

# Communication Culture and Human Capital Development in the Algerian Public Institution: Towards the Imperative of Activating Digital Public Relations

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**Abstract:** This paper examines the reality of digital public relations in Algerian public institutions and its role in building a communication culture. It highlights the necessity of paying attention to human resources as an intangible capital for modern institutions and organizations. In our field study, we used the descriptive approach to analyze the phenomenon under study, using the questionnaire and observation tool to collect information and data on the subject of the research paper. Our study concluded that it is necessary to invest in human resources on the one hand and modern technologies on the other hand to build a communication culture that contributes directly to achieving the goals of the public institution by working on upgrading human capital as an essential intangible resource to adapt to all surrounding changes.

**Keywords:** Digital public relations; Communication culture; Public institution; Human capital, Algeria.

## Introduction

The development of the communication field and the increasing speed of the Internet's dominance in all fields, led to the emergence of digital public relations as a more comprehensive and more diverse mechanism, which gives public relations and communication managers enormous capabilities in delivering their messages to the target audience in an effective manner, and gaining the loyalty of their human resource. This strategy is not limited on mastering the speaking and public speaking methods to build a communication culture. Instead, it goes beyond that to work on collecting and analyzing knowledge, keeping up with the modern requirements, and focusing on value, speed, and creativity by relying on modern technologies, to invest in human capital in order to enhance a communication culture for the public institution that contributes to achieving its goals, at the long term.

Our research paper aims to shed light on the reality of digital public relations in building a communication culture in a public institution by reading the dimensions and concepts surrounding the subject of communication culture and the challenges of promoting it regarding the new media. We addressed the questioning of the ideas surrounding the study. We tried to shed light on the reality of digital public relations and its role in building a communication culture in regard of the new digital environment. We also discussed upgrading the human resources in the Algerian public institution as an inevitable bet to enhance the institution's communication culture, especially in light of the information revolution and technology.

In our field study, we will use the descriptive approach to analyze the phenomenon under study, using the questionnaire and observation tool to collect information and data about the study's subject.

This paper is based on the following central question:

What is the role of communication culture in developing the human capital of the Algerian public institution?

It is also addressed through the following elements:

- 1- Concepts of the study.
- 2- The role of communication culture in promoting the human capital of a public institution.
- 3- Towards the inevitability of activating digital public relations (a field study at the Public Health Institution of Cheria in Tebessa).

### **1- Concepts of the study**

#### **1-1- The human capital**

Human capital is that Context that Includes all human resources. Both internal and external Managers, supervisors, and also staff and their skills, experiences, customs, and monopoly. Nowadays, these indicators became a minimal resources requirement and extremely Important for institutions because it is closely related to keeping pace with surrounding changes and adapting to the external environment<sup>1</sup>.

#### **1-2- Public relations**

Public relations are: “Any effort made by the institution, any decision it makes, any policy it adopts, and any message it issues or receives as long as it aims to enhance understanding between the institution and all, or some of its audiences.”<sup>2</sup>

Public relations appeared in the end of the 19th century and became widely used in the 20th century, when it was used to describe a wide variety of institutional activities. Webster’s New Collegiate Dictionary defines public relations as: “a group of activities that undertake by institution, union, government, or any organization in the social structure, to create good and sound relations with the different audiences that it deals with, such as the public of consumers, users, shareholders, as well as the public in general, to explain itself to society to gain its satisfaction<sup>3</sup>.

#### **1-3- Communication culture**

Communication culture “means the culture that helps to transfer the organization’s values among workers and agree on the method of work, as well as to carry out effective communication among them without any restrictions from senior management within the organization or direct officials, as it can be considered as a set of basic principles that the organization builds to solve its problems.”<sup>4</sup>

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<sup>1</sup> - Omar Sharif, Samir Salhawi, Human Capital: The Importance and Necessity of Investment, Journal of Industrial Economics, Issue 12, June 2017, p. 44.

<sup>2</sup> - Mohammad Al-Musawi: Public Relations Management in the Tourism Establishments Sector, 01st edition, Academic Book Center, 2016, p. 39.

<sup>3</sup> - Abdul Razzaq Al-Dulaimi: Public relations and crisis management, Dat, Dar Al-Yazouri Scientific, 2019, pp. 41, 42.

