

The role of the communication process between employees in a media institution -A field study at the local radio station in Relizane as a example.

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Abstract:

In this study, we will address the fundamental issue of the effective role of the communication process among the employees of the media organisation; we tried to shed light on this issue, explaining the main reasons for the success or failure of the communication process among workers in the organisation, following a methodology that suits the nature of the study. We will also analyse, interpret and examine the findings, explaining the significant role of the communication process among the employees of this media organisation. When we talk about the communicative method, the culture of dialogue between two or more workers imposes itself in real life ; this culture contributes to giving value to this communicative dialogue, which increases the productivity of the institution, especially when this communicative dialogue is positive, it creates an atmosphere of respect, tolerance and affection and is free from problems and other negative issues that would hinder the tasks of the media institution.

Keywords: Communication, role, Media organisation, communication process, culture.

Introduction:

Life depends on the communication process because without communication, there is no meaning to human life, and because communication is a dynamic life process that touches all areas of life, whether family, social, economic, political and others, especially the media field in institutions that have become very important in our Algerian society as the fourth authority due to its influence on individuals. The great and frightening development that we live in in the means of communication in the world has contributed to breaking time and barriers to make the world a small village by just pressing one button, and the information is in our hands in image and sound in all desired sizes, such as television, mobile phones, and radio relies on sound only. Radio is the subject of our study as it depends on a certain communication culture and its vital role in raising the level of functional performance of the actors and by following a certain policy in dealing between its constituent elements in the midst of an era full of developments and surprises, in a sophisticated and advanced era it will face and challenge many issues, and in order to keep pace with this new rally, it must provide speed in performance and accuracy and must rely on good administrative planning in understanding orders and instructions starting from the director of the institution to the last worker in it. The communication process in an organisation is of great importance, given the vital role that institutions of all sorts play in achieving prosperity and solving life's challenges; in particular, the functions of the radio institution require attention because it communicates the concerns of individuals to the community in order to raise them and find solutions to them, and this requires qualified workers to perform and deliver this noble mission of helping people who raise their concerns in the hope that they will find ears and safe hands to reach them to safety and fulfil their aspirations. A media institution has a high status in society due to the ideas and opinions it promotes, especially as they influence the attitudes and behaviours of the target audience; they use

effective communication techniques and tools, especially their use of communication strategies and skills that make the radio organisation rise to the first ranks and have credibility and status in the community.

1. Define the topic of study:

Communication is the lifeline of the organisation, as it contributes to achieving its goals and facilitating its tasks and works, especially if it has a strong communication system and advanced devices that transmit information well and clearly; it also transmits the opinions, values and beliefs of workers, the communication process has an important and effective role in the success of the media organisation, and what increases the success of this organisation is the process of selecting employees who are highly competent and trained to persuade and influence listeners and have effective conditions that serve the organisation, and for employees to be satisfied with their work and perform their role, there must be a communication system among them. The communication process among workers relates to their acceptance of certain decisions and instructions and the extent to which management accepts and absorbs their complaints and issues. The media institution has to create a collaborative atmosphere that facilitates the exchange of information and the process of mutual understanding and comprehension, which creates a kind of agreement between the parties in the institution. Communication dialogue is very important in the institution between employees because it is the basis on which relationships are built between them and on the basis of which the institution succeeds in performing its tasks and delivering its lofty mission. We are seeing irrational and unwise behaviours and practices by officials and even by individuals working in the institution, creating a gap between the institution and its internal environment, which is fraught with disrespect and lack of trust, understanding and respect, which hinders the achievement of the set goals, which affects the success of the institution.

A. The problematic:

The radio institution is considered one of the most important means of communication that occupies the attention of individuals because it has captured their thinking and aroused their admiration as it has established its position in the media scene and established the inability of the masses to do without it and the multiple services it provides to them. A media institution relies mainly on the communication process among its employees to establish a culture of dialogue among them and work in a suitable atmosphere of mutual respect, understanding, tolerance and instilling the positive energy necessary to advance the institution towards progress and achieve its goals. The radio institution has an effective role in mass communication because it transmits all the concerns of citizens in all sincerity and transparency without distortion or incompleteness, which has created a strong and continuous link between it and the masses. The radio station has been playing a purposeful role and has harnessed all the necessary means and efforts to achieve this. It has also endeavoured to apply an intentional strategy by building effective administrative, media, and communication methods, which has made it rise to the top.

