

An Analytical Reading Of The Communication Process In The Organization, Between Theoretical Frameworks And Procedural Practice

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Abstract:

Through this research paper, we will attempt to provide an analytical reading of one of the most prominent aspects of social behavior within organizations, which is the communication process in the organization, because the success of management in achieving its goals is closely related to the success of communication between individuals.

In our study, we will focus on clarifying the communication process, which includes the conceptual significance, its most important fields and determinants, in addition to addressing the most important theoretical approaches that attempted to explain the communication process in the organization, leading to addressing the most prominent administrative practices that contribute to the production of social behaviors, which reflect the communication process in the organization.

Keywords: communication process, theoretical approaches, administrative practices.

Introduction:

Communication is one of the topics that continues to attract the interests of researchers and scholars in the field of human sciences, especially media and communication sciences, because of its extremely important impact on achieving the goals within what the organization aspires to achieve. Communication, being an important social function aimed at organizing and directing human transactions in society, has also become important in the organization, regardless of the activity it performs in society. Organizational communication regulates the relationship between various individuals and departments, and makes it integrated and harmonious, in a way that serves the activity of the organization, while its absence may negatively affect it.

It is also considered one of the important roles in administrative work because of its positive results that benefit organizations and workers. Through what communication provides in terms of determining the type of solutions, getting rid of normal thinking, and producing the largest possible number of ideas in the least time and effort thanks to communication mechanisms, means, and channels that contribute to enhancing and facilitating the exchange of information between all levels, in addition to improving the general climate for decision-making, in addition to breaking barriers among employees and stimulating new ideas in them.

Through this research paper, we will try to cover the issue of the communication process in the organization, by answering the following questions:

1. What do we mean by the communication process in the organization from a conceptual standpoint?
2. What are the most prominent theoretical approaches that explained the topic?
3. What are the administrative practices that reflect the communication process?

Objectives of the study:

- Defining the communication process
- Identifying the most prominent communication patterns through theoretical approaches
- Trying to identify and highlight administrative practices that contribute to improving the communication process.

First, the communication process in the organization:

1. Concept of communication:

Many studies have dealt with the topic of communication since the emergence of this term until now, and we will now try to present the most important definitions surrounding the concept of communication.

The origin of the word “communication” goes back to the Latin word *communis*, which means “common”, meaning common or common. Therefore, communication, as a process, includes participation or understanding about a thing, idea, feeling, direction, behavior, or action. (Makkawi, 2003, p. 23)

Communication is defined idiomatically as: “the transfer of ideas, feelings, information, and influences,” in addition to distribution and negotiation.

Scientists and researchers have approached the concept of communication from several angles, each according to his specialty, and according to the application of communication processes as a process to his field of study. For example, we find psychologists and management focusing their attention on issues of acquiring behavior and learning, and from here they consider communication a means of influencing behavior as well as an important process in education. Accordingly, communication, from their point of view, is verbal or written behavior that one party uses to influence the other. (Al-Jawhari, 1992, p. 114)

Another group of researchers focuses on the mental and emotional processes present in communication, such as: encoding, interpretation, linking, abbreviation, insinuation..., which together constitute the moral aspect of the communication process. Accordingly, communication is: “the use of words, movements, and other symbols to exchange information” (Djaber, 2003, p. 49)

Information systems scientists look at communications from a mathematical, statistical, and engineering point of view. The thing that is the subject of communication is information, and it is sent or received through electrical signals, and the information is stored according to a specific system of documentation, and therefore communication, according to this point of view, is a process of “receiving, encoding, storing, analyzing, retrieving, displaying, and sending information” (Maher, 2000, p. 24)

Communication: A human phenomenon that a person needs in his life in order to realize himself, within the group to which he belongs (Naouar, 2006, p. 64)

Pierre-G-BERGERON defined it as the process of transferring the message from the sender to the receiver with the aim of him understanding the message and influencing his behavior (Berogeron, 1989, p. 363)

Ibrahim Abu Arqoub defines it as: “a process of social interaction that people use to construct meanings that form mental images in their minds, and they exchange these mental images through symbols (Arqoub, 1993, p. 41)

As for the American Association (AMA), communication means creating and spreading understanding between people, that is, exchanging, transferring ideas, and disseminating them between individuals and groups (kaoui, 2010, p. 30).

