

Intersecta Minds Journal

Social Science and Management Science

ISSN: 3056-929X (Online)

Pacific Institute of Management Science

222/2 M.1 Phaholyothin Rd., Bantam, Mueang Phayao 56000

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Relationship Management and Its Association with Organizational Outcomes: An Empirical Study

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Article history:

Received: 20/11/2024

Revised: 07/01/2025

Accepted: 15/03/2025

Available online: 01/05/2025

How to Cite:

Ali, A. (2025). Relationship Management and Its Association with Organizational Outcomes: An Empirical Study. *Intersecta Minds Journal*, 4(2), 1-18.



INTERSECTA MINDS JOURNAL
SOCIAL SCIENCE AND MANAGEMENT SCIENCE

<https://so13.tci-thaijo.org/index.php/IMJ/index> | ISSN: 3050-929X (Online)

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Original Research Articles

Relationship Management and Its Association with Organizational Outcomes: An Empirical Study

Aftab Ali^{1*}

Abstract

This study examined the relationship between relationship management and organizational effectiveness using a quantitative correlational research design. Relationship management was conceptualized as a multidimensional construct consisting of trust, commitment, communication, and mutual satisfaction, while organizational effectiveness was assessed in terms of goal achievement, adaptability, and operational efficiency. Data were collected from 300 respondents selected through simple random sampling from a population of 1,200 organizational members. A structured 25-item questionnaire using a five-point Likert scale was employed as the research instrument. Content validity was confirmed by experts, yielding an overall Index of Item-Objective Congruence of 0.86, and reliability analysis demonstrated excellent internal consistency with a Cronbach's alpha coefficient of 0.97. Descriptive statistics were used to examine the levels of relationship management and organizational effectiveness, while Spearman's rank correlation coefficient was applied to analyze relationships among variables. The findings revealed that relationship management and organizational effectiveness were both perceived at high levels. Moreover, all relationship management factors were positively and significantly correlated with organizational effectiveness, leading to the rejection of the null hypothesis. The results highlight the importance of relationship-centered management practices as a key mechanism for enhancing organizational effectiveness.

Keywords: Relationship Management; Association; Organizational Outcomes

Introduction

In contemporary organizations, effective management of relationships with internal and external stakeholders has become a critical determinant of organizational success. As organizations operate in increasingly complex, competitive, and uncertain environments, the quality of relationships among employees, management, and stakeholders plays a vital role in

shaping organizational performance and long-term sustainability. Relationship management has thus emerged as a strategic function rather than a purely supportive or interpersonal activity.

Relationship Management Theory emphasizes that organizational success depends on the organization's ability to establish, maintain, and enhance long-term relationships characterized by trust, commitment, communication, and mutual satisfaction (Ledingham & Bruning, 2000). These relational dimensions contribute to cooperation, reduced conflict, and shared understanding, which are essential for achieving organizational goals. When relationships are managed effectively, stakeholders are more likely to demonstrate loyalty, engagement, and willingness to contribute beyond formal role expectations. From a theoretical perspective, Social Exchange Theory further explains how organizational relationships operate through reciprocal interactions in which individuals evaluate benefits and costs over time (Blau, 1964). Positive relationship management practices foster perceptions of fairness and mutual benefit, encouraging stakeholders to reciprocate with higher levels of commitment, cooperation, and performance. In organizational contexts, such reciprocal exchanges strengthen organizational cohesion and effectiveness.

Previous empirical studies have consistently shown that relationship management positively influences key organizational outcomes, including employee engagement, organizational commitment, and overall effectiveness (Grunig & Huang, 2000; Morgan & Hunt, 1994). Trust and communication have been identified as central predictors of relational stability, while commitment enhances long-term goal alignment and organizational resilience. Mutual satisfaction, as an outcome of sustained positive interactions, reflects the overall quality of organizational relationships. Despite the growing recognition of relationship management as a strategic resource, empirical studies examining its relationship with organizational effectiveness using non-parametric statistical approaches remain limited. Therefore, this study aims to investigate the level of relationship management within the organization, examine perceived organizational effectiveness, and analyze the relationship between relationship management factors and organizational effectiveness using Spearman's rank correlation coefficient.

Objective

1. To study the level of relationship management within the organization.
2. To examine the level of organizational effectiveness as perceived by respondents.
3. To analyze the relationship between relationship management factors and organizational effectiveness using Spearman's rank correlation coefficient.

