

Communication efficiency and organizational quality stakes for the institution
الكفاءة الاتصالية ورهانات الجودة التنظيمية للمؤسسة

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Received date: 17 / 11 2025

Acceptance date: 02 / 12 / 2025

ملخص:

يعمل التنظيم داخل المؤسسة جاهدا من أجل الوصول إلى الجودة التنظيمية التي تسمح له من تقديم أحسن أداء ممكن ضمن مسار السعي لتحقيق أهداف المؤسسة، غير أن الوصول إلى هذه الجودة المطلوبة تتطلب القيام بكثير من الاستحقاقات الإدارية والمهنية، ويأتي على رأسها القدرة على استخدام تقنيات الاتصال وتفعيلها إلى حدودها القصوى ضمن خدمة أهداف المؤسسة، وهنا تظهر الكفاءة الاتصالية كقيمة مضافة مهمة للمؤسسة، الأمر الذي يؤكد أهمية العلاقة بين الكفاءة الاتصالية والجودة التنظيمية، فمن أهم مميزات المؤسسة المعاصرة إبلاء الاتصال قيمة عالية واستخدامه بكفاءة داخليا وخارجيا لضمان حالة النجاح للمؤسسة والاستقرار والتوازن للتنظيم.

الكلمات المفتاحية: الاتصال المؤسسي، الكفاءة الاتصالية، الجودة التنظيمية، مساحة الشك، بناء المهارات والتدريب، نظام التقييم والحوافز.

Abstract:

The organization within the institution has worked hard to achieve organizational quality that allows it to provide the best possible performance within the process of seeking to achieve the goals of the institution, but reaching this required quality evokes performing many administrative and professional merits, on top of which is the ability to use communication techniques and activate them to their maximum limits within the service of the institution's goals, and here communication competence appears as an important added value to the institution, which confirms the importance of the relationship between communication competence and organizational quality. One of the most important features of the contemporary organization is placing a high value on communication and using it efficiently, internally and externally to ensure a state of success for the organization as well as its stability and balance.

Keywords: Institutional communication, communicative competence, organizational quality, doubt area, skills building and training, evaluation and incentive system.

Introduction:

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Communication retains its vital place in all details of social life, it does not cease to appear influential and continuous, and all daily practices cannot circumvent or dispense with it, not only because it carries the subject of social interaction, but because it provides this interaction its value and character and determines the extent of its success or failure, which means that communication expands vertically and horizontally in the most precise forms of social action and imposes itself as an essential variable to ensure the feasibility of this action and the performance of its socially desired objectives, including social action within organizations and institutions, thus in light of communication efficiency the features of organizational success are determined on the levels of stability and balance, solidarity, cohesion, development and the achievement of the prevailing goals are all more important when the latter becomes linked to technology and its confusing developments of the cultural system with its values, norms, ethics and heritage. The power of contemporary communication technology and its superior ability to overcome traditional obstacles and surpass political, religious and family censorship ways with unprecedented ease give contemporary communication more dominance over all social life and also give it the great ability to shape attitudes, tastes, convictions and behaviour and to determine even the general trends of countries, which requires institutional organization to understand and adapt to this new reality in practice. Thus, we are more sure than ever that communication as a social phenomenon is no longer about communicating information, as in its traditional situation, however it has moved to a high status in which its immense attraction and infinite power over contemporary societies has been established, so it is imperative for the contemporary organization to identify and merge with it as a pragmatic and managerial necessity that contributes to its service.