Allaq defined communication as: “one of the pillars of guidance, as it involves the flow of information, instructions, directives, orders, and decisions, individually or in a group, to individuals or groups, for the purpose of informing, influencing, or creating change towards achieving pre-determined goals. In this sense, Allaq refers to the formal communication approved in business organizations and others, although this definition includes communication between individuals outside formal or traditional work frameworks (relationship, 2009, pp. 17-18)

Karl Hoflund also defines it as: “the process during which the communicator presents stimuli (usually linguistic symbols) in order to modify the behavior of other individuals (the recipient of the message) (Rashty, 1978, p. 50).

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Researcher George Lundberg believes that the word “communication” is “used to refer to interaction by means of signs and symbols, and the symbols are movements, images, language, or something else, serving as a warning of behavior, meaning that communication is a type of interaction that occurs by means of symbols.”

All of these definitions agree that communication is a dynamic process that includes influence and influence, which appears through the interaction of the sender and receiver of the message.

Procedural definition of communication:

Based on the above, we can derive the definition of communication as: a process of social interaction within an organization, which takes place through the exchange of information between a sender and a receiver, via technological media to reach understanding, cooperation, and harmony.

2- Fields of communication process in the organization:

Researchers have differed in dividing the fields of communication, as the divisions have varied, but we will point out the most common fields, which are:

2.1 Self-communication:

Some believe that this is the first form that begins within the individual in himself and his mind. It is also concerned with what a person thinks and feels, as well as how he receives information and symbols through the five senses, and the ways he responds and translates experiences into meanings. Self-communication contributes to a person’s definition of himself.

The development of a person through the stages of his life means the development and increase of his communication capabilities on the one hand, and his acquisition of knowledge and providing him with a store of symbols that take their meaning from his interaction with his environment on the other hand, so that these symbols become an essential means for developing the self and experiences and influencing behavior.

2.2 Personal communication:

It is the process of exchanging ideas and information between two people, where communication here is based on dialogue, and the more the communicator has the necessary skills and the appropriate conditions for the receiver to receive the message, the more the communication is directed towards achieving the desired goal.

2.3 Collective communication:

In this type of communication, the sender directs his message to a large number of individuals, for example: public speaking.

2.4 Mass communication:

This type of communication directs its messages to all members of the public, as it includes all messages that are broadcast through mass means of communication, such as radio, television, newspapers, magazines, cinema, and books. (Atwi, 2001, p. 161) Which facilitates the dissemination and dissemination of messages very quickly and in huge numbers, because it is an organized and studied process by specialists in the field, and the receiving party in mass communication represents masses of people in various areas of life and from different social classes and different centers, professions and cultures.

3. Determinants of the organization’s communication process:

The human being represents the primary driver of the communication process, and therefore the various frameworks surrounding him have a major role in influencing this process, which we will summarize in the following:

3.1 Technical framework:

The methods used in the communication process represent its technical framework, as these methods witnessed many developments until they reached what they are today, such as computers, the Internet, telephone, telegraph, and telex. (Al-Karyouni, 2001, p. 317) and other means that have been harnessed to increase the efficiency of communications, facilitate them, increase their speed, and give individuals the ability to adapt to new circumstances.

3.2 Psychosocial framework:

The social psychological framework of the communication process includes all perception processes, intrinsic motivations, and the various psychological interactions between the parties to the communication process, such as conflicts and disputes or harmony and consensus, and formal and social roles and their reflection on the communication of individuals, where differences in the levels of perception among individuals lead to the emergence of differences and contradictions in the interpretation of the same message.