Literature Review

Relationship Management Theory

Relationship Management Theory provides a foundational perspective for understanding how organizations build and sustain effective relationships with their stakeholders. The theory emphasizes that organizational success is not solely determined by economic transactions or

structural efficiency, but rather by the quality of relationships developed between organizations and their internal and external stakeholders (Ledingham & Bruning, 2000). From this perspective, relationships are viewed as strategic assets that require continuous cultivation, assessment, and improvement.

Central to Relationship Management Theory are key relational dimensions, including trust, commitment, communication, and mutual satisfaction. Trust refers to stakeholders' confidence in an organization's integrity, reliability, and ethical behavior, which is essential for reducing uncertainty and fostering cooperation (Morgan & Hunt, 1994). Commitment reflects the willingness of both parties to maintain a long-term relationship and invest resources to sustain it, indicating relational stability and shared goals. Communication quality involves the openness, transparency, accuracy, and timeliness of information exchange, which enhances understanding and reduces conflict (Grunig & Huang, 2000). Mutual satisfaction represents the extent to which both the organization and stakeholders perceive the relationship as beneficial and fair, serving as an indicator of relational success.

Empirical research grounded in Relationship Management Theory suggests that organizations with strong relational practices tend to achieve higher levels of organizational effectiveness, stakeholder loyalty, and reputational strength (Bruning & Ledingham, 2000; Hon & Grunig, 1999). Effective relationship management enables organizations to align stakeholder expectations with organizational objectives, thereby promoting cooperation and long-term sustainability. Consequently, Relationship Management Theory provides a robust conceptual foundation for examining how relational factors influence organizational effectiveness.

Social Exchange Theory

Social Exchange Theory offers a complementary theoretical lens for explaining the mechanisms through which relationship management affects organizational outcomes. According to Blau (1964), social relationships are formed and maintained through a series of reciprocal interactions in which individuals seek to maximize benefits and minimize costs. Over time, repeated positive exchanges generate trust, obligation, and mutual commitment, leading to stable and enduring relationships.

In organizational contexts, Social Exchange Theory explains how relationship management practices influence employee and stakeholder behavior. When organizations demonstrate fairness, support, transparent communication, and ethical conduct, stakeholders are more likely to reciprocate with positive attitudes and behaviors, such as increased commitment, cooperation, and performance (Cropanzano & Mitchell, 2005). These reciprocal exchanges strengthen relational bonds and enhance organizational functioning.

Furthermore, Social Exchange Theory highlights the importance of perceived organizational support and fairness as drivers of relational outcomes (Eisenberger et al., 1986). Stakeholders who perceive that the organization values their contributions and well-being are more inclined to engage in discretionary behaviors that support organizational effectiveness. Thus, Social

Exchange Theory provides a theoretical explanation for why trust, commitment, communication, and mutual satisfaction are critical components of effective relationship management.

A growing body of empirical research has demonstrated a strong relationship between relationship management practices and positive organizational outcomes. Morgan and Hunt's (1994) Commitment–Trust Theory of Relationship Marketing established trust and commitment as fundamental determinants of successful long-term relationships, influencing cooperation, functional conflict resolution, and performance. Their findings have been widely applied beyond marketing, including organizational and management research.

Grunig and Huang (2000) further expanded the relationship management perspective by identifying relational outcomes—such as trust, satisfaction, commitment, and control mutuality—as key indicators of organizational effectiveness. Their research suggests that organizations that prioritize open communication and ethical engagement are more likely to develop high-quality relationships that enhance overall effectiveness.

Subsequent studies have reinforced these findings, indicating that effective relationship management contributes to employee engagement, organizational commitment, and job satisfaction (Men & Stacks, 2014; Kim & Rhee, 2011). Trust and communication, in particular, have been consistently identified as critical predictors of relational quality and organizational success (Dirks & Ferrin, 2002). Commitment strengthens organizational stability by fostering long-term orientation and shared goals, while mutual satisfaction reflects stakeholders' positive evaluations of organizational relationships (Bruning et al., 2004).

Additionally, research has shown that organizations with strong relational cultures are better equipped to adapt to environmental changes and manage crises effectively, thereby enhancing organizational resilience and effectiveness (Schoemaker et al., 2018). Collectively, these studies provide empirical support for the proposition that relationship management is a significant antecedent of organizational effectiveness, justifying its examination within the present study.