<sup>4</sup> - Hicham Bousahia, Jihad Sahraoui: The role of communication culture in activating electronic management within the Algerian public institution (a field study on employees of the Sharia

Communication culture refers to: “that (general atmosphere) that governs the nature of work and relationships between employees within the organization and directs their behavior and actions in the direction of achieving a public interest at the same time<sup>5</sup>.” The presence of a communication culture helps the organization deal with emergency circumstances and crises. The communication culture may depend on communication in two directions (from the bottom towards the top in the hierarchy of administrative authority) or vice versa (from the top towards the bottom).

#### **1-4- Human resource**

Farid Al-Najjar defines it as “the fundamental requirements of development at the national, organizational, and project levels”. He defined it as an integrated and comprehensive development methodology that leads to integrated solutions, which is one of the pillars of economic development and a basis for moving the wheels of growth<sup>6</sup>, as the discipline of human resources management is considered a specialized field. It attempts to develop programs, policies, and activities to enhance the satisfaction of individual and organizational needs, goals, and objectives within institutions through human capital management.

It is also defined as: “All the people who work in the organization as superiors and subordinates, and who have been employed in it to perform all its functions and work under the umbrella of its organizational and communication culture, which clarifies, controls and unifies their behavioral patterns, and a set of plans, systems, policies, and procedures that regulate the performance of their tasks and their implementation of the organization’s functions.”<sup>7</sup>

#### **1-5- Public institution**

Suleiman Al-Tamawi defines the public institution as: “public institution, according to the classical definition, is a public facility that is managed by a public organization and has a legal personality.”<sup>8</sup>

A public institution is “a public administrative organization that has legal personality, financial and administrative independence, it is linked to the competent central administrative authorities in a relationship of subordination and subjection to custodial, administrative control. It is managed and operated in a decentralized administrative manner to achieve specific goals in its legal system.”<sup>9</sup>

### **2- The role of communication culture in promoting the human capital of a public institution**

#### **2-1- Building a communication culture in the public institution**

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Municipality, Tebessa Province), Al-Resala Journal for Media Studies, Algeria, Volume 05, Issue 03, 2021, p. 194.

<sup>5</sup> - Fouad Al-Bakri: Public Relations and Changing the Culture of Organizations, 01st edition, World of Books, Kingdom of Saudi Arabia, 2014, p. 17.

<sup>6</sup> - Zawatni Abdel Aziz: Human Resources between Efficiency and Effectiveness, ed., Academic Book Center, p. 20.

<sup>7</sup> - Abdul Rahman bin Antar: Human Resources Management - Concepts and Foundations, Dimensions, and Strategies, 02nd edition, Dar Al-Yazouri Scientific Publishing and Distribution, 2020, p. 21.

<sup>8</sup> - Bouzid Ghallabi: The concept of the public institution, a dissertation for obtaining a master’s degree in public law, specialization: public administration law, Department of Law, Faculty of Law and Political Science, Larbi Ben M’hidi University, Oum El Bouaghi, Algeria, 2010/2011, p. 19.

<sup>9</sup> - Ammar Awabdi: Administrative Law, 03rd edition, Part One, Office of University Publications, Algeria, 2005, p. 307.

Institutions have begun to pay great attention to the communication culture so that communication becomes a daily behavior and practice for all organization members. A culture of communication can be built through the practice of institutional communication by:

- Training employees on communicating well (writing content, comments, making calls, etc.)
- Encouraging workers to express their concerns and opinions regarding issues of concern to the organization.
- Inform workers of everything that happens in the organization and provide information about workers and the organization's activity.
- Organizing regular individual and group meetings throughout the year.
- Creating a digital platform that allows workers to raise their concerns and ideas and respond to them.
- Use appropriate means of communication for each type of communication activity.
- Clarifying the authorities and responsibilities of the organization's employees so that this reflects positively on institutional communication.
- Developing a teamwork culture.

### **2-2- The role of communication culture in promoting the human resource in the public institution**

Communicative culture aims to form cognitive and behavioral capital that qualifies the individual to deal consciously and critically with textual content of various types, written, audio, and visual. It also allows him to acquire competence and the ability to communicate directly, express, exchange opinions, and create.

Communication culture allows to learn about the inner world of work and individuals and raises work efficiency and satisfaction.

It also affects how the organization's members deal with each other, enabling them to freely discuss, exchange ideas and opinions, and share experiences, and enabling new workers to quickly obtain help from their old colleagues, which allows them to integrate into the work climate quickly.

