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Digital Institutional Communication and Its Role in Improving Job Performance in Algerian Universities- A Field Study at the University of Algiers 2

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Abstract:

This study, entitled "Digital Institutional Communication and Its Role in Improving Job Performance in Algerian Universities," examines digital communication practices within Algerian universities as an essential component for achieving efficient and effective interaction among different structures, departments, and administrative units.

Digital institutional communication represents one of the key foundations upon which universities rely to enhance and develop their performance. Employees constitute the primary support structure enabling institutions to achieve their objectives; therefore, job performance is shaped by their effort, abilities, awareness of assigned tasks, and the availability of resources and mechanisms that support performance improvement.

This research explores the role of digital institutional communication in improving job performance within Algerian universities through a field study conducted on a purposive sample of 45 male and female employees of the Faculty of Humanities and Social Sciences at the University of Algiers 2. The descriptive–analytical method was adopted, and a structured questionnaire served as the primary tool for data collection.

Keywords: Institutional Communication, Digital Communication, Job Performance.

I. INTRODUCTION

Communication is a process through which individuals and groups interact within society and institutions. It is considered one of the primary tools used to achieve institutional objectives and a vital element for organizational continuity and development; through communication, information, data, opinions, and the flow of ideas among individuals and groups to support the goals of the institution.

With the advent of the digital revolution, communication concepts and tools have undergone substantial transformation. Advanced digital communication networks have emerged, reshaping communication practices and improving interaction quality and effectiveness. As a result, digital communication has become an essential requirement for interaction across institutional structures, organizations, and administrative units.

Institutional efficiency today is closely linked to the availability and quality of digital communication tools, considering the wide range of services they provide to administrators and employees. These tools facilitate work, ensure coordination, enhance communication, and support the effectiveness of performance. Human resources now require such technologies to grow, develop, and improve job performance. Digital communication plays a central role in exchanging information, ideas, and knowledge among individuals, especially as dependence on digital platforms as primary sources of information continues to rise.

Digital communication networks have been integrated into various institutions, supporting both internal communication—between units and departments—and external communication. Workflow efficiency requires communication that is accurate, flexible, and fast. These qualities are integral to digital communication tools.

1.Research Problem

The role of institutional communication has grown significantly in organizing and coordinating various tasks, ideas, and information both inside and outside institutional settings. Digital communication, in particular, represents one of the most important forms of communication within institutions, as it enables them to achieve their objectives and resolve the problems they encounter.

Digital communication flows across the institution’s internal staff and connects employees at different administrative levels. It includes several types of communication, such as:

- **Formal communication:** upward, downward, and horizontal
- **Informal communication**

All these forms are highly significant.

Internally, they contribute to improving communication processes and strengthening coordination and mutual understanding among employees.

Externally, institutions seek to project a positive public image, manage relationships effectively, and support successful communication strategies.

None of this can be achieved without **effective communication among employees**.

Employees constitute the true support system upon which institutions rely to achieve their goals. Their job performance is shaped by their effort, abilities, awareness of tasks assigned to them,

and access to mechanisms that support improved performance. Therefore, communication becomes essential within service-oriented institutions, including universities, as a tool to achieve their objectives and serve the public interest.

Accordingly, for universities to fulfil their mission effectively, they must pay serious attention to communication in all its dimensions.

This leads to the central research question:

Main Research Question

What role does digital communication play in improving job performance at the University of Algiers 2?

Sub-Questions

1. **Does the University of Algiers 2 effectively rely on digital communication?**
2. **Does digital communication contribute to enhancing the efficiency of university employees?**
3. **What is the nature of the relationship between digital communication and job performance?**

2-Theoretical Framework

1. Concept Definitions

A. Digital Communication

Christy Oud defines digital communication as *"a social process through which remote communication occurs between the parties of the communicative act, allowing them to exchange roles in transmitting and receiving diverse messages through digital systems and technologies to achieve specific goals."*(Zouache, 2022, p. 77)

B. Job Performance

Job performance refers to:

- an employee's ability to perform a task,
- accomplish an activity, or
- execute a responsibility

in a manner that contributes to achieving the objectives set by the institution.