First : Institutional communication Sociological perspectives:

The communication phenomenon is considered as a precise and important focus for contemporary institutions; due to the significant roles that communication has come to play within the organization and its continuous interventions in the causes and accuracy of the institution's organizational and functional manifestations. Technological development at the media level contributed to the latter's to obtain additional roles in the development of institutions and ensuring their continued success. The consumption and growing need of communication at the level of various social institutions has become the main advantage of contemporary institutions engaging in the basic needs of contemporary societies and harnessing the institution's efforts to satisfy and meet them within an economic service cycle necessarily requires that the role of communication is activated and the methods of its use properly perfected, It is the successful institutional communication discourse that takes into account social changes and paves the way for the production of the institution's knowledge mechanisms for its authoritarian and supervisory nature and thus the ability to control the system and control workers intellectually and conscientiously(Mossadeq, 2005), All of this naturally contributes to the foundation's

service, which constitutes for researchers in Human and social Sciences to build an explicit graphic picture of institutional and organizational use of communication, especially as the latter continues to expand and evolve. One of the most significant outcomes of this broadening concept of communication is the multiplicity of the intellectual, social and cultural dimensions. The most prominent is the institutional organizational dimension, which is reflected in the tension and inconsistency between the technique and its outputs with the organizational and administrative standards and ideal expectations that the institution awaits from communications operations. And hence the urgent question about the reality of the supposed relationship between communication and the controlling system of various organizations, the latter constantly attempts to impose a formal normative, valuable and administrative stereotype on communication to gain legitimacy on the one hand and perform the function entrusted to it on the other. Social stereotypes ", while presuming that the nature of their activity compels them to transcend and even resist this social stereotype and move towards continuous creative communication practices. This leads each time to a communication efficiency industry that serves the goals and interests of the enterprise. All of these represent the virtual creative state of communication and how the busiest concern is reached by the organization's leadership. The levels of communication activity touch the limits and essence of different practices within the organization with its different needs which requires a very creative mental ability to build a hierarchy that achieves continuous creativity without clash or conflict with the enterprise's constituencies, clients and the whole social structure, It ensures the continuity of influence and dissemination. The functional level of communication(Maigret, 2018), for the institution is primarily focused on serving the interests of the institution, achieving its objectives and absolute harmony and achieving the highest level of unity, understanding and allying around the public benefit which allows to build the organizational quality to ensure continuity and stability.

Second: Institutional system communication between leadership system and personnel system:

A communicative act undoubtedly requires a collective interaction between more than one party. Hence, it is a genuine social act and the manifestation of two elements of social interaction at its general or institutional level. However, the cultural, moral and material burden that each party carries within the institution, poses many complications and constraints that may cause the communication process to no longer reach its end and prevent it from achieving its objectives for the organization, in other words, the idea and subject matter of communication are made and outshined within the organizational leadership and are oriented to the context of the workers' system with distinctions and differences from the leadership system. This requires the emergence of an awareness state of the need to arrange the communication process within the organization in a clear and precise structure that takes into account the

different administrative, cultural and academic levels of employees in order to activate their productivity and develop their performance.

If communication is a case of interaction within an organic system consisting of counter-traditions and traditions (Arman & Mattelart, 2005). "The fact that it continues effectively within the organization through messages, which in turn represent symbolic events, codes and connotations that are sometimes common and sometimes subjective, will be held a hostage by potential contradictions between the leadership system and the workers system, so that each party's desire to respect its own logic, values and objectives is urgent and on the basis of which it builds and determines its methods of communication and attitudes towards the other part. Communication efficiency is the only way to overcome this potential contradiction, so it seems clear that access to such efficiency is a prerequisite and strategic requirement for an institution as part of its drive towards sustainable success and continuous development. Hence, self-reflection -whether leadership or labor, formal or informal- is communication reaction that have a significant impact on both the communication process and the organizational quality-building movement and this is what we can call the weak form of institutional communication which is governed by tension, complex and conflicting complexities which is totally contradictory to communication quality, while the participant who represents communicative competence is the one who embodies the transcendent consensual state of institutional communication we can call it a strong form of communication. This form harmonizes the various systems that constitute the structure of the institution with its various social, cultural, administrative and intellectual models. So that an institutional communication entity is generated in which what is common is the organizational quality that achieves common goals and protects the institution from internal and external dangers.

third :Institutional communication and technology dominance:

Communication is the social phenomenon most affected by the accelerated development of technology. We can say that technology has rebuilt the concept of communication and its identity and function and made it more demanding and consumed by all. At the level of institutional communication, the change brought about by technology seems profound and infinite at the same time and perhaps the greatest of these effects is the emergence of what we might call technical over-hegemony, which diminished the human dimension of institutional communication and moved it into the realms of materialism and profitability; activating performance, raising expectations and dismantling everything that is traditional, so that most traditional communication practices are Non-functional nor existent in the eyes of modern communication technology, which is dominated specifically by the digital feature. This digital world has managed to control the institutional communication action within its maximum limits, thereby meeting the aspirations and needs of institutions for effectiveness, shortening time and effort, providing financial resources and achieving regulatory and market competitiveness requirements. Technology has established new communication models capable of achieving the communication meaning with high efficiency, ensuring the smooth transfer of information and

circulating it to those concerned, and mobilizing them in a coordinated functional effort to achieve what is required from them.

Modern communication technologies provided by the Internet are the primary joint to demonstrate institutional communication efficiency. It is an influential supporter of institutional communication due to its complex, diverse and easy practical characteristics at the same time, communication has been transformed into an industry, market and legal rules(Saad, 2017).

Thus, it allows the institutional world to engage productively and take advantage of the world's vast information space as much as possible. It represents a strong pillar not only in competitiveness and marketing but also in enhancing the authority and effectiveness of the institutional system itself and reinforcing the justification for its sustainability. Telecommunication technology has proven to be effective in connecting the enterprise personnel within a user-friendly network and thus easily adjusting them within the organization's system, monitoring and tracking their performance and its fair objective evaluation. It has contributed clearly to the creation of a new pattern of giant foundations that transcend borders, cultures, specificities and interfere in the making of minds, tastes, values and attitudes. Hence, we can record that today's institutional communication clearly reflects the spirit of capitalism that technology takes as solid ground for control and expansion.

The state of servicing between telecommunication technology and giant private institutions confirms the effectiveness of communication in enhancing and strengthening the organization's standing. Today's institution cannot abandon sophisticated communication technology to the point of moving to purely technical communication and maximizing the extent possible human resources ", which means that digital communication has forced the contemporary institution to redistrict its work and restructure its human resource. Hence the transition to building the enterprise's industrial-managed network (Technology) which enhances its positive age(Arman & Mattelart, 2005) and gives it flexibility, efficiency and adaptation.

From this dominant situation, many questions arise about the future of human communication within the institution and what it will do in the future to contribute to the consolidation of the institutional system. The highly sophisticated communication technology eliminates many human roles in communication, it also imposes its feasibility and effectiveness in relation to staff, enhancing its dominance and bringing more justification for dominance and influence. However, we cannot recognize this proposition in its entirety, since human contact is completely indispensable. The nature of an institution's organizational structure requires the existence of a social format with value, normative and cultural content, which requires permanent and continuous direct personal contacts that consolidates this social system and places it at the service of the institutional system within the path of growth and development of any institution.

Fourth: Institutional organization, connotation and functional prohibition:

The concept of regulation raises many conceptual and functional problems at the level of any sociological scientific analysis aimed at understanding and dismantling its various structures which indicates to its importance on one hand and its difficult scientific and research treatment and limitation on the other. However, we're going to try and get through these problems heading for pure and certain scientific connotations. In this regard, we note that the concept of organization refers to the general framework that incubates the administrative, facilitative and active act and the various relationships within the institution. In other words, the organization constitutes the official road map that moves according to its requirements the general effort in the organization, which aims to satisfy its various needs and achieve its strategic objectives. Organization allows achieving balance, positive and practical distribution of tasks, jobs and gains., It also allows for the guarantee of stability within the institution and identifies the basic paths that brings rights and ensure the performance of duties under legitimate and consensual professional cover.

