distancing" is not at all new. Makina (2007) explained how "social distancing" helped cities survive the Spanish Flu pandemic of 1918, referring to the social control measures taken at the time, such as school closures, which led to minimizing gatherings and limiting the spread of the epidemic.

In 1924, Robert E. Park, who was a professor of sociology at the University of Chicago at the time, believed that the word "distance" conveys notions related to "levels of comprehension and closeness." Attempting to describe social distancing, Park stated: "It is commonly remarked that individual (A) is very close to (B), whereas (C) appears distant and restrained. Conversely, (D) is perceived as open-minded, empathetic, perceptive, and overall approachable.

All of these expressions describe and somewhat measure social distancing. Park clearly emphasizes that the physical distance that a person maintains between themselves and others reflects their individual characteristics or the nature of their relationship with others. Quarantine gathered people in their houses and reduces their movement. Moreover, some people were suffering from pressure and tension, whether because of their work or school, this home isolation allowed these people to have a moment of calm, in order to organize their thoughts and think about their lives, giving them an opportunity to stay away from daily pressure. (Al-nahas, 2020, p. 19)

On the other hand, social distancing forced people to stay away from their extended family, relatives, friends, loved ones, and colleagues. Additionally, family-related events such as engagements, weddings, and travel have been cancelled. Moreover, all gatherings have been frozen, to the point that people were prevented from attending the funerals of their close friends and family, which has had a clear impact on the process of social communication.

Based on the aforementioned, the following procedural definition can be given:

Social distancing refers to physical distancing and not ending social relationships, as it is considered one of the practices that can be performed to prevent diseases and avoid the infection caused by viruses through staying at home, in quarantine, and maintaining at least a one meter distance or space between individuals to help prevent the spread of the disease or slow its spread, with the aim of reducing the risk of infection. Moreover, human gatherings, even within one household, should be avoided, especially when there is an infected person at home. Additionally, the presence in all forms of crowded places such as public transportation, restaurants, shops, schools, and universities should be limited for our own and others' benefit.

### **3. The Protocols of Social Distancing:**

In order to perform physical distancing in a right way, societies must follow a set of protocols to protect their people. These protocols were defined by the World Health Organization as precautionary measures. They include: closing schools and universities, reducing interaction between humans, and increasing social distances between people in work places and other public places where people are commonly seen. Additionally, face-to-face interactions must be replaced by telephone communications and other measures aimed at ensuring the protection of citizens within each country. (Smith, 2009, p. 24)

Fatima Al-Zahra Mahmoud (2020) perceives social distancing as one of the types of precautionary measures adopted by countries to maintain the public health and protect the lives of citizens. Social distancing has become a positive concept that involves inclusion rather than exclusion, aiming to ensure survival in the face of natural crises.

With the outbreak of the novel Coronavirus (COVID-19), social distancing has been rigorously implemented, regardless of its social and economic losses suffered. People's safety has become the sole gain from social distancing in different countries around the world. One of the first countries to implement social distancing was China. It achieved an unparalleled success doing this, a move praised by the World Health Organization. Among the strict measures that China has taken by the end of January 2020 was closing its borders with other countries, banning travel and movements, even between cities, and imposing quarantine on the Chinese people. These measures proved effective in reducing the number of cases of the novel Coronavirus (COVID-19) in China.

On February 2020, Italy has taken similar measures to implement social distancing, in order to minimize the spread of the novel Coronavirus. Moreover, it issued a decree followed by more detailed decrees aimed at adopting precautionary measures (social distancing) to hinder the spread of the Coronavirus that took the lives of thousands of Italian citizens. (Elsayid, 2018, p. 104). Soon after that, the virus spread to the whole European continent, which made all the countries of the continent resort to adopting the protocols of social distancing. The other continents followed the process. Countries such as the United States, Australia, and others imposed social distancing protocols, mandatory home quarantine for citizens, and closed their borders and airports to countries around the world.