From here, we can question this communication strategy and the extent to which it is properly applied within the institution, and from here, we also pose the core questions of this study:

How effective and successful is the communication process among employees in the media institution ?

b. Formulate the hypotheses:

- The institution develops the communication skills of its employees.
- Successful communication contributes to achieving the institution's objectives.

- The communication process between employees has an effective and influential role in the institution.

c. The methodology:

A method, as defined by Maurice Engels, is the precise procedures and steps adopted to reach a conclusion (موريس انجلس ، الجزائر، 2006).

Therefore, the method used is the descriptive method because it suits the nature of the studied topic and describes this topic, which is the communication process between employees, how it looks and the extent of its impact on workers, as well as its effect on the institution in particular, because this affects the reputation of the media institution itself, which makes us seek to study this topic and collect all scientific data and reach realistic lived facts for this public media institution, which is the Radio Relizane. The adopted method analyses and interprets the communication process between employees and describes everything related to qualitative analysis, such as language and facial expressions, which enables the researcher to describe and analyse the information to reach profound and accurate results. Collecting scientific material is a necessity for successful research, especially since social research depends on the accuracy of the results reached by the researcher. Through research tools, hypotheses are validated, analysed, and interpreted very accurately until accurate results are reached. The extent of their validity and conformity with reality depends on the correct choice of data collection tools. The researcher relies on means, methods and techniques to obtain information to accomplish research on a specific topic, and this is what I tried to study and followed by choosing the descriptive method appropriate to the nature of the subject, investigating the facts and ascertaining them by using the study instruments that help in this regard.

d. The study tools:

In this step, the researcher uses tools appropriate to the nature of the topic and the nature of collecting the necessary data and information, and in this study, important tools were used to collect as much information as possible.

e. Interview tool:

An interview is a guided conversation between a researcher and another person or persons with the aim of gaining access to a particular fact or situation. (مورييس)
(انجلس، الجزائر، 2006)

The researcher identifies the truth and accesses accurate information by immersing himself with the respondents and carefully observing them through their features, feeling them, recognising their behaviour or observing certain situations; the important thing is to collect a lot of information in order to be able to interpret this communication phenomenon and reach accurate results, we know that results in social studies are not absolute but relative, and this is what we are aiming for, which is to get relative and fairly accurate results.

f. Observation:

Systematic observation is the process by which a researcher collects a large amount of information by carefully and purposefully observing the behaviour of the phenomenon under study and recording everything the researcher observes about the phenomenon.

g. The importance of the study:

The importance of this study is evident in the fact that it introduces us to the basic role of the communication process between employees and the resulting negatives and positives, as well as the effective role of the media institution in disseminating news and information and through its multiple functions such as guidance, advice and counselling, as well as consolidating values, customs and traditions, preserving Algerian cultural patrimony and many other functions, and

the extent to which this media institution succeeds in performing the planned tasks and achieving its short and long term objectives.

h. Research objectives:

The objectives of this study are summarised as follows:

- Alerting officials and authorities to the effective role of this media institution in light of contemporary developments.
- Knowing the extent of the importance of the communication process between workers in the media institution.
- Recognise the shortcomings of the media institution and develop urgent solutions to them.
- Confirming the training of workers and their mastery of communication skills and professional competence.
- Achieving intellectual development by conveying what local listeners want.
- Raising people's issues and problems and communicating them to officials to find solutions.
- Exchange positive dialogue among employees and instil a culture of tolerance and respect among them.

2. Research Community and Study Sample:

The process of identifying the research community is one of the important steps of the scientific research methodology, without which the stages of scientific research do not take place. The researcher needed to identify the original research community because after identifying the research community or study, we can determine the method of data collection. The research community in this study is Radio Relizane, where we will study the communication process among the employees of this institution, as well as the role and importance of communication within the media institution.