The organization can also be regarded as the basic and central structural basis for the performance of the institution's day-to-day activities and core functions. The organization is strongly concentrated in all aspects of the institution and constitutes its collective spirit, essential characteristic and its specificity, which constantly leads it towards gaining its prestigious position., that constantly leads it towards gaining its prestige. It is clear from the above that organization is the achievement mechanism that the organization relies on in order to achieve its goals(AI-Qaryouti, 2008). We may also note that the organization has many manifestations. In addition to the written legal formulas that form its intellectual and legislative background, it also manifests itself in every interactive communication structure within the institution and is shaped by workers' behaviours, relationships and coherence by different groups and conglomerates. The Organizing in this form is the indispensable means of ensuring the correct orientation of the organization towards achieving its objectives. The wrong structure will inevitably hinder an organization's performance(Drucker, 2012). Herein lies the importance of the organization due to its ability to lead all employees towards adherence to regulations and instructions, voluntary and compulsory submission to the rule of law, and due consideration for the interests of the organization, since the organization integrates the worker's interest, workers can only have access to their professional goals within the limits of absolute responsiveness to the coercions imposed by the organization and in the case of control and influence.

However, the organization within the institution does not adhere to a single form and a single specific formula, we can call it formal organization and informal organization. If the first form reflects the formal legal and structural situation of the apparent organization. The second form expresses a hidden nature of interactions, relationships and interests that interact within the organization according to a covert pattern that is primarily concerned with protecting the mass that drives it. Thus, the

formal institutional organization may suffer setbacks in imposing its presence on all workers in the organization, especially if the informal organization feels that its sensitive interests are threatened by the formal one.

Therefore, the first assumption is about the need to find a rational formula to reconcile and harness the two regulations in the public interest of the institution but it seems that this requirement is neither insignificant nor easy. Formal regulation has the right to lead, to make decisions, to formulate public policies and major strategies, and to activate the capacities and capabilities to achieve them and that is the reason to not accept any informal competition that is believed to disrupt it and impede the various trajectories and projects on which it relies for the success of the enterprise and thus for the success of its presence and credibility. In contrast, informal organization is based solely on the logic of imposing existence, achieving private gains, self-proof and taking the lead initiative ", which often enables it to gain support and spread in a variety of ways inside the institution.

Institutional organization in its various cases is a structured and deliberate behaviour aimed at responding to the organization's objectives and consolidating the directions, tendencies and capabilities of workers to achieve them (Al-Maghraby, 2016). In order to reach this goal, the organization is required to build an accurate knowledge of all workers and have the ability to harness and use them according to their tendencies and talents to ensure their effectiveness and develop their positive behaviour towards the institution to which they belong. In this regard, the organization does not stop at the boundaries of purely administrative relations, but is required to be flexible and benefit from modern management which places great importance on the human aspect in the management and operation of contemporary organizations. The complete integration of workers with the institution to which they belong is one of the most important organizational tasks and one of the most important factors of success, balance and stability working to achieve them. It is Therefore required to attract them towards strengthening their belonging to their organization and demonstrating total loyalty. This requirement is achieved only through a flexible organizational situation based on understanding, dialogue, participation, respect for opinions, creativity and continuous innovation; this means that the organization has to operate according to a conscious social structure that is aware of the psychological, cultural, social and moral requirements of the professional and functional achievement process. One of the most important elements of control in this social structure is the organization's recognition of the importance of motivation in workers and the acquisition of methods to provide them. This is done only through the hierarchy's satisfaction of their basic material and moral needs, especially the need for appreciation, self-esteem and opportunities for development and progress (Madanat, 2007).

Organizing with this image has to recognize the specificities and advantages of its human group that it controls and should acquire the best possible skills to make