In the United Kingdom, social distancing was imposed to reduce the infection of the novel Coronavirus, which proved to be effective. Its effectiveness was evident when some schools reopened, and infection rates increased. This led the world to agree on closing schools and educational institutions, given that this reduces the rates of virus infection. Similarly, Egypt has adopted all the protocols of social distancing by closing its borders and airports, imposing quarantine on citizens, and enforcing curfew, allowing movement in specific times only. Additionally, it closed all schools and universities since March 2020. Furthermore, it closed coffee shops, parks, and all gathering places, along with preventing social events where citizens gather. This was done with the aim of protecting the citizens' health and reducing the virus outbreak. These measures were strictly enforced, and all penalties were applied to individuals who violated the imposed lockdown rules throughout the country.

#### **4. The Importance of Physical Distancing in Light of the Coronavirus Crisis:**

The Coronavirus (COVID-19) pandemic that invaded the world represents a global health crisis that requires adopting measures and protocols to limit the spread of the virus. Among these protocols is social distancing, which refers to reducing socialization among individuals. It is a concept that comprises many measures, such as avoiding gatherings, maintaining a safe distance between individuals, and wearing protective face masks.

The importance of social distancing lies in limiting the spread of the virus and reducing the number of infections and deaths resulting from it. As a matter of fact, when people gather and interact with each other, the spread of the virus and the possibility of the virus transmission from one person to another increase.

Moreover, social distancing reduces pressure on the health system and limits the outbreak of the virus in a quicker way, which gives more opportunities to people who need health care and social responsibility, as succeeding in controlling the pandemic depends on the individuals' commitment to implementing those protocols and measures.

At the end, all of us should commit to social distancing and the other preventive measures, in order to protect ourselves and others from the Coronavirus, and thus overcome this global health crisis.

#### **5. The Consequences of Social Distancing:**

Despite the fact that individuals' lifestyles in light of physical social distancing may seem new, in fact, it is a natural thing, as individuals' attitudes may change due to the spread of a disease around them, making them stay away from public places, as well as avoid interacting with other people, aiming to control this epidemic. This is due to the possibility of infection. In past epidemics, social distancing was less prevalent than it is now. Its strong presence at this time is perhaps due to the rapid spread of this virus among individuals, leading to a global increase in infection rates with no boundaries. In this regard, the French sociologist Alain Touraine pointed out:

“The world is not as it used to be, as it feels fear today and has not felt this emptiness for a long time. There is an absence of acting players, a lack of meaning and ideas, even concern. Everyone is locked, isolated, and left alone” (Smith, 2009, p. 369)

It is noted that quarantine gathered individuals in their houses and specified the times of their movement. Some were suffering from pressure and tension, whether it is in their workplace or school. Home isolation allowed these individuals to have some calm in their lives and gave them a chance to stay away from daily pressure and reorganize their thoughts. Therefore, quarantine is necessary to protect ourselves and

society as a whole. If we take a closer look, we note that among the most significant positive effects of quarantine (social-physical distancing) is the improvement of familial relationships between spouses, reducing tension and differences in their perspectives on life and livelihood matters on one hand, and strengthening the relationships between parents and children on the other hand. Certainly, Families gathering around one table to eat together was a nearly absent custom in many households before the COVID-19 pandemic. This had positive implications for the stability of the family structure in various social, economic, psychological, emotional, educational, and health aspects. It reflected on shared meals, congregational prayers between family members, and parental supervision of children's academic progress.

Moreover, family gatherings in light of the circumstances imposed by the pandemic represented an opportunity to closely communicate with children and help them acquire skills that are suitable for their ages. This was achieved through engaging in shared family activities with parents according to their hobbies and preferences. Additionally, it was an opportunity for parents to help children with remote learning, in addition to understanding the needs, desires, inclinations, and individual differences among them. It also entailed guiding them towards positive aspects that enable them to overcome future challenges, instilling religious and social values, and educating them about health matters and measures that they should follow to protect themselves from infectious diseases, especially regarding personal hygiene and physical distancing during pandemic periods like the current one.