This definition is reflected in the execution of duties and activities in ways that ensure the attainment of goals established by institutional management. (Demirdash, 2018, p. 34)

Job performance can also be defined as the **effort exerted by an individual** to carry out tasks and activities related to job requirements in order to achieve specific objectives. (Bou El-Cheress, 2016, p. 48)

2. Characteristics of Digital Communication

Digital communication is characterized by:

- **Interactivity**
- **Diversity**
- **Integration**
- **Individualization** (Al-Ayat, 2016, p. 23)
- **Crossing cultural boundaries**
- **Overcoming time and space constraints**
- **Engagement in immersive communication processes** (Nebih, 2018, p. 87)

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3. Levels of Digital Communication

Digital communication can take place through:

- **Computer-based communication**
- **Communication via databases**
- **Direct connection through digital networks**(Al-Ta'i, 2017, p. 300)

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4. Advantages and Limitations of Digital Communication

Digital communication offers several advantages, including:

- Improved service quality due to reduced noise and interference compared to analog signals
- Reduced size and weight of communication equipment
- High efficiency and performance
- Ability to store and retrieve large volumes of visual and multimedia content using relatively small memory spaces
- High resistance to interference through fully digital end-to-end networks
- Greater durability and quality, especially in environments where analogue communication is costly
- Ability to transmit information over long distances using optical fibres while maintaining signal strength
- Intelligence of digital networks, which can automatically adjust and correct transmission paths

- High clarity of audio and video signals on wide digital screens
- Saves time and effort and enhances user comfort (Boutrafa, 2021, p. 430)

Digital communication also allows:

- Exchanging information and files securely
- High transmission speed
- Reduced operational costs

Importance of Job Performance

Job performance is considered a vital element in any organizational process because it is directly linked to the human element responsible for managing institutional operations and transforming raw materials and resources into valuable outputs. Therefore, job performance holds substantial importance within institutions seeking progress and success. High job performance is an indicator of institutional development and organizational advancement.

Job performance also represents one of the fundamental pillars of organizational existence. Its significance appears clearly through three major dimensions—**theoretical, experimental, and administrative**:

- **From an experimental perspective**, job performance is a central construct used in most strategic management studies and research.
- **From an administrative perspective**, its importance is reflected in the strong emphasis placed on organizational culture by institutional management, demonstrating the connection between culture and performance. (Mahdeed, 2019, p. 24)

Job Performance Criteria

Accurate and successful job performance criteria can be established through several key methods:

1. **Promoting brainstorming and creative thinking**
2. **Prioritizing tasks based on importance and difficulty**
3. **Using quality, quantity, time, and process indicators when designing tasks and defining performance measurement tools**
4. **Reviewing previous performance criteria and evaluating their effectiveness**
5. **Discussing performance standards with managers**, ensuring clarity of internal rules agreed upon between manager and employee regarding how optimal performance can be achieved (Belkbir, 2015, p. 85)

Components of Job Performance

Job performance comprises the characteristics, traits, skills, and qualifications that an employee must possess to accomplish work successfully. These elements include:

1. Personal Components

These relate to the employee's personality, abilities, and interests. They are difficult to measure because they are abstract and not easily observable.

2. Behavioral / Performance Components

These are observable behaviors demonstrated while performing the job, such as:

- Decision-making ability
- Observing official work schedules
- Problem-solving skills
- Delegation practices
- Planning
- Interpersonal relationships
- Leadership
- Attendance
- Prioritization
- Administrative interactions (Al-Mahasneh, 2013, p. 57)

Types of Job Performance and Influencing Factors

To identify performance types, suitable classification criteria must be selected. The primary types are as follows:

A. Based on Scope (Comprehensiveness)

1. Total Performance

This refers to achievements resulting from the collective contribution of all organizational units.
No single department can claim full responsibility for total performance outcomes. Total performance reflects the institution's ability to achieve its main objectives with minimal cost—such as profitability in business institutions, which requires collaborative effort across all units.