A.The study sample:

The study sample is the important step that the researcher strives to choose because it represents a correct representation of the original research population; the research sample is characterised by all the basic conditions appropriate to the nature of the study. Our research sample consists of the total number of employees of Radio Relizane, which is estimated to be about 42 employees, each according to their specialisation and tasks, which is a purposive sample.

b.The previous studies:

Several studies have dealt with this topic, and we will select one that addresses this research issue from another angle. This study was prepared by the researcher Azahir Mohammed Khalid Al-Mu'min for a master's degree at Africa University in 2005 ; where he used the descriptive method in this study and reached the most important results from:

- Lack of scientific and practical practice of the public relations function.
- The weakness of the General Secretariat for Foreign Information's responses to the campaigns against Sudan is very small.

Our study and Azahir's study share similarities in the use of the descriptive method and the treatment of public relations in the institution because its role is very important, while some of the findings differed.

c.Terminology of the study:

Definition of connection:

Language: It is a word derived from the source of connection, which carries two meanings of connection or attainment, as the first means the link between two

things, while the second is the attainment of the completion of a goal. (محمد أبو
سمرة، الأردن، 2008)

Terminology:

Anderson defines it as the transfer of the receipt of understanding, thoughts, instructions and information, and Nigro defines it as ‘the process of making one's thoughts and feelings known to others.’ Communication is described as effective when the meaning intended by the sender is clear.

3.A media institution:

It is a governmental organisation that works in the field of media. Its role is to spread awareness and culture through written, audio or visual media. It employs scientific competencies within its available resources to obtain the best results.)
عطا الله شاكر، 2015).

Role:

Language: From the verb rotate, which means to move in different directions in his place, and the word rotation is borrowed from the life of the theatre (ماري)
تيريز جورنو، القاهرة، 2005).

Terminology:

It is the collection of social models associated with a certain status and contains certain attitudes, values and behaviours defined by society for each individual who occupies that status..(أمينة حمراني، الجزائر، 2010)

4.Domains of the study:

This study was conducted at Radio Glizan, which is located in the city centre, for the spatial domain. The temporal domain was conducted from the beginning of May 2024 until the end of September 2024.

A. The concept of communication:

Concepts have varied according to sociologists, communicators, researchers and studies, each one defining it according to his point of view.

As for the modern concepts of communication, we find common elements, the most important of which are:

Communication is a process of social interaction that people use to build meanings and mental images of the world and exchange them through symbols. The communication process is participation in the idea or direction. Communication has become an indispensable social need, and even technical systems such as computers, electronic networks, and satellites contribute to strengthening and cohesion of social and human relations between individuals and society to achieve multiple objectives. (محمد الجوهري، مصر، 1992)

b. Define internal communication in an institution :

Mohammed Fahri Alatrouni defines internal communication as a process through which information, whether scientific or expressive, is communicated from one member of the organisational structure in an institution to another. (محمد مزيان ، الجزائر، 1998). Define internal communication. Internal communication includes all actions and activities in order to create continuous relationships and create an atmosphere of trust between the manager and employees and between individuals to achieve the communication process between them and thus achieve an increase in the productivity and success of the organisation, as well as creating motivation, which helps to bond and cohesion among its members, and thus the desired effect occurs to push the group towards the desired objective.

c. Internal communication functions:

- **Production function:** The communication process determines the quality and quantity of production.

- **Creative function:** It means developing good ideas and behavioural patterns for the development of the organisation (مصطفى عشوي، الجزائر، 1993).

d. Barriers to internal communication:

The communication process does not take place or succeed unless a number of necessary conditions are fulfilled, whether it is related to the sender or receiver or the various communication instruments and means.

Internal communication within an institution fails because of two types:

The first type is the inefficiency of communication systems due to the poor means of communication, which calls for great attention to the choice of the means used in communication when preparing the strategy in this field.