The organization's communication culture is highlighted through its human resources, especially since its communication culture is characterized by flexibility and adaptation. This is in response to the human resources and the circumstances surrounding it, as the relationship of the organization's communication culture to the human resources is evident through the following points:

- Employee expectations and clear goals are based on it.
- It contributes to the freedom of employees and workers to act during work and the individual filing initiatives they have.
- It contributes to creating integration in the various organizational units.
- It enhances the degree of loyalty to the organization and its acceptance of sub-loyalties to the organization, if any.
- It aims to define the communication system, especially concerning the presidential hierarchical pattern, whether it is limited to official channels or to a network that allows the exchange of information in all directions<sup>10</sup>.

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<sup>10</sup> - Mahmoud Mostafa Abu Baker, Human Resources Management, An Introduction to Achieving Competitive Advantage, University House, Alexandria, 2004, p. 152.

### **3- The inevitability of activating digital public relations (a field study at the Public Health Institution for Cheria in the state of Tebessa)**

#### **3-1- Study methodology and tools:**

In this study, we used the social survey method known by Madeline Gravitz as: “a set of intellectual processes through which a particular specialty seeks to reach the facts it follows, proves, and verifies. It is also a concrete stance towards a subject linked to an attempt to explain it<sup>11</sup>.”

We started with a survey of the employees and workers of the Public Health Institution in Cheria, the state of Tebessa, to describe this scientific phenomenon, its peculiarities, and the circumstances surrounding it and to reveal its secrets, given that talking about the topic of organizational culture and the human resource has become very important. It is emerging significantly through modern technologies that institutions have become accompanied with.

As for the tools for collecting information used in this study, the questionnaire provided to the field respondents, in addition to observation as a tool to help interpret data from the respondents by following up on everything related to the phenomenon.

#### **3-2- Study population and sample**

The research population in our study scopes all employees and workers of the Public Health Institution in Cheria, where the total number of the research population was 677 employees and workers. Therefore, we applied the sample survey method to the study population, relying on a simple random sample, where a simple random sampling was chosen<sup>12</sup>, and the search terms were selected that We believed that it is appropriate to the nature of the subject and represent the study population in its characteristics and attributes at most negligible. The sample size reached 68 individuals.

To interpret this information and give its scientific analyses based on some theoretical aspects of this topic,

#### **Sociodemographic data:**

##### **1- Gender:**

**Table (01):** *Distribution of respondents according to gender*

<b>Gender</b>	<b>Freq</b>	<b>Ratio</b>
<b>Male</b>	37	54.41%
<b>Female</b>	31	45.58%
<b>Total</b>	68	100%

**Source:** Prepared by researchers

Noting from the table shown above, regarding the distribution of the total number of 68 respondents based on gender that 54.41% represent the category of male employees. At the same time, 45.58% of them represent female employees. The percentage of females is close to the category of males, primarily due to the reflection. The study population, in general, as the female category, is close to the male category in the institution under study.

<sup>11</sup> - Madeline Gravitz , Trans . Ammar Sam, Social Science Methods: The Logic of Research in the Social Sciences, Arab Center for Authoring, Translation and Publishing, Damascus, 1993, p . 10.

<sup>12</sup> - Johnny Daniel, translated by Tariq Attia Abdel Rahman, Basics of Sample Selection in Scientific Research, Research Center, Riyadh, Saudi Arabia, 2015, p. 190.

## 2- Distribution of respondents according to age:

**Table (02):** *Distribution of respondents according to age*

Age	Freq	Ratio
18-30 years old	27	45%
31-40 years old	33	48.58%
41 and above	08	11.76%
<b>Total</b>	68	100%

**Source:** Prepared by researchers

Through our reading of Table No. 02 related to the distribution of the study sample according to their age, we find that 48.58% were between 31 and 40 years old, while second came those aged between 18 and 30 years, with an estimated rate of 45%, and finally, those aged 41 years or older with a rate of 11.76%.

The discrepancy in these data is due to the composition of the employees of the Public Health Institution under study, as a large number of employees are at the beginning of their career path, especially for the medical and paramedical ranks, in contrast to the rest of the administrative ranks, which are highly experienced and very familiar with the concept of digital public relations and culture.

We conclude from this table that age has a significant role in human resource awareness of the principle of communication culture and the requirements for its formation in light of the new digital environment.