3.3 Regulatory framework:

The characteristics of the administrative system determine the organizational framework through whose channels the communication process takes place, how it works and the methods of making decisions, as the nature of centralized organization leads to slow communication processes, while following decentralization in work may contribute to accelerating communication processes as a result of the powers granted to subordinates. (Laouissat, 2003, p. 43)

Since the administrative division of any institution takes three levels, the lower levels work to develop and collect information related to work and employee issues, while managers at the middle level link the lower levels with the upper levels by transferring and delivering the information - which is collected at the lower levels - to the upper levels to make the necessary decisions. As for communications at the higher levels, they are comprehensive, as managers are concerned with preserving the organization's image and continuity, solving its problems, and making strategic decisions related to the organization's resources and how to employ them to achieve the established goals.

The role that the manager plays within the organization is to create an effective communications system, as he is primarily responsible for explaining and interpreting management instructions and convincing its employees, which requires him to have leadership qualities such as flexibility and the ability to adapt to all changes and developments, in addition to his understanding of the needs of workers.

The organization divides work and defines powers and responsibilities, as well as functional relationships, and this is within the framework of the formal organization (Laouissat, 2003, pp. 43-44), which is accompanied by an informal organization where relationships and communications are based on personal relationships between individuals within the organization. In order to benefit from these informal relationships, they must be directed towards achieving the organization's goals, and here the manager's skill and ability to achieve the established goals appear without losing sight of the group's goals and cohesion. We cannot fail here to point out the importance and unity of authority and orders directed to subordinates, as we do not find in the organizational structure a person subject to more than one boss at the same time. This principle helps facilitate communications between individuals and eliminates contradiction and inconsistency in the orders and instructions that a person receives.

4. Cultural framework:

This framework includes all the aforementioned frameworks, as the cultural framework includes all the prevailing social values, customs and standards, which are embodied with the tasks through socialization and which are undertaken by several institutions in society, including: the family, the school, the mosque,...the latter which gives the individual an independent personality through the values that it instills in him, which affects the communication technologies used, as

well as the perceptions of individuals and the patterns of organization followed. (Al-Karyouni, 2001, p. 317)

Second: Theoretical approaches to communications in the organization

Communication theories:

Communication represents one of the central aspects of social life for our mission and for his theories to study, as they are concerned with explaining and determining the direction of communicative action and communicative relations. However, there is controversy between some topics and issues revolving around theoretical perspectives and models between psychology and sociology, because the first tends to focus more on the behavioral, organic, and mechanistic aspects of basic activity, while the second gives its definite attention to issues of meaning and interpretation (Bedouin Y, 2003, page 99) We will present some theories that Related to communication, they are:

A- Learning theory:

Although it is a theory of psychology, it is closely related to theories of communication, as education psychology provides us with one of the basic forms of communication theories through different types of mechanisms and special processes of human learning. Every theory in educational psychology gives great importance to the process of association as a basic principle of effective communication, through the relationship between the stimulus and the response, or the so-called connectionist doctrine, or Connectionism. The theory of stimuli and responses takes several forms, including: instrumental or artificial conditional association (the animal learns Through association with a condition to do something to obtain a reward) and discriminative or differential learning (the emergence of a response in varying degrees to special stimulating conditions), and therefore any action is a response that assumes the presence of a prior stimulus for the latter, which has a goal that can be realized as a return to a state of equilibrium.

This perspective considers human communication to be the process that links individuals to each other and to the environment in which they live, and describes communicative actions as results and changes of the relationships between the organism and the environment, whether these relationships are actual or expected, or both (Badawi, 2003, p. 102).