Conceptual Framework Factors of Relationship Management (Independent Variables)

This study examines the relationship between relationship management factors and organizational effectiveness. Relationship management is conceptualized as a multidimensional construct consisting of trust, commitment, communication, and mutual satisfaction. These factors are hypothesized to have significant relationships with organizational effectiveness. This study examines four relationship management factors:

- 1) Trust – confidence in honesty, reliability, and integrity
- 2) Commitment – willingness to maintain long-term relationships
- 3) Communication – accuracy, openness, and timeliness of information exchange
- 4) Mutual Satisfaction – perceived fairness and benefit in relationships

And dependent variable is organizational effectiveness. Conceptual framework illustrating the relationships between relationship management factors (trust, commitment, communication, and mutual satisfaction) and organizational effectiveness in Figure 1.

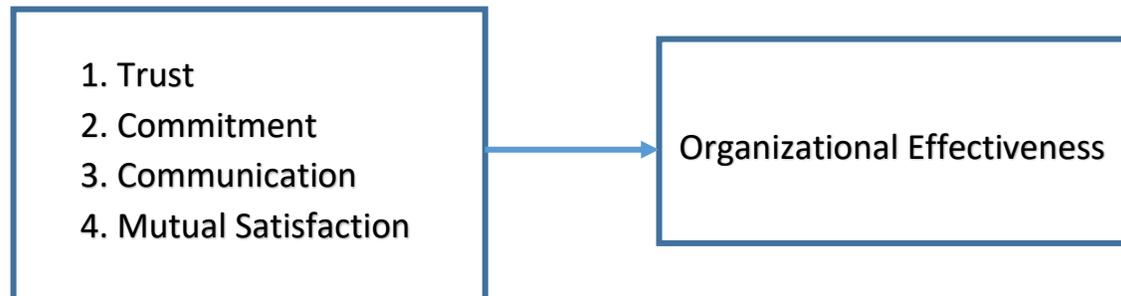


Figure 1 Conceptual Framework

Hypotheses

1. There is no significant relationship between relationship management and organizational effectiveness.
2. There is a significant relationship between relationship management and organizational effectiveness.

Materials and Methods

Research Design

This study employed a quantitative research approach using a correlational research design to examine the relationship between relationship management factors and organizational effectiveness. Data were collected through a structured questionnaire, and the relationships among variables were analyzed using Spearman's rank correlation coefficient, which is appropriate for ordinal data derived from Likert-scale measurements.

Population and Sample

The population consists of 1,200 individuals, including employees or stakeholders within the organization under study.

Sample Size and Sampling Method

The sample size is calculated using Yamane's (1973) formula:

$$n = \frac{N}{1 + N(e)^2}$$

Where: n = sample size N = population size (1,200) e = acceptable sampling error (0.05)

$$\begin{aligned} n &= \frac{1200}{1 + 1200(0.05)^2} \\ &= 300 \end{aligned}$$

Sample Size was 300 respondents. Sampling technique was simple random sampling (or Stratified Random Sampling if organizational levels are involved)

Research Instrument

Questionnaire development, the research instrument was a structured questionnaire consisting of 25 items, developed based on relationship management theory and organizational effectiveness literature. The questionnaire was divided into five sections corresponding to the study variables: Trust (5 items), Commitment (5 items), Communication (5 items), Mutual Satisfaction (5 items), Organizational Effectiveness (5 items), All items were measured using a 5-point Likert scale, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree. The questionnaire was designed to ensure clarity, relevance, and consistency with the research objectives.

Instrument Validity and Reliability

Content validity of the questionnaire was evaluated by a panel of subject-matter experts with expertise in organizational management and social science research. The experts assessed the relevance and clarity of each item using the Index of Item-Objective Congruence (IOC) technique. All questionnaire items achieved IOC values greater than the acceptable threshold of 0.50. The overall IOC value for the entire questionnaire was 0.86, indicating a high level of content validity and strong alignment between the questionnaire items and the research objectives.

The reliability of the questionnaire was examined using Cronbach's alpha coefficient to assess internal consistency. The analysis revealed a Cronbach's alpha value of 0.97 for the 25-item questionnaire, which exceeds the commonly accepted criterion of $\alpha \geq 0.70$. This result indicates that the instrument demonstrates excellent reliability and high internal consistency among items.

Data Collection

The questionnaire was distributed to the selected sample drawn from the study population. Respondents were informed of the purpose of the study and assured of confidentiality and anonymity. Completed questionnaires were collected and screened for completeness before data analysis.