The second type is organisational, psychological and social barriers. Among the organisational barriers, we mention the inconsistency between the planned organisation and the structural organisation that they execute, meaning that the managers of this institution develop well-thought-out and detailed plans but are unable to implement them for certain reasons.(محمد أبو سمرة، 2008)

Among the obstacles are also employees' ignorance of the importance of the missions entrusted to them and their neglect or failure to take them seriously, as each item of these missions, if neglected, hinders the other items, and there is an organisational gap that requires consideration from the beginning because all items of the institution are interconnected and any defect in them will negatively affect the institution's organisational process. This is due to the lack of clarity on the limits of authority and responsibility. The duty is to determine each member's

responsibility and apply the basic law of this institution, and any lack of this matter confuses the situation and causes obstacles to the institution's operation, especially if there is no management control. Several organisational barriers exist, including the lack of access to information and data in all directions of the institution. This requires the existence of clear vectors because we live in a time of modernisation, digitisation and the speed of information to workers, and any failure in this regard costs the institution losses in not implementing its plan in a timely manner.

In addition to a number of psychological and social barriers that hinder the institution from fulfilling its core mission for which it was created:

- Senior management lacks a proper understanding of the modern communication process, which leads to its misuse. They also do not consider the different psychological and social factors of workers and their old age, which makes it difficult for management to bring them closer together. (محمد عساف المعطي، عمان، (1999)

In addition to the lack of the right man in the right place and the lack of leadership in some leaders' performance of their communication roles properly, and this is true in all fields and levels, there are also obstacles related to employees, such as the lack of communication skills. (عمر وصفي عقيلي، عمان، 1997). some workers in the institution lack communication skills training, and this is due to the psychological and cultural factors of each worker in the institution. This lack of skills leads to the interpretation of words to other meanings, which are interpreted according to each understanding, and a collision occurs in the correct understanding.

5.Characteristics of a media institution:

- Information-driven organisations, meaning they are completely dependent on information.
- Organisations are organic through interaction with their audience.
- Seek continuous learning in terms of technology and modern changes, which increases intellectual capital.

Success factors of the communication process within the institution:

For the success of the communication process in the media institution, there are several conditions related to the sender, recipient and the instrument delivering the message, as follows:

6. Conditions related to the sender:

- Communication skills: It means the sender's ability to deliver the message by using clear language, public speaking, and communication skills.
- He must have a rich knowledge balance in being knowledgeable and scientific about the subject he will discuss and have convincing answers and provide scientific evidence and proof and even use statistics if necessary if the topic requires it, as scientific knowledge is an urgent necessity to engage in dialogues and discussions.
- Have a clear voice that is free from stuttering and other diseases that hinder understanding or listening.
- The sender must be a trusted person, as the audience does not accept a person they are not comfortable with. Trust is very important because it is the basis of all human relationships; through it, the recipient can believe the message and the message can have the desired effect.

-The sender must be a successful person in life and characterised by charisma because this personality sets an example for other people to follow and qualifies him to persuade, influence and succeed in delivering his message.

- To look attractive and decent in front of the audience he wants to address. Good appearance plays a great role in our society, and on the basis of it, we distinguish between an elegant person and a tasteless person. Appearance is highly demanded nowadays.

7. Conditions related to the recipient:

- Good understanding of the message because this element is very important; he must be sufficiently familiar with what is presented to him of information, experiences and others, and he must decipher their symbols, connotations and correct meanings and what is meant by this meaning without others because once the meanings are confused, the thought tends to a wrong direction and misunderstanding.

- Strong desire to receive, especially if the topic is within the recipient's interests and he strongly desires to focus on it, pay attention to it, and listen to it.

Conditions related to the instrument:

- The instrument used must be usable and free from any malfunctions or defects.

- It must be of high quality because the transmission of image and sound is very important in communicating the media message.

- Diversity in the use of tools and means of communication according to the preferences of the receiving individuals and according to their desires and inclinations.

These are some of the conditions for a communication process to be successful.

-Communication functions:

Communication and media play a major role in institutions, whether educational, economic, social, media or other.

The media plays a distinctive role because it has the power to monitor the government and important issues. It exposes corruption of all kinds, as it did in previous governments when it was exposed, and presidents and ministers were referred to the judiciary for prosecution.

Some thinkers believe that the first and foremost responsibility lies with the media, as it disseminates news locally and internationally and contributes greatly to informing the public about every little thing, and its role is limited to many functions:

The educational function:

It provides individuals with useful information, experiences, ideas, and social values, thus contributing to the transfer of knowledge, science, and cultural heritage from one generation to the next, anchoring these sciences in society's historical memory.