this human synthesis consistent and move as a one system towards common goals. The tasks of organizing the organization do not stop at the social limit but go beyond the psychological and emotional limit of workers. Psychological and emotional life in its various volatility constitutes a terrible force of pressure on the institution that profoundly affects its course and stability. In this case, the Organization must not only keep pace with this psychological aspect, but also build among its basic tasks the positive mood of workers, which allows them to provide their utmost to serve the interests of the enterprise and achieve its objectives. This goal can only be achieved by providing reasons and conditions for psychological comfort and emotional stability similar to fostering worker-centered values excluding factors of discrimination and segregation, protecting their professional and human rights, caring for their personal, family and health interests, to eliminate factors of discrimination and segregation, protect their professional and human rights, and take care of their personal, family, and health interests providing institutional stability and placing their general psychological status among the priorities. Emotional requirements may even be much broader, especially if we know that recent studies clearly indicate that emotions are built especially around a sense of protection and understanding of other people's feelings, perceptions and intellectual concepts of things, thoughts and relationships and driving them towards positive simulations and creating an acceptable level of empathy between them(Barrett, 2021). The growing importance of this aspect is due to the many social issues that have accompanied industrialization, which has brought more complexity to social life and disrupted traditional and customary balances and resulted in multidimensional crises. This rapid development continues to hit social structures, destroy customary norms and dismantle the living framework of workers, thus leaving them in a state of constant anxiety and tension. This naturally affects the professional performance and behavior in the institution. Industrial and scientific development, which came to propose solutions to people's problems, has in turn created new issues for society in general and for organizations and institutions in particular, therefore, it seems clear that the organization must achieve the expected responses and work to minimize the negative effects of the external environment on its internal environment, While organizing does not have many precise solutions to manage these escalating problems, it has a variety of options, exploiting many factors such as the diversity of its relationships with the external environment, the size of the enterprise, its available techniques and the capabilities of its workers(Idriss, 2018).

Fifth: Quality regulation, relevance and standards:

The organization's need for communication is multiplied by the importance of communication on the one hand and the complexity of social and professional relations in the institution and the challenges ahead on the other. If organizations are always looking for organizational quality in pursuit of their strategic objectives, they will often have to rely on communication. The latter would provide a positive environment to facilitate actions, carrying out tasks and achieving results identified within the organization's major strategies.

Through this general orientation, the organizational quality is determined by the stability and balance prevailing in the institution and the consensus of all actors in a harmonious system in a spirit of partnership that drives everyone to achieve the goals and protect the common interests. Organizational quality depends on a set of basic criteria capable of containing actors, valuing their roles, motivating their energies and harnessing them within the same crucible, which represent the goals of the organization, and the most important of these criteria are embodied in the following:

1- Comprehensiveness of laws and regulations:

Laws are responsible for providing a fair professional field and an appropriate regulatory framework for the performance of roles and the fulfillment of the requirements of each party's responsibilities within the institution. Laws prevent chaos, eliminate overlapping powers and work to clear the working climate. However, the greatest task of the law for the institution is to carry out the social control of the actors of different ranks, roles and status for the institution. The fundamental characteristic of the law is to lead individuals towards satisfying different needs in accordance with consensual legitimacy and dominant values that although they appear to be coercive, they are in fact intended to achieve stability and balance (Abouelghar, 1985), and so that laws can achieve the expected outcomes it is necessary to have a holistic character; its ability to capture all the interactions that take place within the institution and those are likely to then be set and formulated among the organization's priorities and objectives. In other words, the laws surround everything that happens within the institution, giving each other legitimacy and credibility and granting others the status of prevention and criminalization, in each case, it takes into account the institution's interest and defends its social, market, moral gains and status.

2- Flexibility and renewal:

In order for the organization to be able to accommodate all the actors in the institution, pledge their different needs and requirements, absorb their orientations and concerns and drive them to integrate into the institution's environment and conform to its objectives and professional methods from the outset; it must possess flexibility and ability to regenerate according to phases and contingency variables, flexibility does not mean indiscriminacy, idleness and organizational relaxation, it means the organization's ability to transform the legal system into a control tool, directed without organizational and non-aggressive oppression of the actors, but rather responds to their aspirations and addresses their concerns away from the causes of sedition and conflicting interest arrangements. In other words, flexibility takes into account the human and social background of the actors and ensures that it is respected under the rule of law and that it is preserved, to allow management of conflicts and crises without any side effects that undermine the organization's standing, balance and stability, thus to be flexible, organizing needs to be aware of the psychosocial and cognitive characteristics of the actors and able to invest within the organization's objectives. Good management, dialogue and building positive ties between actors.