## 3- Distribution of respondents according to the professional experience of the human resource:

**Table (03):** *Distribution of respondents according to the professional experience*

Professional experience	Freq	Ratio
Less than 05 years	16	23.52%
From 05 years to 10 years	29	42.64%
11 years and above	23	33.82%
<b>Total</b>	68	100%

**Source:** Prepared by researchers

In the table above data related to the distribution of respondents according to their work experience, we recorded that 42.64% had professional experience ranging from 5 to 10 years, while 23.52% had less than 5 years of experience. Finally, those with significant experience (more than 11 years) had a percentage of 33.82%.

These data indicate that the composition of the employees of the institution under study differs in their field experience from one employee to another.

Our interpretation of these numbers through field visits, we record that the professional experience of the human resource is directly related to the formation of attitudes about the concept of their communication culture, and the greater the number of years working for an employee, the more significant the strengthening of their communication culture about the organization's functions, including the use of public relations in its traditional and modern forms.

## **The first Section: The degree of employees' interest in the issue of communication culture and its relationship to the goals of the public health institution**

#### 4- Distribution of respondents according to methods of communicating with employees using digital public relations to enhance their communication culture in the organization

**Table (04):** *Distribution of respondents according to the methods of communication*

Methods of communication	Freq	Ratio
Regular meetings	33	48.52%
Formative courses	22	32.35%
Discussion panels	08	11.76%
Other mentions	05	7.35%
<b>Total</b>	<b>68</b>	<b>100%</b>

**Source:** Prepared by researchers

The statistics came from Table No. 04 regarding the methods of communicating with human resources using the public relations device, where we recorded a rate of 48.52% who answered by holding regular periodic meetings. In comparison, 32.35% of the respondents believed that the methods of communication are through training courses. In contrast, 11.76% said it is appropriate to do so in the discussion circles held at the institution, while 7.5 % responded with other mentions, including advertisements, school days, etc.

There are many methods of communication in public health institutions, especially in light of the use of digital public relations by embodying it on pages across social networks or even on the institution's website.

The organization's public relations department diversifies the methods of communication with employees to ensure reaching a large number of them, thus aiming to create a communication culture for most of them.

Through our interaction with field respondents, they confirmed that digital public relations and its relationship with communication culture became more prominent during the past coronavirus pandemic, as loyalty and solidarity among employees were felt more during the pandemic.

#### 5- Distribution of respondents according to the extent of their involvement in the dialogue about making decisions related to enhancing communication culture

**Table (05):** *Distribution of respondents according to the Communicating Frequency*

Communicating Frequency	Freq	Ratio
Always	23	33.82%
Sometimes	31	45.58%
Rarely	14	20.58%
<b>Total</b>	<b>68</b>	<b>100%</b>

**Source:** Prepared by researchers

The data in Table No. 05 related to the distribution of respondents according to the extent of their involvement in making decisions related to enhancing communication culture, as 45.58% see this sometimes, while 33.82% of the study sample confirm their participation always, and finally 20.58% participate only rarely.

Most likely, a significant percentage of respondents participate sometimes or always in making decisions about enhancing their communication culture.

As the human resource in the public health institution feels a sense of belonging and participation by making multiple decisions that contribute significantly to enhancing the communication culture, it is recorded that most of the participations are usually formal and informal using various technological means in the form of digital public relations recently adopted by the public institution in general.

**06- Distribution of respondents according to the extent to which motivational mechanisms are used to enhance the human resource's sense of belonging and enhance their culture of loyalty**

**Table (06):** *Distribution of respondents according to the use of motivational mechanisms*

Use of motivational mechanisms	Freq	Ratio
Always	45	66.17%
Sometimes	20	29.41%
Rarely	03	4.42%
Total	68	100%

**Source:** Prepared by researchers

The statistics of Table No. 06, related to the extent to which mechanisms are adopted to motivate the human resource to make him feel belonging and loyalty, indicate that 66.17% answered "always." In comparison, 29.41% of the respondents answered "sometimes" and "finally," and a tiny percentage of 4.42% answered "rarely."

Therefore, motivation is necessary to create an organizational culture for the human resource department in public health institutions, as it contributes significantly to job satisfaction among the institution's employees. Despite the differences in material or moral motivation methods, participation and a sense of belonging are essential criteria for human resources and the organizational communication culture in public health institutions.