It is clear from the behavioral model presented by Skinner in the form of stimulus-response (S-R) theory that communication has its causes and effects. From this perspective, communication is a response to a previous stimulus (feedback) or a set of data, which constitutes the beginning of a stimulus-response relationship. In this way, the communication process appears to be a process of reaction, and similar to this meaning that psychologists place on communication as a bond between a stimulus and a response, Maslow, a social psychologist, distinguished between coping behavior and expressive behavior, where harmonious behavior refers to the interaction between the personality and the world, and the process of adaptation between them. Here, the (stimulus-response) model is appropriate for this type of communication, while expressive behavior is a phenomenon accompanying personality building, however, the (stimulus-response) model is partially appropriate for this communication, as this entry provides a set of answers to the general questions that have been asked about communication, which we summarize in the following points:

1. People enter into communication relationships as a result of stressful situations within the environment in which they live, and thus the stimuli that people are exposed to put pressure on them that puts them in a state of sending or responding to information that interests them.
2. The communicative situation represents the satisfaction of the needs of its participants, as well as the needs of the large system of which they are a part.
3. The relationship between the participants in communication is considered a functional and mechanical relationship and therefore it is beneficial on one hand and cannot be avoided on the other hand. The sender seeks to achieve intended, planned, or predictable responses and effects, and the receiver pays attention to the relationship as it is of benefit to him.

From all of the above, it is clear that the behavioral perspective is a powerful explanatory model from which assumptions emerge related to the process through which phenomena acquire

meaning and language develops, as well as systems of signs and symbols, and even those related to attention, perception, and effects.

B - Information theory

This theory is based on the principle that communication is the process of processing information carried out by humans, and in this case, the primary interest appears in investigating and measuring the amount of information in any message (Badawi, 2003, p. 105)

This theory is also based on the fact that all ambiguous or questionable issues and topics can be reduced by transforming them into a set of questions that constitute the necessary quantitative measurement that is used in analyzing the communication process. In the same way, the content of the message, the energy capacity of the communication channels, the effectiveness of the encoding and the reception process, as well as the decoding of symbols can be measured, and on this basis, Frick considers communication theory a formal mathematica theory, based on probabilities.

Information theory has an effective impact in formulating issues or problems and models for studying communication processes, and on this basis this theory serves as a technical tool by reducing the degree of ambiguity of ambiguous issues and topics.

From this standpoint, communication is considered a process with a specific goal and it leads to determining the communicative situation accurately. However, in some cases communication may not have a specific goal or purpose, such as private communication between people, which may lead to the creation of new meanings or new ambiguity.

The bottom line is that information theory is based on the relationship between the sender and the receiver, and thus it agrees with behavioral learning theory, as it is an instrumental relationship despite their differences.

C - Social System Theory

Talcot Parsons is considered one of the supporters of this theoretical approach. Although he did not address communication in his works in detail, he presented a consistent perspective on the communication process, as he was interested in studying social action, which he sees as - action is characterized by the presence of a motive to achieve a goal. According to this theory, the individual has motives and interests that direct his behavior and actions toward a specific goal, and social action occurs in a situation in which the actor is directed by the norms and values of the social environment in which he lives, or by his culture that he possesses as a result of his interaction with others.

Any social interaction produces a system of symbols and signs that acquire general and common meanings among the interactants, where they play an important role as means of communication, and from this point we can talk about the beginnings of culture, which is part of the system of action of the actors. Just as communication styles result from the process of interaction, advanced forms of social behavior depend on the process of communication. Parsons established a relationship between the means of communication and social control through the symbolic system of meanings, which is one of the elements of the system imposed on real situations, which we find even in cases of simple or primitive communication (the necessity of conformity with the rules of the symbolic system).

Parsons distinguishes between social action and behavior, which is reactive, and focuses on the constraints that are imposed on it when specific goals are achieved. We find, for example, that the economic behavior of an individual may be adaptive, or it may be compatible, and this is a functional connection to the social environment and other actors. Social theory, as presented by Parsons, seeks to achieve harmony between the social aspects of Durkheim's work, which emphasizes the limitations imposed by social facts and Weber's contributions by considering human actions as meaningful experiences in a world characterized by infinite differences, the most important of which is the existence of self-interpretation in the coordination of human action so that meanings develop and change.

