

Organizational communication in the entrepreneurial Institution- Conceptual introduction

الاتصال التنظيمي في المؤسسة المقاولاتية

ط د يمينة مساني^{1*} ، د بوبكر بن عمران²

¹ جامعة عباس لغرور خنشلة messani.yamina@univ-khenchela.dz

² جامعة عباس لغرور خنشلة boubakeur.benamrane@univ-khenchela.dz

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ملخص:

تم الإهتمام في هذه الورقة البحثية بموضوع الإتصال التنظيمي داخل المؤسسة المقاولاتية بإعتباره أحد أهم الآليات التنظيمية التي تساهم في ضمان الحفاظ على إستقرار وتوازن والنمو والنجاح المستدامين للمؤسسات بصفة عامة و المؤسسات المقاولاتية بصفة خاصة كون أن مستقبل المؤسسات المقاولاتية اليوم يقف على دور الإدارة في إنشاء صورة ناجحة للمؤسسة سواء على الصعيد الداخلي لها بين مختلف المستويات و الوحدات التنظيمية من ناحية و من ناحية أخرى على مستوى الصعيد الخارجي المتمثل في المساهمين والمستثمرين وأصحاب المصلحة الآخرين

فالإتصال التنظيمي يعد أحد الميكانيزمات الإدارية الفعالة لتسيير وتوجيه المؤسسة المقاولاتية لبلوغ أهدافها المنشودة ولتحقيق إزدهارها لما له من دور فعال الحفاظ على صورة ناجحة وفعالة للمؤسسة المقاولاتية أمام محيطها الخارجي وقدرته على التأثير على الأفراد العاملين في جميع المستويات التنظيمية

Abstract:

In this research paper attention is paid to the topic of organizational communication within the entrepreneurial institution as it is one of the most important organizational mechanisms that contribute to ensuring the maintenance of stability balance and sustainable growth and success for institutions in general and entrepreneurial institutions in particular since the future of entrepreneurial institutions today depends on the role of management in creating a successful image of the institution whether on The internal level between the various levels and organizational units on the one hand and on the other hand at the external level represented by Shareholders investors and other stakeholders

Organizational communication is one of the effective administrative mechanisms for managing and directing the entrepreneurial institution to achieve its desired goals and achieve its prosperity as it has an effective role in maintaining a successful and effective image of the entrepreneurial institution in front of its external environment and its ability to influence individuals working at all organizational levels

Keywords communication organizational communication entrepreneurial institution

* المؤلف المرسل: يمينة مساني

Introduction

Most countries are currently seeking to pay attention to the economic and social situation in order to improve the business climate and achieve development as a result of the decline and fluctuation of global oil prices this has affected countries especially those that depend mainly on oil revenues for the prosperity of their economy and among them we find the Algerian state which was also interested in searching for Another alternative through which one can get out of the difficult situation and achieve stability and balance in all its aspects and thus it worked on a number of reforms and policies In order to improve the social and economic situation and encourage the spirit of initiative and creativity by encouraging entrepreneurship to remedy the situation it has been experiencing lately by establishing national bodies entrusted with the task of assisting and supplying these projects, supporting investments achieving balance in the labour market and developing the national economy through the success of entrepreneurial institutions and Its prosperity

The prosperity of entrepreneurial institutions lies in the effectiveness of their administrative processes and their ability to influence workers at all levels and organizational units to perform their tasks in order to achieve the desired goals for which they were established through the effectiveness of the communication process which is the central nerve of the institution regardless of the type and field of its activity so Entrepreneurship institutions are seeking to improve their communication system realizing the importance of this in directing individuals within the organizational structure on the one hand At the institution level and its continuity on the other hand

One a conceptual introduction

1- Definition of communication

1-1- Linguistic definition

Communication is a word derived from the source of connection which means connection and achieving the goal whereby connectivity means connecting two things and reaching means achieving one's goal (Chaniki & Ben Zarrouk, 2024, p. 445)

The terminological definition

is that activity or method through which human groups are able to find common things in order to live together by transferring and transforming ideas from one person to another

within a system using a set of symbols and phrases recognized within that system in order to reach a goal And a specific objective (Bouchareb, 2022, p. 228)