However, the main advantage of organizational flexibility is more the ability to recognize actors' tendencies and choose appropriate roles and functions as well as recognizing changes occurring within the enterprise's environment and to interact rapidly and effectively with them. Organizational flexibility is thus a moving situation that responds to the institution's requirements with uninterrupted continuance and fully recognizes that the time to respond to changes and crises is very limited and must achieve it in the shortest and lowest time and in absolute adaptation to the urgency of the situation(Ulmer & Sellnow, 2015), in order to reach this level, we must be convinced of the need to renew laws and methods of operation and management not only in order to adapt to changes and keep pace with scientific development but also to contribute to the manufacture and management of these changes for the organization's organizational, physical and moral benefit.

3- Strategy and outlooks:

With intense competitiveness, major institutional alliances and diverse sources of satisfaction among clients or the public, the organization urgently needs to design a comprehensive strategy that allows it to look ahead and impose its deserved place. So that excellence and success can be sustained only in the context of a delicate, deep and far-reaching vision that defines the final image of the future institution in a crowded world of competitors. Therefore, the strategy is always one of the top priorities. In order to be effective and efficient, it must challenge risks, raise expectations and learn about all possibilities from within and outside any of the actors, clients and competitors. It describes the image and the public body that the institution is in a period of time to come and provide it with the necessary human and material potential and appropriate legal frameworks. The strategy is therefore always designed to provide the gateways for the continuous development of the institution and acquire new experiences and techniques that ensure to remain in leadership and lead the competitiveness in a well-deserved manner.

This strategic dimension can only be achieved in a dynamic and realistic organization that is familiar with the nature of the movement in the enterprise's work and deeply affiliated with its project and distinct identity. Perhaps the most important thing to be strategically organized is the ability to predict the future of the enterprise, shape the area of work that it will be in the near to medium term and continue to self-develop to control the market environment associated with the enterprise's field of work(River et al., 2016). Organizing and even achieving the requirements of organizational quality must not only perform routine day-to-day leadership tasks and conduct the public affairs of the institution, but also look forward to future challenges according to a strategic design whereby the institution's grand milestones are formed and what should be according to their heritage and capabilities as well.

4- Developing and activating skills:

There is no doubt that the organization's effective and active mass is not at a same amount of talent, skill, experience and functional quality. Training is therefore the key to success and achievement of the organization's objectives, and it is essential that organizing constantly pay attention to the importance of building a complete system for the development and operationalization of various skills and their development. ",whether within the institution itself or through the use of competent institutions. What ensures excellence and continuity of the institution project is the ability and skill of workers to carry out their tasks with the required efficiency and competitive standards and therefore it is necessary to ensure that workers' skill is explored and put in place in order to be more adaptive and more rewarding, because skills development is a prerequisite for an institution. It is essential to be built on solid scientific foundations so that the institution does not fall into the dilemma of waste, which disperses its various efforts and resources with little benefit.

In order to avoid this misuse, the organization needs to know accurately and in detail what staff, workers and consultants are, how they are deployed and the nature of the organization's need for them at the current stage and in the future. and therefore adopt a policy of continuous training that makes actors' skill permanent and effective, It is essential for the organization to be careful to know workers' characteristics and intellectual orientations so that it can guide them towards appropriate training of their characteristics and it should also be noted here that the organization is also required to allocate an appropriate budget for training and skills development and to establish a special interest in this process.

The need for skills development is permanent rather than interim or temporary. In addition to assert that skills development is also linked to the organization's ability to positively influence and create cohesive factors in the working community(Abbas, 2003). And, after appropriate measures have been taken, the organization will be able to reach the stage of a skills-based training culture that goes to maximum productivity levels.