Hence, this approach to social behavior in general and to communication in particular is a starting point at the end of behaviorism, which only differ in terms of the focus of attention and level of analysis for each of them, and the interest of social system theory revolves around maintaining the system, its balance, and its consistency.

D - Symbolic interactionism theory

This theory appeared clearly in the works of George Herbert Mead, a social psychologist, but he made an important contribution to sociology. This theory focuses directly on communicating interest in the process of social interaction based on symbols, and Herbert Blumer (a student of Mead) played a major role in the advancement of his work - Mead - in sociology, as Blumer emphasizes the freedom to choose action within the framework of social systems. Social action occurs within the framework of the organization of human society, but it is no longer the determining factor for there are other elements such as culture, social system, or social stratification.

Blumer makes two basic points related to social action:

The first: the social action that occurs in the situation is shaped by social organizations. However, this action is situation-oriented and not directly directed towards the specific features themselves.

The second point: This approach allows for greater freedom and distribution than the social system approach. (Badawi, 2003, p. 113)

Mead presents an opinion on communicative behavior that adds a fundamental character to Blumer's views, by highlighting two important points:

- Primary contact
- Reflexivity of the communication act (the individual's internal speech).

E- Congruence theory:

It is also called "balance theory", and it originally emerges from Gestalt psychology, which is the oldest form of theories related to communication, and it is the form that Heider came up with. This form appears in the case of the presence of two people who have the same attitudes towards each other, or towards other external topics or things. In this case, the relationship will be balanced, but it may not be so if their trends conflict (such as one person hating the thing that the other person loves). Accordingly, this theory assumes that in a state of balance or harmony, communication participants are able to resist change, while in a state of incompatibility, attempts are made to restore balance. In his model of obstacles to harmony, Newcomb relied on the principle of communicative balance, which he considers to be a basic procedure or method that seeks to achieve compatibility and harmony. On the other hand, communication is considered an acquired (learned) response to confront stress. Hence, communication seeks to restore balance in the system.

Festinger's theory of cognitive disharmony is a development of the theory of balance and harmony, and Zagonic summarized the elements of this theory in the following points:

- The elements of communication are in a state of disharmony and disharmony if the error of one of them leads to the correctness of the other element.
 - Disharmony and incompatibility motivate the individual to make efforts to reduce the state of dissonance to reach consistency and compatibility.
 - The person avoids all situations and information that are likely to increase the state of incompatibility and harmony in order to reduce the state of imbalance. This theory includes several meanings related to the communication process, as the path that achieves balance and harmony. According to this theory, people will search for information that reinforces their attitudes and strengthens other aspects of their behavior, and on the other hand, people receive communications coming from sources with which they have friendly relations.

Communication from this perspective is considered the process that helps maintain and develop a pattern of interdependence, which is the result of exposure to external pressures or to pre-existing pressures (Badawi, 2003, p. 117).

F - The perspective of phenomenology

This theoretical approach appears especially in the works of Alfred Schutz, and it is an approach to communication that agrees with symbolic interactionism in that the communicative act is an automatic, subjective activity. Through this perspective, Schutz tries to give an acceptable meaning to the experiences that the individual acquires through experience, because the acceptable meaning is what enables the individual to interact with the individuals who share his world.

From Schutz's point of view, the communicative act is a purposeful act, and he considers it a spontaneous activity with a goal or purpose, and directed to the receiver. So that this goal serves as a motivation for action, provided that the recipient has knowledge of it - the goal -. Here we find Schutz distinguishing between 'expressive action', in which communication is an intentional process, and 'expressive signals', in which communication is not intentional. Schutz points out that we communicate mainly to achieve future goals of participating in social life, in which others participate, and for this life to continue we must continue to establish relationships with others in this world.

Schutz says: Communication is mainly based on purposeful signals, as the communicator has at least the intention to make himself understood by the addressee (receiver) (Badawi, 2003, p. 122).