Definition of organizational communication

1-2- It is the communication that takes place within the organizational structure and between all levels and organizational units on the one hand and the institution's communication with its external environment on the other hand (Belhadji, 2002-2003, pp. 31-32)

2- It is the art of influencing individuals working in the institution in order to perform their professional tasks and functions in accordance with what has been approved by the higher administrative levels within the organizational structure used in the institution and organizational communication is one of the administrative processes that the institution relies on to achieve its goals and objectives which was established for this purpose through the task of directing instructions and orders to perform tasks from higher levels and receiving responses concerning the level of performance and problems faced by the lower executive levels in the organization (Adman, 2023, p. 23)

3- Definition of the entrepreneurial institution

3-1- It is the establishment of a new atypical institution through a set of successive stages starting from the entrepreneur's possession of entrepreneurial tendencies until the adoption of entrepreneurial behaviour and in the middle of these stages is the stage of making the decision of the entrepreneurial orientation which is defined as an individual will or intellectual readiness that turns into the establishment of an institution looking for Exploiting untapped or unvalued opportunities and resources It is characterized by creativity and seeks to provide a different innovative and new product or service under particular circumstances (kouraichi & Salami, 2010, p. 60)

3-2- it is all actions and practices that allow the transformation of creative ideas into reality embodied in the form of an institution that works to provide new products services and raw materials by introducing new innovative methods of work by mixing risk and creativity with effectiveness in management (Bouhassi, Owais, & Bouzerb, 2018, p. 6)

Two, organizational communication

1- Components of the organizational communication process

We find that there are 5 basic components of organizational communication and it is listed as follows (Makhlouf & Gharabi, 2019, pp. 80-81)

1-1- The source of the message

it is the source and the first creator of the message and it is the starting point of the message and it may be an ordinary person such as a leader at some organizational level or the institution itself may be the source through its interaction with the external environment as the source is the sender of the information or the one directing the order

1-2- The message

which is a set of linguistic kinetic auditory or visual symbols and meanings that arise from the source as it is the main element in the organizational communication process which is the content that includes the order or information that the sender tends to send to the recipient and that must contain a set of conditions as listed below

Easy uncomplicated and straightforward

Clearly defined indicating the order or information to be conveyed to the receiver

Understandable for the receiver and at his level

Simple organized and consistent

It must be characterized by objectivity and the information it contains must be truthful

1-3- The means

is the channel and method through which information is transferred from the sender to the receiver That is it is the organizational means that transmits the message from the administration to the internal or external audiences It may be orally through dialogu interviews or administrative meetings or it may be written

1-4- The receiver

or what is called the recipient, which includes workers within the institution regardless of their position in the organizational structure and the external environment that interacts with the institution and its activities

1-5- Feedback

refers to the reactions that the receiver makes to the message sent to him by the source through understanding it responding to it and implementing the commands and instructions contained in the message On the basis of these responses the source adjusts his style of communication.

2- Organizational communication functions

The tasks and activities of the institution vary and differ in many directions with the aim of achieving the greatest benefit. Some of them are industrial activities, some are transformational, productive or service activities, or they combine more than one activity in this. And based on the institution's tasks, the communication process is performed to achieve a number of functions including (Yass, 1986, p. 68)

2-1- Media function

It appears through the flow of information at all organizational levels. The successful manager is the one who makes successful decisions, and the successful decision depends on the amount of sound information at the right time, especially at the executive level. We find that workers need a considerable amount of information related to performance, and to the extent of the flow of information related to a specific performance. We also find that the quality of performance is influenced by the extent of the flow of information. In addition to the fact that employees need to know much information related to the organization's policies and continuous changes, and this is done through the media mission of communication.

2-2- Disciplinary function

The workflow of any institution relies on its practice of many administrative operations, including control, oversight, and coordination between various activities, and thus requires the presence of policies, strategies, and a set of teachings, decisions, and periodic instructions that contribute to clarifying what must be followed and what must be avoided for all components of the organizational structure, and all of this can only be done through the communication process.

2-3- The persuasive function

Ensuring the progress of work in professional life is not only through exercising the power of authority, but rather the communication process within the organizational structure is the backbone to ensure its flexibility. It provides the opportunity for workers to freely express their point of view and the freedom to agree or disapprove of some matters through communication with superiors.