**07- Distribution of respondents according to the extent of their satisfaction with the organization's endeavor to improve opportunities for self-development of the human resource:**

**Table (07):** *Distribution of respondents according to the Extent of satisfaction with the organization's endeavor*

Extent of satisfaction	Freq	Ratio
Yes	19	27.94%
To some extent	34	50.00%
No	15	22.06%
Total	68	100%

**Source:** Prepared by researchers

Table No. 07, which represents the extent of employees' satisfaction with their organization's endeavor to improve opportunities for self-development of human resources, shows that half of the study sample was satisfied to a certain extent. At the same time, their percentage was 27.94%, while a significant percentage was dissatisfied with the endeavor of the organization under study, estimated at 22.06%.

This difference is because a certain number constantly participate in the institution's digital public relations activities, creating a communication culture for them. At the same time, the rest do not pay any attention to participation and are only concerned with being present in the institution and performing the required work, and this is what we observed even in the field through our direct meetings with a number of the study sample.

**8- Methods used by the public health institution to direct the behavior of their human resources toward a communicative culture:**

**Table (08):** *Methods used by the public health institution to direct the behavior of their human resources.*

Methods	Freq	Ratio
Paying attention to group performance and its quality	57	41.06%
Equality among employees	39	28.46%
Involving them in the organization's strategy	21	15.32%
Motivating them to adapt to technology	20	14.59%
<b>Total</b>	<b>137</b>	<b>100%</b>

**Source:** Prepared by researchers

Data from Table No. 08 relating to the organization's methods for directing the behavior of its employees towards an organizational culture indicate that 41.06% responded to the necessity of paying attention to collective performance. In comparison, 28.46% responded that the methods are represented by employee equality. In contrast, those who see the need to involve them in the organization's strategy estimated their percentage to be 15.32%, while the rest of the respondents, 14.59%, believed that it motivated them to adapt to technology.

Through the respondents' answers, we concluded that the public health institution diversifies the methods of directing their human resources toward an organizational culture, given that the administration attaches great importance to the corporate culture of the institution and because it has a positive impact on achieving goals in general.

**The second axis: The extent to which digital relations contribute to enhancing the organizational culture of the human resource:**

**9- Distribution of respondents according to their satisfaction with the contribution of digital public relations in establishing an organizational culture in the organization:**

**Table (09):** *Distribution of respondents according to their satisfaction with the contribution of digital public relations*

Contribution of digital public relations	Freq	Ratio
Yes	47	69.12%
No	21	30.88%
<b>Total</b>	<b>68</b>	<b>100%</b>

**Source:** Prepared by researchers

Through the data in Table No. 09 related to the study sample's satisfaction with the contribution of digital public relations in establishing an organizational culture, we recorded that 69.12% answered yes. In comparison, approximately 30.88% of the respondents expressed their complete dissatisfaction.

Accordingly, a significant percentage of the sample is mainly satisfied with digital relationships and their contribution to enhancing their organizational culture, as it is considered a new mechanism for caring for and investing in human resources and keeping it always close to the organization's information sources.

**10- The importance of enabling digital public relations in activating communication and interaction between employees to achieve the highest levels of cooperation among them:**

**Table (10):** *The importance of enabling digital public relations in activating communication and interaction between employees*

<b>Opinion</b>	<b>Freq</b>	<b>Ratio</b>
<b>Yes</b>	23	33.83%
<b>To some extent</b>	27	39.70%
<b>No</b>	18	26.47%
<b>Total</b>	68	100%

**Source:** Prepared by researchers

The numbers in Table 10 express the distribution of respondents according to the importance of enabling digital public relations in activating communication and interaction between employees to achieve the highest levels of cooperation among them. 39.70% of the respondents answered "to some extent," while 33.83% said "yes," while 26.47% said "No."

A large percentage of the respondents agreed that public relations in the digital environment contribute significantly to activating communication and interaction between employees and enhancing their degrees of cooperation, creating an organizational culture for them.

What we observed on the ground is that most employees are very aware of the necessity of employing digital public relations, especially in light of the control of social media sites.