Many researchers emphasized the positive effect of the pandemic on social relationships, whether within the family, among relatives, or with friends. This led to an increase in family cohesion and a deepening of bonds between individuals, making the family gain added value during this pandemic. Meanwhile, some researchers have discussed the negative effects of the pandemic on social relationships. (Zahran, 2003, p. 96)

Just as the COVID-19 pandemic has brought individuals back to their essence and revived family ties that have long been neglected or undervalued, it has also elevated the importance of human values that emphasize teamwork, mutual cooperation, and appreciating human life as much as possible, preserving it from pandemics and sudden diseases. Moreover, it has enhanced social relationships through social media and restored the social status of intellectuals and researchers, as they significantly contributed to spreading awareness via the live broadcast feature. We noticed how doctors, thinkers, psychoanalysts, sociologists, and others contributed to organizing virtual meetings and seminars, firstly to talk about social distancing measures, and secondly to address citizens' questions and concerns regarding this pandemic and its impact on their physical and mental health, as well as its repercussions on various aspects of their lives.

After overcoming this crisis, or at least surmounting the initial shock that came with it, humanity will find itself facing a profound and serious debate about the principles upon which social ties are based. The question is whether the COVID-19 pandemic has contributed to strengthening these ties or, conversely, has weakened them. What may lead to this inevitable debate is two things, firstly, the teardown of the closeness model, and the social communication that was ingrained in society, which had persisted for decades, before being replaced by the rules of social distancing, which will remain in place for a long time. Secondly, the contradiction in some behaviors exhibited by society. On one hand, this pandemic

highlighted the importance of community involvement in our lives and demonstrated the spirit of solidarity, embodied in donations to pandemic relief funds or providing assistance to vulnerable groups. However, just as it revealed the best of humanity, it also exposed its worst aspects, especially with the frenzy to purchase consumer goods, stockpile them at home, and exploit the situation to monopolize certain products and inflate prices.

Many things around us have changed, these changes will lead societies, after overcoming this hardship, to rearrange their priorities, evaluate the social ties that bind them, and evoke all the human values and citizenship ethics that should be fundamental to society, not just a temporary option resorted to whenever the danger increases or crises intensify. This pandemic made us realize that the threats facing society are real, and that many of the concepts that we once deemed eternal will eventually become sources of concern for us. All of the protocols that came with the first wave of the COVID-19 pandemic, or those that will follow up the stage of the gradual or complete lifting of quarantine will contradict the fundamental principles of human rights. On the other hand, they will find ethical justifications and human values for individuals to accept these protocols, including preserving life and health, ethical responsibility towards oneself and society, the state's responsibility towards society, and the community's responsibility towards the safety of all its members. The societal inclination will prevail over individualism, where there will be an increase in the feeling that the individuals' fate is linked to that of the society's, and vice versa. Moreover, the sense of solidarity becomes one of the standards of societal cohesion, and adapting to preventive measures becomes crucial, even if they restrict individual freedoms, reflecting the ethics of citizenship. (Al-Majid, 2011, p. 80)

### **Secondly, the Concept of Work Relationships and Quality:**

Dunlop and Flanders believe that the system of work relationships refers to a mutual influence within informal interaction between employers and employees. From this perspective, work relationships are defined as a set of rules that govern the interactions between employers and employees. Others describe them as being divided into three levels: contractual relationships, which are determined within the work contract, organizational relationships, which are governed by prevailing organizational procedures, and personal relationships, which reflect informal interactions among members. Work relationships have been defined as an industrial relationship, which comprises the relationship between workers and employers, as well as the organizations that each team constitutes facing others, and the negotiation and arbitration methods used by each group to address disputes and disagreements. (Elsayid, 2018, p. 408)

### **The Definition of Quality:**

Linguistically, quality is "The characteristics and attributes of a product or a service that make it capable of meeting the explicit or implicit stated needs."

In Latin, the word "quality" refers to the nature of a thing and its degree of excellence. Its meaning has evolved with the advancement of management science, the advent of mass production and the industrial revolution, the emergence of large corporations, and the intensification of competition. Consequently, the concept of quality has taken on new, multifaceted dimensions. Quality now denotes the ability to meet customer expectations and fulfill their needs.