Data Analysis

Data analysis was conducted using statistical software and proceeded in two main stages. Descriptive statistical methods were employed to address the first two research objectives. To study the level of relationship management within the organization, descriptive statistics including frequency, mean, and standard deviation were used to analyze respondents' perceptions of trust, commitment, communication, and mutual satisfaction. To examine the level of organizational effectiveness as perceived by respondents, mean scores and standard deviations were calculated to determine the overall level of organizational effectiveness. Mean score interpretation followed standard Likert-scale criteria to classify levels as low, moderate, or high. To address the third research objective, to analyze the relationship between relationship management factors and organizational effectiveness, Spearman's rank correlation coefficient (Spearman's rho) was employed. This non-parametric statistical technique was selected due to the ordinal nature of the Likert-scale data. Statistical significance was tested at the 0.05 level ($\alpha = 0.05$). The strength and direction of relationships were interpreted based on established correlation coefficient guidelines.

25-Item Questionnaire (Relationship Management and Organizational Effectiveness)
Instruction, indicate your level of agreement with each statement using the following scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree, Section

A: Trust (5 items)

T1. I trust the organization to act honestly in its dealings with employees/stakeholders.

T2. The organization keeps its promises and commitments.

T3. Management decisions are transparent and reliable.

T4. I feel confident in the integrity of organizational leaders.

T5. The organization treats stakeholders fairly and ethically.

Section B: Commitment (5 items)

C1. The organization is committed to maintaining long-term relationships with stakeholders.

C2. Management shows dedication to employee/stakeholder well-being.

C3. I feel a strong sense of commitment to this organization.

C4. The organization invests resources to strengthen relationships.

C5. Organizational leaders demonstrate responsibility toward stakeholders.

Section C: Communication (5 items)

CM1. Information from the organization is clear and easy to understand.

- CM2. Communication within the organization is open and honest.
- CM3. Management listens to feedback from employees/stakeholders.
- CM4. Important information is communicated in a timely manner.
- CM5. Communication channels within the organization are effective.

Section D: Mutual Satisfaction (5 items)

- S1. I am satisfied with my relationship with the organization.
- S2. The organization considers stakeholder needs in decision-making.
- S3. Interactions with the organization are generally positive.
- S4. The benefits I receive from the organization meet my expectations.
- S5. The relationship between stakeholders and the organization is balanced and fair.

Section E: Organizational Effectiveness (5 items)

- OE1. The organization achieves its goals efficiently.
- OE2. The organization adapts well to changes in its environment.
- OE3. The organization operates smoothly and effectively.
- OE4. Organizational leadership contributes positively to performance.
- OE5. Overall, the organization performs effectively.

Ethical Considerations

Participation in the study was voluntary. Respondents were informed that their responses would be used solely for academic research purposes, and all data were treated with strict confidentiality.

Results

Sociodemographic Characteristics

Table 1 Descriptive statistics were used to analyze the sociodemographic characteristics of the respondents. Frequencies and percentages were calculated to describe respondents in terms of gender, age, education level, work experience, and organizational position. This information provides contextual background for interpreting perceptions of relationship management and organizational effectiveness.

Table 1 Sociodemographic Characteristics of Respondents (N = 300)

Characteristic	Category	Frequency	Percentage
Gender	Male	162	54.00
	Female	138	46.00
Age	Under 30 years	58	19.33
	30–39 years	94	31.33
	40–49 years	88	29.33
	50 years and above	60	20.00
Education Level	Bachelor’s degree	146	48.67
	Master’s degree	112	37.33
	Doctoral degree	42	14.00
Work Experience	Less than 5 years	72	24.00
	5–10 years	98	32.67
	More than 10 years	130	43.33
Organizational Position	Operational staff	124	41.33
	Supervisory level	96	32.00
	Management level	80	26.67

Table 1 The sociodemographic analysis revealed that the respondents were relatively balanced by gender, with 54.00% male and 46.00% female participants. This distribution suggests that perceptions reflected viewpoints from both genders with no substantial dominance of one group. In terms of age, the largest proportion of respondents fell within the 30–39-year age group (31.33%), followed by those aged 40–49 years (29.33%). This indicates that the majority of respondents were within the active working-age population, which is appropriate for evaluating organizational relationship management and effectiveness.