2. Partial Performance

This type occurs within sub-systems of the organization and can be classified according to functional criteria, such as:

- Financial performance
- Human resources performance
- Funding performance
- Production performance
- Marketing performance

B. Based on Source

1. Internal Performance

Also known as unit performance, it derives from internal institutional resources and includes:

- **Human performance:** employees' skills and their role as strategic assets
- **Technical performance:** efficient use of technological investments
- **Financial performance:** effective use of available financial resources

2. External Performance

This type is influenced by external environmental changes that the institution does not control.
It appears in outcomes such as:

- Increased turnover
- Higher added value
- Reduced costs of materials and services

This type requires institutions to analyze their results to determine the positive or negative impact of external changes.

C. Based on Nature

1. Economic Performance

The primary objective of economic institutions is achieving economic surpluses through:

- Increased production
- Higher profit margins

- Added value
- Market share
- Efficiency of resource use

2. Social Performance

Institutions must meet internal and external social expectations—such as employee welfare or community needs—while also fulfilling economic goals.

3. Technological Performance

This refers to achieving technology-related goals.

Technological objectives are often strategic due to the importance of technological advancement.

4. Political Performance

Political performance is reflected in the institution's ability to achieve political objectives that grant it various advantages. (Lamouni, 2020, p. 150)

Factors Influencing Job Performance

Several factors affect job performance, including:

A. Administrative / Organizational Factors

- Lack of a supportive work environment
- Conflicts between employees and supervisors or among employees themselves
- Poorly defined job responsibilities
- Ineffective supervision
- Insufficient training
- Unclear employee duties
- Lack of material resources and appropriate working conditions (Aichawi, 2021, p. 177)

B. External Environmental Factors

- Conflict between the employee's personal values and societal norms
- Economic conditions and labor market fluctuations
- Government regulations
- Labor union policies
- Political instability

C. Employee-Related Factors

- Low motivation or desire to work
- Weak personality or limited cognitive abilities
- Frequent absenteeism (Messerani, 2020, p. 77)

Mechanisms for Enhancing Job Performance in Institutions

Institutions can adopt several mechanisms and strategies to strengthen and improve employee job performance. Among the most important are:

1. Reward and Recognition Programs

Material and moral incentives play a significant role in motivating employees and reinforcing their sense of worth within the institution. Rewards enhance morale, encourage effort, and support consistent high-level performance. When individuals feel valued, they become more committed to achieving institutional goals.

2. Personal Development Plans

These plans aim to identify continuous training needs and improve employees' skill sets. They are especially valuable in service sectors such as healthcare, where targeted training programs can improve professional competencies — for example, specialized training courses for nurses that elevate the quality of healthcare delivery and strengthen the leadership role of nursing professionals.

3. Setting Indicators for Goal Progress

It is always preferable for institutions to establish well-defined and realistic goals. Overly ambitious or unattainable goals may discourage employees. Instead, goals should be:

- specific
- measurable
- achievable
- relevant
- time-bound

Clear performance indicators allow employees and managers to track progress effectively. (Aïchawi, 2021, p. 79)

Performance Rates

Performance rates refer to the outcomes achieved by employees while carrying out their job duties. These outcomes are typically evaluated based on four fundamental factors:

1. Quantity

Refers to the volume of work accomplished compared to what was planned during the performance planning stage.

2. Quality

Refers to the degree to which completed work meets the desired standards of accuracy, clarity, and compliance with institutional expectations.

3. Time

Measures whether tasks are completed within the designated timeframe. If delays occur, reasons must be identified and addressed.

4. Cost

Refers to the actual cost of achieving results or completing tasks and compares it with the expected cost to determine cost-effectiveness. (Bchir Al-Maghribi, 2016, p. 45)

Applied Framework of the Study

Study Methodology

The study employed the **descriptive method**, which is considered one of the most suitable approaches for analyzing and interpreting social phenomena and aligns well with the study's nature and objectives.

Study Population

The population includes **all administrative employees** at the University of Algiers 2, distributed across its various faculties and departments.