## 1. The Dimensions of Work Relationships:

From a sociological perspective, the work relationship is a multi-dimensional social entity with a formal and structural relational pattern. At the same time, it has a socio-organizational nature resulting from the availability of three basic dimensions in the interactive situation between the worker on one hand and the employer on the other hand. These dimensions include the following:

- A. **Organizational (Institutional) Dimension:** This dimension represents the spatial scope or workplace where organizational interactive positions are embodied between the two parties of the work relationship, along with their organizational responses guided by a set of organizational values. Additionally, it encompasses the types of activities associated with the organizational level within the institution to which the worker belongs, outlining a specific pattern of organizational practice required from them and delineating the broad outlines of the work relationship. It also determines the extent of organizational authority allowed for efficiently performing the assigned work, on one hand, and is linked to the organizational level on the other hand.
- B. **Contractual Dimension:** This dimension indicates the characteristic of the agreement "under a written or unwritten contract" between the two parties of the work relationship. Consequently, this dimension formalizes the relationship and thus, the relationship takes on a contractual agreement nature, making the work relationship legalistic. Consequently, it dissociates itself from the human, emotional, and sentimental aspects during the performance of work tasks. As a result, the latter becomes subject to evaluation, and consequently, to reward or punishment in case either party deviates from the specified practice pattern in the employment contract. The contractual format increases the obligation of both parties to comply with the contract and its provisions.
- C. **Consent Dimension:** This dimension in work relationships underscores the necessity of consent in the employment contract, ensuring dedication to work and striving for excellence in its performance. It emphasizes the importance of the worker's conviction in the assigned work and the corresponding wage, aiming to create a broad field of trust between the parties involved, thereby preventing opportunities for one party to feel exploited and the law leaning towards the contracting party. Thus, the employment contract, and consequently the work relationship, can achieve a high degree of commitment to the strict contract terms. Consequently, consent between the worker and the employer is manifested. (Araour, 2014, p. 22)

## 2. Types and Patterns of Work Relationships:

- A. **Individual Work Relationship:** It is based upon formulating an individual work contract, this contract is known as an agreement, where the worker promises to work under the management and supervision of the employer in exchange for a wage. It is one of the continuous contracts because it does not end all at once but extends over a period of time, requiring the contract, the qualification of the two parties, their consent, the object, and the cause.

This contract is binding for both parties, as it states the obligations of the employee and the obligation of the employer. The employer's obligations include respecting the terms of the contract, committing to pay wages on time, providing a work certificate at the end of the contract, and specific obligations such as time management, granting sick and annual leave, and providing social services. (El Badawi, 1985, p. 95)

**B. Collective Work Relationship:** It is one of the most prominent features of modern industry, as it relates to the lives of human beings on one hand and production on the other hand. It can be referred to as the means used to regulate relationships, this is demonstrated in:

- Cooperation and consultation through joint work committees.
- Joint work contracts.
- Resolving work disputes through reconciliation and arbitration committees. (Daghman, Unknown Year, P. 125)

● **Pattern of Work Relationships:**

The type of employment contract agreed upon with both permanent and temporary workers results in two patterns of work relationships. Additionally, the employment contract is the primary indicator that establishes communication and agreement between the worker and the employer, which distinguishes two types of workers at most organizational levels within the institution. The first type is the permanent workers who form lasting relationships with the employer, and the second type are the temporary workers who, in turn, form temporary relationships. What is important about these two types of work relationships is that they differ in terms of the tasks performed, responsibilities, authorities within the institution, and specifically the rights of the worker. On this basis, it was necessary to discuss both types in some detail.

**1. Permanent Work Relationship:**

This type is established by entering into an employment contract between the worker and the employer without specifying in advance the expiration date or the end of the worker's professional activities at the institution under an indefinite duration contract. This model of employment relationship is often used for reasons that are generally summarized as the employer's organization within the institution identifying the quantitative and qualitative needs for human resources to cover administrative and technical tasks. This identification is classified within the organizational framework of the organization, followed by the employer's acknowledgment and obligation to financially commit to the worker, as the latter becomes a permanent employee. The organization resorts to various employment procedures starting with attracting the workforce and managing the needs for individuals required by the project, involving elements with a high level of competence, experience, and skills, and placing them in jobs that match their education and cultural level, which is essential for the worker to fulfill their work obligations. Importantly, the privilege obtained by the worker in a permanent relationship within the organization is primarily represented in the stability of the full and legally determined salary according to the professional level of the worker and all its material appendages like annual productivity, profit sharing, social security, etc., and its moral implications such as training, education, and the right to annual leave.