Accordingly, he sets several conditions for the possibility of achieving communication, the most important of which are:

- That there is a common meaning for the signals circulating between people, that is, communication occurs within the scope of the reality of the external world.
- The signals used in communication must be pre-interpreted by the sender according to the receiver's interpretation of them. In addition, communication presupposes that the communicator's interpretation is identical with the receiver's interpretation of the communication signals.
- The difference in personal expertise and experiences and the difference in the composition of the communication participants lead to a complete lack of compatibility in the interpretive framework for a particular topic, which leads to reducing the chances of successful communication.
- There must be common symbols between the communication participants.

Thus, Schutz's works address the effects of communication and its results, from the spread of many symbols and the creation of mutual understanding and compatibility between the knowledge of different individuals. Thus, the building of society is the result of several actions and communication processes, which are close to reality, whether they are acts of sending or receiving, which is confirmed by the phenomenological model.

Third: The applied practice of the communication process in the organization:

The Algerian organization has gone through several organizational stages since independence until now, as it has known several experiences and reforms driven by the development approach that the country took after independence, starting with the organization of self-management, then socialism, restructuring and independence of organizations, and privatization.

What distinguished the most prominent of these different organizational stages was the adoption of bureaucratic management as a model of organization, and this is due to the advantages that this type of organization can achieve in the organization, such as clarity of laws and procedures, unity of direction and decision, the presence of clear lines of authority, and the avoidance of informal relationships at work. .

The bureaucratic model, as presented by Max Weber, is considered the best model due to the discipline it provides, and other advantages mentioned previously. This scientist called for the application of the principles of this model in various organizations, due to the rationality and rationalization that characterizes it. (Adoun, 2004, p. 135)

However, these advantages are offset by disadvantages, the most prominent of which is limited communication in the organization. In organizations that were self-managed, the communication process was not given much importance, as communication took place between workers, or between workers and the syndicate, and the most important thing that distinguished communication at this stage was weakness due to the small number of workers charged with management, so oral (direct) communication prevailed and also Written (indirect) whether advertisements or publications. Thus, communication was almost a syndicate task.

Self-management came as a result of urgent social and economic conditions, and in fact it came with several factors

Principles that give the worker the full right to exercise all aspects of authority in organizations and units. But the contradiction of these principles with the reality of their application caused the worker to move from the dictatorship of the colonizer to the centralization and monopoly of information by organizational managers, and this is due to the widespread illiteracy among the employee category. (Achoui, 1992, p. 230)

This monopoly in information has led to poor organizational communication between management and workers. "As a result of the problems associated with miscommunication and the amount of power acquired by some administrative leaders" (Achoui, 1992, p. 233), the state had to think of a new organizational method that could solve the problems existing within organizations, so it resorted to socialist management organization, which It aimed to erase the social differences between workers and management, so the supervisor's role did not appear as a recognized task or job. This situation led to the emergence of problems within the organization, most notably the difficulty of the communication process between the workers and the supervisor, except through some communications that took place between the workers' council and the board of directors. This weakness of communication led to a monopoly of information in many cases, and this weakened interaction and Cooperation between management and workers.

The negatives of implementing this previous system led the state to adopt a reform policy to fill the gaps and obstacles that hindered the development of the public sector. The most important of these policies is the restructuring of organizations (structural and then financial), the aim of which was to improve the profitability of organizations, and pay more attention to human resources by encouraging individual initiative and developing the spirit of creativity. However, the fragmentation and division that large companies were subjected to and their transformation into several small organizations did not improve the status of communication within the organizations, as this dismantling led to a lack of coordination between small organizations, in addition to the emergence of a kind of ambiguity among workers in the method of communication. This fragmentation led to the imposition of a specific type of communication, which is downward communication, given that orders and instructions are issued only by senior administration, and workers only have to implement them, while upward communication exists only sometimes.