**11- Distributing the respondents according to their interests and encouraging them to be creative and provide additions through dealing with technology and digital techniques:**

**Table (11):** *Distributing the respondents according to their interests and encouraging them to be creative and provide additions through dealing with technology and digital techniques*

<b>Opinion</b>	<b>Freq</b>	<b>Ratio</b>
<b>Yes</b>	27	37.70%
<b>To some extent</b>	22	32.35%
<b>No</b>	19	27.94%
<b>Total</b>	68	100%

**Source:** Prepared by researchers

By commenting on the statistics in Table No. 11 related to paying attention to human resources and encouraging creativity, where 37.70% answered yes, 32.35% said they were given a particular opinion, and the remaining 27.94% said they were not cared for.

Through this, we record that the interests of the public health institution work to take serious care of human resources and encourage it to deal with new technological technologies,

especially their use in the field of digital public relations, which is what we noticed through the satisfaction of the human resource in the same institution under study.

**12- Employing digital public relations to pay attention to the human resource and enhance its organizational cultures:**

**Table (12):** *Employing digital public relations to pay attention to the human resource and enhance its organizational cultures*

Opinion	Freq	Ratio
Yes	23	33.82%
To some extent	25	36.76%
No	20	29.41%
Total	68	100%

**Source:** Prepared by researchers

The quantitative data for Table No. 12 is about the distribution of the study sample according to their satisfaction with employing digital public relations to pay attention to them and enhance their organizational cultures. The answers of the two researchers were very similar, as 36.76% answered to some extent, then 33.82% answered yes, 33.82% answered yes, and 36.76% answered yes. Their answers were no at a rate of 29.41 %.

We conclude from our comment on Table No. 12 that many respondents believe that their institution is working to strengthen their organizational cultures by employing digital public relations on a periodic basis in several ways consistent with the levels of the human element in the public health institution.

**The third axis: Obstacles facing digital public relations in enhancing the organizational culture in the public health institution:**

**13- Reasons why the human resource does not understand the information flowing through employing digital public relations:**

**Table (13):** *Reasons why the human resource does not understand the information flowing through employing digital public relations*

Reason	Freq	Ratio
Complex information	61	51.69%
Unclear information	25	21.18%
Individual differences among employees	23	19.49%
Other mentions	09	7.62%
Total	118	100%

**Source:** Prepared by researchers

The statistics of this table related to the human resource's lack of understanding of the information flowing through the employment of digital public relations, as 51.69% of the respondents answered that the information is quite complex. In comparison, 21.18% believe the information is unclear, and 19.49% believe it is due to individual differences. Among employees, finally, a percentage of 7.62% believe that this is due to other reasons, the whole of which is that the information provided has unclear objectives. In contrast, some believe digital public relations depends on publishing routine news only, in addition to the management's adoption of the obfuscation method many times, according to the respondents.

Through the above, we record that the human resource in the public health institution finds remarkable difficulties in dealing with digital public relations information for several reasons, including what is related to the source, which is the institution, and what is related to the future, which is the human resource, as well as what is associated with the message itself. Despite this, it is necessary to give great importance to digital public relations and overcome these difficulties to achieve goals, take care of human resources, and enhance organizational loyalty.

#### **14 The impact of organizational conflicts on the human resource and its relationship to the corporate culture of the public health institution:**

**Table (14):** *The impact of organizational conflicts on the human resource and its relationship to the corporate culture of the public health institution*

<b>Opinion</b>	<b>Freq</b>	<b>Ratio</b>
<b>Yes</b>	44	67.70%
<b>Neutral</b>	13	19.11%
<b>No</b>	11	16.17%
<b>Total</b>	68	100%

**Source:** Prepared by researchers

The numbers in Table No. 14 related to the impact of organizational conflicts on human resources and its relationship with the corporate culture of the institution under study, where 67.70% answered yes. In comparison, 19.11% answered neutral, while 16.17% answered no.

Through this, we explain that human resources suffer organizational conflicts, regardless their level, as having a direct relationship with the corporate culture of the public health institution, as it dramatically affects human resources. Conflicts constitute tremendous pressure for any worker, affecting his loyalty to the institution and his organizational culture in general.

#### **15- Directing organizational change through traditional methods towards digital public relations without taking into account the feelings of employees:**

**Table (15):** *Directing organizational change through traditional methods towards digital public relations without taking into account the feelings of employees*

<b>Frequency</b>	<b>Freq</b>	<b>Ratio</b>
<b>always</b>	51	75.00%
<b>sometimes</b>	12	17.64%
<b>Rarely</b>	05	07.35%
<b>Total</b>	68	100%

**Source:** Prepared by researchers

Through our reading of the numbers in Table No. 15 related to initiating organizational change through traditional methods towards digital public relations without considering employees' feelings, we record that 75% of the respondents answered "always." In comparison, 17.64% answered "sometimes," and 7.35 % answered "rarely," which is a tiny percentage.