2-4- Integrative function

The communication process with its integrative function contributes to increasing the degree of individuals' interactions for the sake of self- and collective integration. This task helps to prevail in the spirit of unity in the institution.

3- Types of organizational communication

Types of organizational communication are divided into three types

3-1- Communication according to the organizational structure

It is divided into two types (Mokrani, 2018, p. 531)

a- Formal communication

It is the type of communication linked to the formal organizational structure and the work position and is transmitted through the official channels recognized in the organizational structure and includes all forms and official communication channels whether descending, ascending or horizontal provided that they are from accesses determined by the organization as it aims to regulate the flow of communications in order to ensure the flow of information smoothly accurately and in a timely manner. It also has several forms they are as follows:

Department meetings

Conferences

Corporation news bulletins

Private interviews publications and letters for special purposes

b- Informal communication

Along with formal communication, informal communication is also being formed whereby it is known as informal connection meaning that it is exempt from all types of formalities because it is used in informal relationships between parties such as friendship or membership in clubs or associations themselves i.e. its basis is the network of social relationships that the individual creates with groups working in their various job positions in which it contributes to publish some information to achieve the public interest of the organization which cannot be transmitted through official channels. It also provides leaders and superiors with clearer information about what their subordinates are thinking and feeling.

3-2- Communication according to direction

It is divided into three types as follows (Dridi & Zarfaoui, 2021, pp. 132-133)

a- Downward communication

It is referred to as the communication that flows from superiors to subordinates in the organizational structure as it allows managers to exercise their powers to achieve the desired goals which involves issuing orders instructions and directions to people at lower levels As It is expected that the immediate performance of the job or task will take place This type is regarded as one of the main communicative methods within the organization□

b- Upward communication

In upward communication the communication process takes place from the lower levels to the higher levels within the organizational structure in a hierarchical manner passing through all levels of the hierarchy It is the opposite of downward communication This type of communication includes reactions and suggestions from workers their grievances and so on This communication flows through several media For example the leadership pyramid suggestion boxes or personal contacts...

c- Horizontal communication

When communication takes place between two or more persons who are partially subordinates or persons working at the same level in an organization or that kind of communication between one level and another organizational level of the same degree or it may even be between an institution and another institution at the same level of communication it is called horizontal communication or side communication as horizontal communication satisfies people's needs for knowledge from their peers without joining the other institution in order to truly make efforts the institution must function without horizontal communication flows as it is necessary for coordination and integration among several organizational functions

3-3- Communication according to the method of expression

It is divided into two types (ben kayt, 2011-2012, pp. 26-27)

a- Oral communication

It is a direct communication between two people through which the two parties exchange their ideas through verbal words either in a face-to-face conversation or through a device such as the telephone or telephone conferences or through meetings conferences lectures interviews etc

b- Written communication

This type of communication includes written words diagrams and pictures It is widely used in organizations It also contributes to clarifying rules orders schedules or matters related to the organization's policy

Three, the entrepreneurial institution**1- The importance of the establishment of the entrepreneurial institution**

The secret behind the interest of all countries in the world in entrepreneurial institutions lies in the importance and benefit that these institutions offer for the social and economic situation The importance of entrepreneurial institutions lies in the following elements (Salami & kouraichi, p. 91)

It is one of the pillars of contribution to achieving sustainable development

It contributes to creating job opportunities

It enables the opening of new and innovative professional horizons which supports the national economy

It breaks the monopolistic pattern practiced by large enterprises thanks to the creativity and innovation displayed by the company's products

It contributes to the growth of the economy as entrepreneurship has begun to play an important role in the progress of economies and achieving important growth rates due to its flexibility and ability to respond to rapid changes in the economy which large institutions may not be able to keep up with

It contributes to reducing unemployment and poverty

It stabilizes the population and reduces the rate of migration especially internal migration from the countryside to the city

It develops production methods and service provision

2- Factors and motives that help move towards entrepreneurship

The most important factors contributing to the trend towards entrepreneurship in Algeria can be classified into (Beddou, ben Marzouk, & Said, 2017, p. 214)