Cultural function:

The media spreads the culture, values, and traditions of society in all areas of life because its real goal is to preserve cultural heritage and provide people

with a mass culture that influences the formation of awareness in various fields.

Political function:

The media's role is to consolidate the relationship between the ruler and the ruled, help shape public opinion, make political decisions, and issue legislation that serves the people's interests according to studied criteria.

8- The importance of communication in a media institution :

Communication is very important in the following ways:

1 - Enhancing and raising the creative abilities of employees and improving the management of the media institution.

2—Raising cultural awareness among workers helps to create an atmosphere of understanding and harmony.

3 - Transfer of information and cultural heritage between peoples.

4—Providing well-being for individuals and entertaining them with various recreational programmes to relieve the pressures of daily life.

5 - Increase the consolidation of human public relations and increase social cohesion among its members.

6 - Providing economic services by marketing products and delivering them to the largest number of consumers through advertising and providing all information about the product to be purchased.

9-The technical card of Radio Relizane:

It is considered the most important media body in the state of Ghilizan, Algeria and is affiliated with the National Radio Corporation, a public institution for information and communication, which has main tasks and also has functions of guidance, neighbourhood information, education and entertainment, and includes an integrated team of journalists, activists, technicians, administrators, drivers and security personnel. It has a moral personality, with the General Directorate taking responsibility for its management and budget. Its first broadcast started on July 5, 2006. It aspires to achieve its social and cultural objectives, and its headquarters is located in the Ismail Moustapha neighbourhood in the Directorate of Culture in Relizane.

Relizane Regional Radio enriches the audio scene in Algeria. For proper radio work, the radio has a live broadcasting studio and a production studio. A technical team of presenters and journalists supervises the installation using the latest computer and software technologies. The radio has an internal network connected to the World Wide Web (Internet) with an ADSL system.

10- The organisational structure of Radio Relizane: It includes several departments, including:

- **News Department:** It consists of several journalists who are responsible for reporting news, facts and events and presenting them to listeners.

—**Production Department:** It consists of directors and editors who produce radio shows and programmes and choose them very carefully, taking into account listeners' tastes.

—**Technical Service Department:** This department consists of technicians and sound engineering specialists who do their best to deliver clear and

audible sound and ensure the successful broadcasting of this media institution.

—**Administration and Finance Department:** This department handles all financial and administrative matters and coordinates with all other departments.

11- Results of the study:

Through our study and analysis of the data obtained for this subject, we drew a number of conclusions, including the following:

- The existence of a communicative relationship among workers and this positive and continuous communication creates a spirit of understanding and harmony among them.
- The absence of interference hinders the communication process and loses its meaning.
- The use of technical devices and means of communication are somewhat outdated, making the radio institution to keep pace with modernity, especially since we are in a very advanced age in which modern and effective means are used to facilitate radio work.
- Lack of qualified and specialised cadres in the field of communication skills and specialisation.
- There is a lack of training for employees in this media organisation because more training develops the capabilities and professional competence of workers.
- Lack of material and moral incentives for employees leads to a lack of initiative and creativity.

Conclusion:

We conclude from the above that the communication process between employees has an effective impact in presenting a good image of the media institution, as it helps in creating an atmosphere of respect, affection, and understanding, and their satisfaction at work is very important because it is satisfaction that increases the productivity of the media institution to reach the objectives of the radio and achieve stability, especially when it relies on advanced media, which makes the role of the radio very influential and convincing and creates an ideal mental image and raises the level of trust among the audience.

In the final analysis, we conclude that the communication process has a role in achieving social cohesion and achieving the objectives of the media institution and that communication is characterised by its ability to quickly create understanding, enhance human relations and communication between individuals, and gain more creative cooperation and the effective performance of common interests.

This can only be achieved if every worker in the institution maintains a good and clear understanding between them and implements all orders, instructions and decisions to the letter without negligence and waste of time, and has good qualities such as patience and tolerance because they are noble morals that lead the worker to success in his work, especially challenging the obstacles and obstacles he faces in his institution with an optimistic spirit of a bright tomorrow, only then can we assert that the media institution will walk on the right path towards the future, achieving its planned plans.

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