**2. Temporary Work Relationship:**

This is the relationship where the work duration is specified as a clause in the contract, explicitly binding the worker to leave the job upon the expiration of that period. It results in a discontinuation of the relationship between the worker and the employer as soon as that period ends, with no further interaction between them. Therefore, it differs in its existential content from the previous elements of

the permanent work relationship. Firstly, its lifespan is limited and short, from its very inception, by a prior agreement between the worker and the employer or the employing body. Temporary work relationships are most commonly established in exceptional, circumstantial, and limited situations necessitated by an organizational setup of the institution, as has been the case with employment relationships in Algeria over the last ten years. This can manifest in youth employment contracts, pre-employment contracts, and integration contracts. In these models, temporary work contracts have been formed, and these situations are characterized as follows:

- When an emergency situation arises that requires immediate work, such as during a state of alert where natural disasters occur, during presidential or parliamentary elections, or at international scientific conferences, temporary jobs appear that disappear after a short period of time.
- When the professional or organizational situation necessitates the inclusion of new workers for a specific period related to the production season, such as during the harvesting of a certain agricultural crop that is time-sensitive, or when there is a concentration of raw material in a factory susceptible to spoilage, the factory may be compelled to add new shifts to intensify production. Similarly, in cases of substituting a permanent worker for a specified period legally, such as sick leave or maternity leave in teaching, temporary workers are employed as needed with contracts that suit only the duration of this operation.

### Study Results Discussion:

The researcher conducted the suitable statistical treatment for the study hypotheses and data, with the aim of identifying the potential correlation between the phenomenon of social distancing and the quality of work relationships among administrative employees. This was done by calculating the Spearman's correlation coefficient. Through the results, the researcher was able to analyze the suggested hypotheses of the research.

1. **First Hypothesis:** There is a relationship between the protocol of social distancing and the quality of work relationships.

The relationship between	The value of the Spearman's coefficient R	Probability Value sig	Significance level $\alpha$	Statistical significance
The protocol of social distancing and the quality of work relationships	-0.327	0.052	0.01	Not significant

**Table No (01):** Clarifies the relationship between the protocol of social distancing and the quality of work relationships.

### Reading and Interpreting the Results:

Through table No (01), we notice that the value of the Spearman's coefficient was (-0.327), indicating a weak negative relationship between the two variables. Therefore, we will accept the alternative hypothesis H1 that states that there is a relationship between the protocol of social distancing and the

quality of work relationships (even if it's an inverse relationship). Moreover, we notice that the probability value was (0.052), which is greater than the value of  $\alpha$  (0.01). Hence, we conclude that it is a statistically insignificant value, which means that the results of this study remain specific to the sample individuals and cannot be generalized to the original population.

2. **Second Hypothesis:** There is a relationship between remote learning and the quality of work relationships.

The relationship between	The value of the Spearman coefficient R	Probability Value Sig	Significance level $\alpha$	Statistical significance
The protocol of remote learning and the quality of work relationships	<b>-0.513</b>	<b>0.001</b>	<b>0.01</b>	<b>Statistically significant</b>

**Table No (02):** Clarifies the relationship between the protocol of remote learning and the quality of work relationships.

#### Reading and Interpreting the Results:

Through table No (02), we notice that the value of the Spearman's coefficient was (-0.513), indicating a moderate negative relationship between the two variables. Therefore, we will accept the alternative hypothesis H1 that states that there is a relationship between the protocol of remote learning and the quality of work relationships among administrative employees (even if it's an inverse relationship). Moreover, we notice that the probability value was (0.001), which is less than the value of  $\alpha$  (0.01). Hence, we conclude that it is a statistically significant value, which means that the results of this study can be generalized to the original population.

3. **Third Hypothesis:** There is a relationship between the COVID-19 pandemic and the quality of work relationships.