After the failure of the restructuring phase to achieve its assigned goals, a new organization emerged, which is the independence

Organizations as a final reform process, and as a response to the new reality experienced by Algerian institutions, which was characterized by an imbalance.

The first goal of the independent organization is to achieve profit and increase productivity to enable continuity, achieve effectiveness, and also achieve the principle of workers' participation in management, management and decision-making.

What is noticeable in this new organization is that the communication obstacles that were prominent in the previous stages have decreased, as communication now exists between the worker and the workers on a vertical level, and on the horizontal level between the workers, and between the workers themselves, so communication was verbal or written in the form of leaflets. Advertisements or reports. This may be mainly due to the decentralized management method,

which gives workers a greater opportunity to discuss working conditions with supervisors, as these supervisors are an intermediary channel between workers and the administration.

But the problems that emerged later, such as the state's lifting of the financial support it had provided to public organizations, led to the bankruptcy of many organizations, which made the state's resort to privatization a necessary necessity, especially in light of the requirements of globalization.

* We tried briefly to explain some of the features of the communication situation in the Algerian organization through the various organizational stages it has gone through since independence, with their different types, whether productive or service. Organizations in Algeria are generally similar in that they seek to achieve a certain set of goals based on the nature of administration and supervisors, and based on the level of performance and risk. These goals may be direct or indirect, traditional or new, economic or social, production or service, scientific or training goals, etc.

Despite the advantages of the bureaucracy model followed by the various organizations known to the Algerian establishment, there is an opposite view that includes criticism about bureaucracy by many social scientists, as a result of their collective studies on Algerian organizations. In this regard, (Adoun, 2004, p. 136) says: "The harsh rigor with which the content of tasks is determined, the relationships between tasks and the network of human relationships necessary to accomplish them, makes communications difficult between groups among themselves, and with the surroundings..." (Adoun, 2004, p. 135)

So, with the development of administrative thought and human development, the various shortcomings that resulted from the application of this type of organization were revealed, such as restricting the freedom of individuals and limiting their innovative capabilities, as the individual turns into just a lazy man who only adheres to regulations and laws, and this is what limits the movement and activity of the organization.

Therefore, based on the various studies that were conducted on the conditions of the Algerian organization, we can arrive at the most important features of the communication process in these organizations, through the following points:

1. Lack of information.
2. Lack of information review and monitoring tasks.
3. Poor transmission of information vertically or horizontally. Upward communication no longer receives much attention despite its functional role.
4. Lack of feedback information.
5. The monopoly of information among some leadership groups, where the communication message is exposed to distortion, which is possessed by the (Filtration) class before it reaches its recipient, or what is known as the weapon of "bureaucratic sifting within the organization... and the real goal of this is to hide some facts, or cover up some mistakes, or remove a superior" (Gimli, 2003, pp. 145-152)
6. The organization's leaders resort to using abnormal methods to obtain information from the organization's base, and among these methods are: using eyes (snitching).

Conclusion:

Organizations give the utmost importance to communication in their organizational structure, as it is the foundation without which no organization or institution can perform its tasks and achieve its aspirations. Communication performs an effective function. It should give all workers and employees the opportunity to adapt to the working life of each institution, and is based on creating human ties between its members, and contributing to the dissemination of information, facts and ideas among them. Communication plays an effective role in giving the best image to the organization, as a result of the important role it plays, through its contribution to maintaining the continuity of these institutions.

Communication in the Algerian organization remains the process of transmitting information, opinions, and trends. It also expresses a dynamic process that creates a kind of interaction based on effective participation. But the goal of the communication process remains linked to how this information and orders are communicated and exchanged, and improving communication will not be achieved simply by restructuring institutions, making them independent, or entering the market economy, but it remains linked to providing objective conditions based primarily on the quality of human relations in the Algerian institution.

As a conclusion of our study, we conclude that the effectiveness of communication in the organization, both internal and external, has a prominent role and a significant impact that reflects the face of the organization and its level of performance.

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