2-1- Economic factors

Obtaining funding from the state contributed very significantly to the trend towards the world of entrepreneurship Financial support and the availability of supplies and equipment were among the most difficult factors hindering the trend towards

entrepreneurship Algeria today has begun to finance these projects which has contributed to increasing the rates of trend towards them

2-2- Social factors

Among these factors that helped the emergence of entrepreneurship we find

Abundance of training in the field of small enterprise management

Providing specialized training for union frameworks in law accounting and business administration

The presence of professional formation and craft training

2-3- Political and legal factors

The role of the state and the efforts it provides to entrepreneurship is evident here as the Algerian state has enacted many legal decisions that contribute to supporting entrepreneurship institutions and their orientations and has worked to establish government agencies specialized in this

2-4- Personal factors

One of the main factors that help in establishing entrepreneurship is the love of entrepreneurship and self-confidence to achieve a high level of leadership and excellence Self-desire plays the most important role in heading into the world of entrepreneurship

3- National bodies supporting entrepreneurship in Algeria

3-1- The National Unemployment Insurance Agency (CNAC)

This fund was established on 6July 1994 in order to protect those at risk of losing their jobs as a result of economic changes and crises (**Habibi & Hassayen, 2023, p. 564**) This fund tends to develop the culture of entrepreneurship and provide assistance and support to re-engage the unemployed who legally benefit from unemployment insurance benefits Unemployment is also concerned with monitoring in accordance with applicable legislation and providing assistance to institutions facing difficulties in their work in order to maintain job positions (**Halm, 2016-2017, pp. 208-209**)

3-2- National Agency for Entrepreneurship Support and Development (ANADE)

This agency was established to encourage young people with initiatives improve the conditions necessary to establish projects, develop the spirit of entrepreneurship promote youth employment, and create stable positions and job opportunities This agency is concerned with forecasting and providing consultations to young people in the framework of their implementation of their projects and following up on these projects

while providing assistance when needed through experts charged with studying and processing projects (Salhi, 2021, p. 288)

3-3- Small and Medium Enterprises Loan Guarantee Fund (FGAR)

This fund is considered to be a partner of all commercial banks and banking institutions active in Algeria as it seeks to find effective solutions to the problem of financing while supporting all real guarantees provided by the banks Among the tasks of the fund we mention granting guarantees to the benefit of small and medium enterprises renewing equipment and expanding institutions while confirming their eligibility Projects follow-up projects provide technical assistance and prepare agreements with banks for the benefit of small and medium enterprises (Halm, 2016-2017, pp. 190-200)

3-4- National Agency for Small loan Management ANGEM

This agency is one of the national strategies to fight poverty and marginalization and fight the phenomenon of unemployment by encouraging self-employment crafts and professions and developing the entrepreneurial spirit Among its most important tasks we mention

Supporting and guiding beneficiaries in implementing their activities and accompanying them to finance their projects

Follow up on activities completed by beneficiaries

Training project owners and beneficiaries of small loans

Organizing regional and national exhibitions to display and sell products for small loan (Salhi, 2021, pp. 284-285)

3-5- National Agency for Investment Development (APSI)

This agency works to help investors achieve their investments by studying projects evaluating them and making a decision regarding them whether by rejection or acceptance It works to develop investment and facilitate promote and accompany investment through the rehabilitation of institutions and the establishment of new institutions that work to develop and expand production capacities (Boudra, 2022, p. 117)

Four Organizational Communication as an Effective Mechanism in the Entrepreneurial Institution

1- The importance of organizational communication in the entrepreneurial institution

The importance of organizational communication within the organizational structure and in entrepreneurial institutions is highlighted in (Saidoun, 2023, p. 850)

Influencing changing or modifying the behaviour of employees within the enterprise organization

A tool used by workers in the enterprise organization to communicate their opinions suggestions and complaints to their leadership

It contributes to improving the level of workers' performance within the enterprise organization

Addressing emergency situations and problems that were not on the agenda

It is one of the tools used by higher organizational levels to transmit orders and instructions and inform employees of the enterprise of the data and information necessary to perform their work.