The relationship between	The value of the Spearman coefficient R	Probability Value Sig	Significance level $\alpha$	Statistical significance
The COVID-19 pandemic and the quality of work relationships	<b>0.231</b>	<b>0.174</b>	<b>0.01</b>	<b>Statistically insignificant</b>

**Table No (03):** Clarifies the relationship between the COVID-19 pandemic and the quality of work relationships.

#### Reading and Interpreting the Results:

Through table No (03), we notice that the value of the Spearman's coefficient was (0.231), indicating a weak positive relationship between the two variables. Therefore, we will accept the alternative hypothesis H1 that states that there is a relationship between the COVID-19 pandemic and the quality

of work relationships among administrative employees. Moreover, we notice that the probability value was (0.174), which is greater than the value of  $\alpha$  (0.01). Hence, we conclude that it is a statistically insignificant value, which means that the results of this study cannot be generalized to rest of the original population.

### **Analysis and General Conclusion:**

The study results reached in both the theoretical and practical aspects of the study proved the existence of a weak correlation between two of the most important organizational variables for both organizations and individuals. Given their importance, studying human phenomena within organizational frameworks became the sole preoccupation of experts and administrative scholars, as they believe in the value of human resources and their endless achievements and contributions within organizations, regardless of their size and scope of activity.

This study has concluded that there are constructive positive effects in the workplace, even if their value is a weak positive value, through the implementation of organizational measures for organizational social communication processes in the institution under study. Among the most important of these effects are the following:

- Reducing work conflicts between employees and management by creating a more productive work environment, resolving all grievances, and fostering a positive work climate that helps in problem-solving.
- A Wide participation from influential members of the workforce in numerous constructive and beneficial ideas that contribute to the improvement of performance dimensions and working conditions.
- An Increase in reassurance, loyalty, and belongingness among the workers, along with balancing between their personal goals and the institution's objectives in general.
- Improving and supporting human relationships within the institution.
- Reducing the rate of workers' absence in the institution.
- Increasing effectiveness and organizational efficiency within the institution.
- Leveraging the best human resources in the institution.

This is based on the interpretation and analysis of the sample individuals' responses to the most important items of the prepared questionnaire, which was a fundamental tool to measure the variables. Examples of which received statistically significant analysis include working in an environment characterized by mutual trust and freedom at work, in addition to the presence of friendships among colleagues. This promotes a sense of satisfaction with the achievements employees make in fulfilling their professional duties. Notably, feelings of respect, appreciation, and reassurance within the workplace are prominently observed. This undoubtedly enhances the sense of personal and organizational responsibility and encourages consideration of career advancement opportunities and the ambition towards increasing the motivation for achievement at work.

Based on the obtained results, we have concluded the existence of a weak positive relationship among the three hypotheses, with the details as follows:

- There is a weak negative relationship with a correlation coefficient value of (-0.32) between the social distancing protocol and the quality of work relationships within the organization, its results were statistically significant at a significance level of 0.01.
- There is a moderate negative relationship with a correlation coefficient value of (-0.51) between the protocol of remote learning and the quality of work relationships within the organization, its results were statistically significant at a significance level of 0.01.
- There is a weak positive relationship with a correlation coefficient value of (0.23) between the implications of the COVID-19 pandemic and the quality of work relationships within the organization. Its results were statistically significant at a significance level of 0.01.

Based on the aforementioned, we conclude that the general correlation dimensions between the protocols of organizational social communication and the quality of work relationship among administrative employees were continuously interrelated, organizationally and humanly, affecting one another's implications positively or negatively.

The results of this study, in the context of similar research efforts, represent an attempt to apply the methodological procedures commonly recognized among specialists. They are merely partial and temporary outcomes, characterized by limitations and scientific relativity. As a recommendation, we suggest revisiting this topic whenever the opportunity arises to refine our modest results in this research.

### **Conclusion:**

Our attempt to study the topic of the relationship between the phenomenon of social distancing and the quality of work relationships among administrative employees is an additional step added to the field of research in work and organizational psychology. This issue has been prevalent throughout human history since the emergence of professional life filled with technological advancements and organizational challenges. This development is closely linked to the work system and cannot be separated from it. It puts individuals in a state of tension and anxiety, affecting their tasks, duties, health, and leading to psychological and physical imbalance. This is what we have found as a preliminary, temporary, and partial result through verifying the hypotheses of this study, conducted on a sample of individuals from the organizational community.

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