Accordingly, we interpret the previous statements that change toward digital public relations must be built with clear-cut strategies that pay great attention to the organization's human resources because they are primarily responsible for this change and contribute significantly to its success.

**16- Suggestions presented to activate digital public relations in public institutions to enhance the communication culture of human resources:**

**Table (16):** *Suggestions presented to activate digital public relations in public institutions to enhance the communication culture of human resources*

<b>Suggestion</b>	<b>Freq</b>	<b>Ratio</b>
<b>Promote informal communication</b>	49	33.10%
<b>Relying on moral stimulation</b>	63	42.56%
<b>Clarity of the organization's communication strategy</b>	27	18.24%
<b>Conducting training courses for the human resource</b>	09	6.08%
<b>Total</b>	148	100%

**Source:** Prepared by researchers

The data in Table No. 16 related to the suggestions submitted to activate digital public relations to enhance the organizational culture of human resources. Most of the respondents' suggestions, 42.56%, were about relying on their moral motivation, while 33.10% saw the strengthening of informal communication, while 6.08 % of the respondents emphasize developing a communication strategy for the organization while conducting training courses for the human resource is necessary, according to 18.24% of the respondents.

We conclude that the respondents suggested several methods and mechanisms to activate the role of digital public relations to enhance their organizational culture and that these suggestions centered on moral stimulation and training courses for human resources in particular, while a large number of them indicated the necessity of strengthening informal communication.

Despite this, the public health institution must diversify into many mechanisms to activate public relations and create an organizational culture for human resources because it is the institution's capital.

**3-3- Discussing the results of the study:**

By presenting the field study data and analyzing it qualitatively, we reached the following results:

- As a public service institution, the public health institution takes care of human resources by strengthening its organizational culture because of its very positive impact on the institution and its ability to achieve its goals.
- Paying attention to digital public relations is the most important factor in creating an organizational culture for human resources. This requires attention to the human resources as capital so that they feel their place within the organization, and this is what the health institution is trying to do by involving human resources in all decisions related to their professional lives, which contributes to encouraging and motivating them.
- Digital public relations encourage employee cooperation in dealing with modern technology techniques. This makes the human resource more integrated within the workgroup, reduces his fear of using technology, and thus enhances his adoption of organizational change.
- There are many obstacles facing the human resources within the organization related to the adoption of digital public relations and its relationship with organizational culture, perhaps the most important of which are (individual differences between employees, preparing

complex and incomprehensible messages, and relying on traditional methods of dealing with the human resource, as well as the adoption of the obfuscation method by management. In most cases).

- Activating digital public relations and applying it in enhancing organizational culture is tricky, primarily if it is not studied due to the lack of mechanisms necessary to activate it. Perhaps one of the most important of these mechanisms is the potential of the human resource itself, which is compatible with the culture of employees within the organization.
- Human resources are considered the organization's capital; therefore, enhancing its organizational culture is a must by involving it in making all decisions related to the organization and its goals.
- Relying on informal contact with the public health institution to maintain the solidarity of the human resource and thus contribute to strengthening their organizational culture.

#### **Conclusion:**

Interest in digital public relations has become self-evident and a tangible reality that imposes itself in public institutions because it is an extension of the organizational culture that most organizations and institutions know and is reflected in their management culture. This is due to the significant role of human resources because of its importance in overcoming the institution's obstacles in performing its tasks. To give practical value to this research paper, we decided to make the following recommendations:

- Investing in human capital as an intangible wealth contributes to achieving the organization's short- and long-term goals.
- Highlighting the role of digital public relations in achieving a communication culture within public institutions.
- Work to create a communication climate within the framework of the organizational structure and enable the human resource to be active in open spaces, in addition to creating other spaces to meet and exchange ideas and opinions.
- Conducting training courses on how to communicate in the modern digital environment.
- Inform workers of everything that happens in the organization and provide information about workers and the organization's activity.
- Creating an electronic platform that allows workers to raise their concerns and ideas and respond to them (communicative communication)

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