Regarding educational background, nearly half of the respondents held a bachelor’s degree (48.67%), while 37.33% possessed a master’s degree, and 14.00% held a doctoral degree. This reflects a relatively high educational level among participants, suggesting that respondents were capable of providing informed perceptions of organizational practices. With respect to work experience, 43.33% of respondents had more than 10 years of experience, followed by 32.67% with 5–10 years, and 24.00% with less than 5 years of experience. This distribution indicates that a substantial proportion of respondents had long-term involvement with the organization, strengthening the credibility of their evaluations.

Finally, analysis of organizational position showed that 41.33% of respondents were at the operational level, 32.00% at the supervisory level, and 26.67% at the management level. This

suggests that data were collected from multiple organizational levels, providing a comprehensive perspective on relationship management and organizational effectiveness.

Descriptive Statistics of Relationship Management

Descriptive statistical analysis was conducted to examine the level of relationship management within the organization. Mean scores and standard deviations were calculated for each relationship management factor, namely trust, commitment, communication, and mutual satisfaction. Mean score interpretation followed standard Likert-scale criteria, where higher mean values indicate higher perceived levels.

Table 2 Mean and Standard Deviation of Relationship Management Factors

Relationship Management Factor	Mean (\bar{x})	S.D.	Level
Trust	4.21	0.54	High
Commitment	4.17	0.57	High
Communication	4.09	0.60	High
Mutual Satisfaction	4.24	0.52	High
Overall Relationship Management	4.18	0.56	High

The results indicate that respondents perceived relationship management within the organization at a high level overall ($\bar{x} = 4.18$). Among the four factors, mutual satisfaction showed the highest mean score, followed by trust, commitment, and communication, respectively.

Descriptive Statistics of Organizational Effectiveness

To examine the level of organizational effectiveness as perceived by respondents, descriptive statistics including mean and standard deviation were calculated for the five items measuring organizational effectiveness.

Table 3 Mean and Standard Deviation of Organizational Effectiveness

Organizational Effectiveness	Mean (\bar{x})	S.D.	Level
Organizational Effectiveness (Overall)	4.26	0.51	High

The findings reveal that organizational effectiveness was perceived at a high level ($\bar{x} = 4.26$), suggesting that respondents viewed the organization as effective in achieving its goals, adapting to environmental changes, and maintaining efficient operations.

Relationship Between Relationship Management Factors and Organizational Effectiveness

Spearman's rank correlation coefficient was employed to analyze the relationship between relationship management factors and organizational effectiveness. This non-parametric method was appropriate due to the ordinal nature of the Likert-scale data. Statistical significance was tested at the 0.05 level.

Table 4 Spearman's Rank Correlation Between Relationship Management Factors and Organizational Effectiveness

Relationship Management Factor	Spearman's ρ	Sig. (p-value)	Relationship Level
Trust	0.71	< .001	Strong positive
Commitment	0.69	< .001	Strong positive
Communication	0.65	< .001	Moderate to strong positive
Mutual Satisfaction	0.74	< .001	Strong positive

The results demonstrate that all relationship management factors were positively and significantly correlated with organizational effectiveness at the 0.05 level. Among the factors, mutual satisfaction exhibited the strongest correlation with organizational effectiveness ($\rho = 0.74$), followed by trust ($\rho = 0.71$), commitment ($\rho = 0.69$), and communication ($\rho = 0.65$). These findings indicate that higher levels of effective relationship management are associated with higher perceived organizational effectiveness.

Summary of hypothesis testing, based on the Spearman's rank correlation analysis, the research hypotheses were supported. The null hypothesis was rejected. The alternative hypothesis was accepted, confirming that relationship management factors are significantly related to organizational effectiveness.

Discussion

The purpose of this study was to examine the level of relationship management within the organization, assess perceived organizational effectiveness, and analyze the relationship between relationship management factors and organizational effectiveness. The discussion interprets the findings in relation to the research objectives, hypotheses, and existing theoretical and empirical literature.