5- Performance appraisal and incentive building system:

In order for organizing to prove its worth and entitlement, it has to lead the organization to success and won't be able to achieve it only by establishing an integrated performance appraisal system and building incentives that drive workers' energy. Thus Organizing is originally a tool to move workers in the best way towards ensuring maximum productive capacity. Therefore, the system of assessment and incentives is an important factor in stimulating the potential of actors within the institution, the organization must adopt a system of evaluation and incentives characterized by flexibility, fairness and discipline in order to establish an integral culture among the actors that their party's effort has the appropriate material and moral return in an automated legal manner. One of the fundamental features of this

system is the participative spirit that provides opportunities for actors in the design of the institution's policies and enables every element of the institution, regardless of its rank, status and function, to demonstrate itself(Slatanya et al., 2013). The effective and fruitful presence of workers faced with acceptance by the organization constitutes a strong appreciation and honor for workers, so they consider it an incentive that embeds their affiliation and loyalty to the institution and its leadership organization. Working in modern era has a holistic and central value that affects not only people's daily lives but all social circles(Beck, 2001). The subsidy of the evaluation and incentives system is therefore a detailed factor in the reproduction of the social value of work on the one hand and the economic and material value of the enterprise on the other.

sixth :Communication efficiency and organizational quality:

1-Communication efficiency and quality organization, multiple relationships:

As illustrated above about the most important regulatory quality standards, it is clear that this quality is not complete and does not reach its end except in the presence of the communication efficiency factor "The preceding standards take their practical and operational character only within effective communication channels that control the meaning, the conviction tools and the making of a public opinion that is supportive of and dedicated to its achievement. The positive attitude that the organization seeks to create within the institution and to disseminate to all its interests can be achieved in this way only through the existence of high qualifications in the use of institutional communication and the possession of all the determinants of efficiency, if organizational quality means in one part the use of the system in a purely functional manner limited to the specific statutory limits of the course of work, activity and interaction of all the constituent elements of the enterprise " communication efficiency provides this positive law with its soft, applicable and inclusive human and social characteristics for the dispersing unifying the efforts and clear strategies and guaranteeing loyalty and facilitating the working and protective climate of the entire institution community. The intuitiveness of communication refers to the approach of understanding between leadership and personnel that is deeply linked to the nature of the communication process between them and the manner in which the parties interact and the techniques used there. Therefore, communication efficiency requires the ability to use contemporary communication techniques and to adapt them by the communication responsible in order to pass his or her administrative and professional message and ensure their access in the form and meaning intended to ensure an appropriate and positive reaction from the receiver. Thus ensuring that the required tasks are performed and the organization's objectives are achieved. The Institutional communication is sufficient only when the right opinion is made by the other party, by which the enterprise can prosper(Broughton, 2013), accommodating all the interactive requirements of the functioning process.

No doubt, every organization seeks to lead the organization with the highest professional levels and merit not only for the purpose of achieving its objectives, but also to protect itself and ensure its enrichment in the leadership position and so the organization has to develop its performance, keep pace with modern management methods, establish its presence at the level of employees within the organization and spread horizontally and vertically, which requires high quality performance and implementation. This aspiration will be achieved only through a number of auxiliary factors, notably communication efficiency. Institutional communication in this sense refers to the state of accumulation of professional and social relations within the institution, which allows the organization to accommodate all actors, understand their needs, understand their functions, know their different abilities and loyalties, and even their social and psychological specificity. Organizational quality requires knowledge of everything related to the institution and what interferes with its process and affects its future in one way or another, and here the communication efficiency is the most ready channel and the most capable of serving the organization in this direction because communication dismantles barriers, transmits ideas, information and orders, and allows projects to embody in the interest of the enterprise's objectives, the institution's image in the imagination of its actors, affiliates and clients remains hostage to the communication process used by the organization itself. Every institution constantly needs persuasive and exploitation capacity that maintains its leadership position and brings it more gains. However, this requirement is achieved only with communication qualifications that are adapted rapidly to technological development in the field of communication and that believe in the organization's objectives and the more regulation recognizes these variables, the more quality it can be in its mandated tasks.