Study Sample

The sample consists of a **purposive sample of 45 employees** working across different faculties and administrative units at the University of Algiers 2.

Data Collection Tool

A structured **questionnaire** was used as the main tool for gathering data. The questionnaire was designed to align closely with the study's objectives and research questions and was organized into four main sections:

Section 1: Personal Information

Includes questions on:

- age
- educational qualification
- years of work experience
- job position

Section 2: University of Algiers 2's commitment to actual implementation of digital communication

Section 3: Contribution of the PROGRES Platform to improving job performance among university administrative employees

Section 4: Relationship between digital communication and job performance among university administrative employees

Study Boundaries

1. Temporal Boundaries

The study was conducted from **October 12 to October 29, 2025**.

2. Spatial Boundaries

The fieldwork was carried out among administrative employees across various faculties and departments of the **University of Algiers 2**.

Validity and Reliability of the Questionnaire

1. Construct Validity

Construct validity was assessed by measuring the correlation between each questionnaire dimension and the overall questionnaire score using **Pearson's correlation coefficient**.

Table 1 — Pearson Correlation Coefficients

Statistical Value	Correlation Coefficient	Dimension
0.00	0.843	Section 2
0.00	0.745	Section 3
0.00	0.773	Section 4

All coefficients indicate a **strong positive correlation**, confirming good construct validity.

2. Split-Half Reliability Method

This method divides questionnaire items into two halves, then measures correlation using:

- **Cronbach's Alpha**
- **Spearman–Brown coefficient**
- **Guttman coefficient**

Table 2 — Split-Half Reliability Results

Value	Description
0.791	Cronbach's alpha (first half)
14	Number of items (first half)
0.865	Cronbach's alpha (second half)
14	Number of items (second half)
0.722	Correlation between halves
0.839	Spearman coefficient (equal items)
0.839	Spearman coefficient (unequal items)
0.835	Guttman coefficient

All values exceed **0.60**, confirming the **high reliability** of the questionnaire.

General Findings of the Study

Based on the field study conducted at the University of Algiers 2, several key findings emerged. These can be summarized as follows:

- **Improving job performance is fundamentally linked to the quality of the relationship between employees and the administration.** This relationship must be supported by the full availability of digital communication tools, technologies, programs, and equipment that enable employees to perform their duties effectively.
- **Digital communication has become an urgent necessity due to its positive impact on job performance** within the University of Algiers 2 administration.
- **Digital communication contributes to accelerating task completion and improving workflow efficiency** across university administrative units.
- **Digital communication enables quick and easy access to information and knowledge at any time and from any location**, while also allowing the sharing of information with other entities when necessary.

- **Digital communication has proven effective and beneficial to institutional communication processes** at the University of Algiers 2 and has positively influenced communication outputs.
- **Digital communication represents the best option for empowering university employees to improve their job performance.**
- **The university administration is actively working to provide digital communication tools and technologies** and to develop strategies that facilitate the integration of employees into the digital work environment.
- **Employees use digital communication tools on a daily basis** in their work, depending on the availability of technologies and resources.
- **The study concludes that the University of Algiers 2 is committed to the effective implementation of digital communication**, which contributes significantly to improving employees' job performance.

From these findings, it can be stated that:

There is a strong positive relationship between digital communication and job performance among employees at the University of Algiers 2.

Conclusion:

Digital communication has become an unavoidable necessity for all economic and service-oriented institutions, given its essential role across multiple sectors. This is especially true in the context of rapid technological change and the growing reliance on communication technologies.

Institutions—whether economic or service-based—are increasingly required to adopt digital tools and modern technological systems. This shift represents a fundamental transformation that allows organizations to progressively abandon traditional, time-consuming, and costly methods in favor of faster, more efficient digital solutions.

By embracing digital technologies, institutions can accelerate workflows, enhance efficiency and effectiveness, and strengthen organizational performance. Ultimately, this transition contributes to **significant improvements in job performance** and supports the institution's ability to adapt and grow in a rapidly changing environment.

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