Sociodemographic Characteristics

The sociodemographic profile of respondents indicates that data were collected from a diverse and representative group in terms of gender, age, education level, work experience, and organizational position. The relatively balanced gender distribution suggests that perceptions of relationship management and organizational effectiveness were not disproportionately influenced by one gender group. This aligns with prior organizational research indicating that relationship-oriented perceptions tend to be broadly shared across genders in professional contexts (Grunig & Huang, 2000). The majority of respondents were within the 30–49 age range and possessed moderate to extensive work experience, with over 75% having more than five years of organizational tenure. This demographic profile strengthens the credibility of the findings, as experienced employees are more likely to possess stable perceptions of organizational relationships and effectiveness (Ulrich, 1997). Additionally, the high educational level of respondents suggests an informed understanding of organizational processes, supporting the reliability of perceptual assessments. The inclusion of respondents from operational, supervisory, and management levels further enhances the robustness of the findings, as relationship management practices and organizational effectiveness were evaluated from multiple organizational perspectives. This multidimensional representation supports the validity of the conclusions drawn from the data.

Relationship Management Levels

Research Objective 1, the results revealed that relationship management within the organization was perceived at a high level overall, with mutual satisfaction, trust, commitment, and communication all receiving high mean scores. This finding is consistent with Relationship Management Theory, which emphasizes trust, commitment, communication, and satisfaction as core dimensions of effective organizational relationships (Ledingham & Bruning, 2000). Among the four factors, mutual satisfaction exhibited the highest mean score, suggesting that respondents generally perceived the relationship between the organization and its stakeholders as fair, balanced, and beneficial. This supports the proposition that satisfaction reflects the cumulative outcome of successful relational processes and is a key indicator of relationship quality (Grunig & Huang, 2000). The high level of trust further indicates confidence in

organizational integrity and ethical conduct. Trust has been widely recognized as a foundational element of long-term organizational relationships and a prerequisite for cooperation and stability (Morgan & Hunt, 1994). Similarly, high levels of commitment and communication reflect the organization's dedication to sustaining long-term relationships and maintaining transparent information exchange, which are critical in dynamic and uncertain organizational environments.

Organizational Effectiveness

Research Objective 2, the findings demonstrate that organizational effectiveness was perceived at a high level, indicating that respondents viewed the organization as capable of achieving its goals, adapting to environmental changes, and operating efficiently. This result aligns with modern perspectives on organizational effectiveness, which emphasize adaptability, leadership quality, and operational coherence rather than solely financial performance (Drucker, 1999). In the context of an increasingly disruptive global environment characterized by rapid technological change and uncertainty, high perceived organizational effectiveness suggests that relational and human-centered management practices may play an important role in sustaining performance (Christensen et al., 2015). The findings reinforce the notion that organizational effectiveness is closely linked to how well organizations manage internal and external relationships.

Relationship Between Relationship Management and Organizational Effectiveness

Research Objective 3 and Hypothesis Testing, the correlation analysis revealed that all relationship management factors were positively and significantly related to organizational effectiveness, leading to the rejection of the null hypothesis (H_0) and acceptance of the alternative hypothesis (H_1). This confirms that relationship management is a significant organizational mechanism influencing effectiveness. Among the factors, mutual satisfaction demonstrated the strongest correlation with organizational effectiveness. This finding supports Social Exchange Theory, which posits that sustained positive outcomes emerge from reciprocal, mutually beneficial relationships (Blau, 1964). When stakeholders perceive fairness and satisfaction in organizational interactions, they are more likely to contribute positively to organizational performance. Trust also showed a strong positive relationship with organizational effectiveness, reinforcing prior empirical findings that trust reduces uncertainty, enhances cooperation, and facilitates coordinated action within organizations (Morgan & Hunt, 1994). Similarly, commitment was strongly associated with effectiveness, indicating that long-term relational orientation strengthens organizational stability and goal alignment. While communication demonstrated a slightly lower correlation compared to other factors, it still exhibited a moderate-to-strong positive relationship with organizational effectiveness. This suggests that effective communication functions as an enabling mechanism that supports trust,

commitment, and satisfaction rather than acting as an isolated determinant (Ledingham & Bruning, 2000).

Theoretical and Practical Implications

From a theoretical perspective, the findings provide empirical support for Relationship Management Theory by demonstrating that relational dimensions are not only valuable for stakeholder harmony but are also significantly associated with organizational effectiveness. The results also extend Social Exchange Theory into contemporary organizational contexts by confirming that reciprocal relational quality contributes to organizational success. Practically, the findings suggest that organizations seeking to enhance effectiveness should prioritize relationship management strategies that promote satisfaction, trust, commitment, and open communication. In environments characterized by disruption and uncertainty, relational strength may serve as a critical organizational resource for resilience and adaptability. Summary of discussion, in summary, this study confirms that relationship management is perceived at a high level, organizational effectiveness is strong, and the relationship between these constructs is statistically significant. The results consistently support the research objectives and hypotheses and align closely with established theories and prior empirical studies. These findings underscore the importance of relationship-centered management practices as a foundation for sustainable organizational effectiveness.