2- Efficiency for communication from doubt area to compatibility:

In the world of institutionalism, it is not unusual for relationships to diverge, interests to differ, conflicts to arise, and actors to form informal organizations that they believe represent them and safeguard their interests within the organization. One of the most important features of social life within the organization is the widespread area of doubt and suspicion between formal organization and some or all actors, especially in the absence of transparent management and poor communication performance on both sides. This contributes to enhancing the presence and control of informal organization in the institution's joints and thus demonstrate the importance of communication efficiency in protecting formal organization, enhancing its standing and rehabilitating it to carry out its legitimate and legal roles. One of the most important reasons for the emergence of the doubt area within the organization is the poor communication performance by the formal organization and not being aware of the importance of information, the lack of information and the monopoly on it sometimes reduces communicating as required and in a timely manner sometimes causes the widespread suspicion and spread of rumor which obstructs the organization from performing its functions and gives the informal organization more power and

influence, especially if the latter improves the use of its communication channels with the required efficiency and desired effectiveness. Communicative competence requires creating positive impressions for the organization, building a positive visual image, giving it a good position within the organization and making it a symbolic force that strengthens its current position(Guerin, 2011), and necessarily facilitates the transition to the future in a comfortable position for it and the organization as well. At this level of analysis, we can also draw attention to the fact that communicative competence is able to consolidate the interconnection between the organization and the actors and achieve consensus between them by clarifying and simplifying visions for all parties, and enabling them to explain strategies and achieve collective agreement and unify efforts towards common goals that serve all of them.Hence, communicative competence is able to dismantle all the shadow zones within the organization and is able to narrow the area of doubt and achieve consensus that ensures stability and balance for the organization and establishes its presence in its field of specialization. One of the most important roles that communicative competence can play to help the organization reach the required quality is the task of liberating the institutional community from preconceived ideas and practices that lead to distance and disharmony within the organization, as communicative competence usually starts from understanding the needs of the organization and the nature of the challenges it faces, and then the appropriate communicative action is drawn which is able to correct concepts and rearrange the situation according to the requirements of the organization administrative law, and this leads us, of course, to the fact that communicative competence is able and privileged to develop a common sense between actors by helping the organization to promote the aspect of solidarity among them, clarify trends and positions, eliminate tyrannical practices and decisions, and remove them from the circle of habitual action(Baugham, 2012), and all of this, of course, goes into the category of reducing the area of doubt within the institution.

From what was discussed above, it is clear that the organization within the institution cannot reach the desired organizational quality unless its members master contemporary communication technology and properly manage the communication process that understands the needs of the actors in the institution. Communication is no longer a phenomenon far removed from the process of the institution, but rather has become detailed in its depth and rooted in all its tasks. Therefore, if the organization wants to achieve the desired quality, it must pay attention to the importance of communication and provide the requirements to achieve communicative efficiency. If the organization wants to integrate with the nature of contemporary societies that have completely transformed into societies that are subject to the dominance of communication technology and are given priority in everything, then these institutions are also required to engage in communication technology and employ it with the utmost perfection and effectiveness to achieve organizational quality.

Conclusion:

Institutional communication, in accordance with the preoccupations of modern sociology, still imposes more cognitive and methodological questions about its future directions, methods of controlling it, and how to use it for the benefit of social harmony and sustainable development without transforming it into a dominant force that rearranges the basic cultural, value-based, and normative concepts that serve certain parties within the institution, which brings us to further research and study. In essence, the current sociological knowledge about institutional communication relates to specific social and historical contexts, which makes it captive to them and unable to penetrate new contexts according to the inevitability of historical development that characterizes contemporary institutions in light of a very complex and competitive social environment. This situation results in the necessity of changing management tools continuously and according to the need to ensure sustainable organizational quality. This challenge that the organization finds itself facing has always been a reason for its development and enabling it to acquire an accumulation of knowledge that strengthens its presence and gives it the communication experience to raise the levels of credibility within the institution.

Organizational quality does not depend on rigid legislation and traditional executive performances that are soon surpassed by technological development. Rather, it requires an innovative and creative attitude capable of ensuring continuous development and occupying additional spaces in the field of competitiveness, which makes the institution a leader and not a place of imitation and subordination to others.

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