It is an essential factor for forming successful decisions within the enterprise organization

2- Objectives of organizational communication in the entrepreneurial institution

Organizational communication is one of the main administrative processes that business institutions rely on to achieve the goals for which they were established and from it we find that organizational communication in the business organization seeks to achieve a number of goals including (Hamed & Hamed, 2020, p. 70)

It contributes to familiarizing employees with the organization's policies and strategies

Facilitating the process of exchanging information between all organizational levels regarding the performance of organizational tasks

It enables workers to know the organization's performance and discuss its issues

It also motivates employees to practice communication to enhance and maintain the organization's reputation

It contributes to enhancing cohesion and cooperation among all members since communication establishes a healthy work environment in the organization and ensures that employees and management work to achieve common goals

It contributes to helping individuals understand the nature of their work

It helps higher organizational levels in establishing policies and plans dividing work and defining responsibilities as well as organizing controlling and decision-making processes

Developing social and human relations within the enterprise organization while raising the morale of employees and creating an organizational climate in which friendly relations prevail

It aims to familiarize the organization with performance indicators as well as monitor and correct errors

Contributing to reducing the spread of rumours and informing employees of the correct facts and information in order to avoid the negative effects of rumours

3- The effectiveness of organizational communication to achieve the goals of the business enterprise

Before talking about the effectiveness of the communication process and its role in directing the organization to achieve its goals we find that this process may face some obstacles that make it lose its effectiveness and its role in maintaining the organization's balance and continuity Among the most important obstacles to organizational communication are those resulting from some institutions' ignorance of the effectiveness of the communication process Among these obstacles we find the following (Achouri, 2014-2015, pp. 37-38)

Weak communication capabilities of the institution

The administration's reliance on an authoritarian administrative style that hinders the communication process especially horizontal ones

Administrative leaders do not accept criticism or guidance

Poor horizontal relations between employees and vertical relations between them and management

Complete reliance on formal communication and not accepting and completely rejecting informal communications

Failure to use appropriate means of communication for the targeted groups or sectors

The large number of burdens placed on some leaders or workers within the organization

Lack of seriousness on the part of both parties to the communication which leads to a lack of trust between them

We find that entrepreneurial institutions often seek to achieve the goals for which they were established and achieving this depends on the effectiveness and flexibility of administrative processes and getting rid of all the obstacles they face most notably the communication process which is one of the effective administrative mechanisms through

which institutions carry out their work To achieve its goals the success of the entrepreneurial institution depends primarily on the effectiveness of this process so it is necessary to pay attention to it and activate a set of conditions to ensure its effectiveness and among these conditions we find **(Mokrani, 2018, pp. 529-531)**

Clarity of communication channels within the organization

Relying on a clear plan for good communication by defining the goals and role of each member in the organization

Explain the importance of communication

Training employees on how to use communication tools in a proper manner

Relying on embodying most types of communication within the organization such as encouraging upward and horizontal communication for example

Strengthening the network of social relations between employees because lack of trust discourages the use of oral communication methods in particular

Encouraging the use of means of communication according to the current situation For example in an emergency situation it is preferable to use oral communication since written communication despite its importance is frequent requires much time and requires much effort

Taking into consideration individual differences whereby the individual differences of the people to be contacted whether workers or the public must be taken into account

Getting rid of psychological obstacles because the worker who feels inferior and psychologically disturbed withholds information from others out of desire for value or fear of providing others with information Besides the introverted employee tends to use the written style and avoids confronting others

The necessity of having an open bridge for the flow of information in all organizational directions

Not ignoring informal communication networks

Conclusion

In conclusion and based on the topic that we addressed through this research paper we can say that communication has an effective role in entrepreneurial institutions achieving their goals and objectives as it is considered the nerve and backbone of any institution as it contributes to the flow of information between all organizational levels within the organizational structure

Organizational communication enables the lower levels in the enterprise organization to understand the nature of the work and what the organization seeks to achieve in accordance with the plans and strategies followed in order to perform the tasks according to what was planned. It also helps the upper levels to discover the gaps that hinder the performance of the tasks and work to solve them and contributes to the formation of a clear image concerning the progress of work in the institution as a whole and how close it is to achieving the goals for which it was established.

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