Conclusion

This study examined the association between relationship management and organizational effectiveness using a quantitative correlational approach. The findings provide strong empirical evidence that relationship management—conceptualized through trust, commitment, communication, and mutual satisfaction—is significantly and positively related to organizational effectiveness. Both relationship management and organizational effectiveness were perceived at high levels by respondents, indicating that relational practices are well embedded within the organizational context under study.

Among the relationship management dimensions, mutual satisfaction and trust emerged as the strongest correlates of organizational effectiveness, highlighting the importance of fairness, ethical conduct, transparency, and reciprocal benefits in organizational relationships. Commitment and communication also demonstrated strong positive associations, reinforcing their role in sustaining long-term relationships and enabling effective coordination and information flow. These results support Relationship Management Theory and Social Exchange Theory by confirming that high-quality relational exchanges foster cooperation, stability, and enhanced organizational outcomes.

Overall, the study confirms that relationship management is not merely an interpersonal or supportive function but a strategic organizational capability that contributes meaningfully to

effectiveness, adaptability, and long-term success. Organizations that prioritize relationship-centered management practices are better positioned to achieve their goals and sustain performance in dynamic and uncertain environments.

Suggestions

Based on the findings of the study, the following suggestions are offered to enhance organizational practice and guide future scholarly inquiry.

Suggestions for Implementation

1. **Strengthen Trust-Based Practices** Organizations should promote ethical leadership, transparency in decision-making, and consistency between policies and actions. Clear communication of organizational values and adherence to commitments can further enhance trust among employees and stakeholders.

2. **Enhance Commitment through Long-Term Engagement** Management should invest in relationship-building initiatives such as professional development programs, employee recognition systems, and participatory decision-making processes. These practices can reinforce stakeholders' long-term commitment to the organization.

3. **Improve Communication Systems** Organizations should establish open, two-way communication channels that encourage feedback and dialogue. Timely, accurate, and transparent communication can reduce misunderstandings and strengthen relational quality across organizational levels.

4. **Promote Mutual Satisfaction** Organizational policies should aim to balance organizational goals with stakeholder needs and expectations. Regular assessment of stakeholder satisfaction and responsiveness to concerns can help maintain fair and mutually beneficial relationships.

5. **Integrate Relationship Management into Strategic Planning** Relationship management should be embedded into organizational strategies and performance evaluation systems to ensure sustained attention to relational outcomes alongside operational and financial metrics.

Suggestions for Future Research

1. **Adopt Longitudinal or Experimental Designs** Future studies may employ longitudinal or experimental research designs to examine causal relationships between relationship management and organizational effectiveness over time, allowing for stronger inference beyond correlational evidence.

2. **Examine Mediating and Moderating Variables** Additional variables such as leadership style, organizational culture, job satisfaction, employee engagement, or perceived organizational

support could be explored as mediators or moderators to deepen understanding of the underlying mechanisms.

3. Expand Sectoral and Cross-Cultural Contexts Replication of this study across different industries, organizational sizes, or cultural settings would enhance generalizability and provide comparative insights into how relationship management operates in diverse environments.

4. Utilize Mixed-Methods Approaches Combining quantitative and qualitative methods may provide richer insights into how relationship management practices are enacted and experienced within organizations.

Declaration of Interests

The author declares that there are no known financial, professional, or personal interests that could have appeared to influence the work reported in this paper.

Ethical Considerations

This study was conducted in accordance with established ethical research standards. Participation was voluntary, and respondents were informed of the purpose and nature of the study prior to data collection. Anonymity and confidentiality of responses were strictly maintained, and all collected data were used solely for academic research purposes. Participants were informed of their right to withdraw from the study at any stage without any negative consequences.

Acknowledgments

The author gratefully acknowledges all respondents who participated in this study and provided valuable insights through their responses. Appreciation is also extended to the subject-matter experts who contributed to the validation of the research instrument and offered constructive guidance during the research process.

Definition of Conflicts of Interest

A conflict of interest is defined as any financial, professional, or personal relationship that could influence, or be perceived to influence, the objectivity, interpretation, or presentation of research findings. In the present study, no conflicts of interest were identified or reported by the author.

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