

The effectiveness of communication in human resource management in local government

فعالية العملية الإتصالية في تسيير الموارد البشرية بالإدارة المحلية

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الملخص:

يعد الاتصال ركيزة أساسية في بناء العلاقات الإنسانية، إذ لا يمكن تصور قيام أي تنظيم أو استمراره من دونه، فهو لا يرتبط فقط بكفاءة أفراد، بل يقوم أيضا على طبيعة التفاعل الاجتماعي والتنظيمي بينهم ضمن منظومة من القواعد والمعايير والتقييمات المحددة، ويتطلب هذا التفاعل معرفة أعضاء المنظمة بهذه الضوابط وبالسياسات الداخلية، وهو ما يضطلع به الاتصال بوصفه عملية معقدة تقوم على تبادل العلاقات بين الفاعلين داخل التنظيم.

هذا ويعد الاتصال أداة لفهم السلوك الإنساني في إطار المنظمة، بما يمكن من التسيير الحسن والاستثمار الأمثل في المورد البشري، من خلال جمع المعلومات ونشرها أو تداولها بطريقة تمكن الأفراد والجماعات من الإحاطة بما يدور حولهم وتعزيز مشاركتهم الفاعل في صنع القرار داخل الإدارة.

الكلمات المفتاحية: الإتصال، الإدارة، التسيير، الموارد البشرية، المنظمة

Abstract:

Communication is a fundamental pillar in building human relationships, as it is impossible to imagine the establishment or continuation of any organization without it. It is not only linked to the competence of its members, but also to the nature of social and organizational interaction between them within a system of specific rules, standards, and evaluations. This interaction requires the organization's members to be familiar with these controls and internal policies, which is achieved through communication as a complex process based on the exchange of relationships between actors within the organization.

Communication is a tool for understanding human behavior within the organization, enabling good management and optimal investment in human resources by collecting, disseminating, or circulating information in a way that enables individuals and groups to understand what is going on around them and enhances their active participation in decision-making within the administration.

Key words: Communication, management, administration, human resources, organization

Introduction:

Administrative issues are among the most prominent topics in light of the rapid technological transformations that organizations are witnessing globally, especially with the emergence of globalization and the accompanying increased focus on attracting talented individuals who are capable of performing effectively and achieving the organization's goals with high efficiency. Management plays a pivotal role in guiding employee behavior and organizing their performance. Recognizing the efforts made through administrative practices and functions contributes to satisfying the basic psychological needs of individuals, which enhances their motivation and engagement in work. Individual skills and abilities alone are not enough to raise productivity levels unless they are supported by an effective management system capable of motivating employees and optimizing their potential.

In order to improve local management and keep pace with financial and future changes, especially in light of rapid technological advances in various fields, it has become necessary to adopt a strategic vision for human resource development based on employee development and promotion, updating their knowledge, adjusting their attitudes, and refining their skills. This is achieved through the preparation of an integrated program that invests in their capabilities within an effective communication system, ensuring the proper employment of human resources and directing their energies to serve the organization's goals and enhance its performance.

To study the nature of the human resource management system, the level of reliance on an effective communication system, and to determine the relationship between this management method and the process of human resource management, we pose the following question: How does the communication style affect the human resource management process in local government in Algeria?

The study is based on two main hypotheses:

–The more effective the organization's communication system is, the more human resources are invested in a way that allows local government to increase its effectiveness.

–The more efficient the human resources managing local government are, the more the conditions for effective administrative communication are met.

This study focuses on highlighting the work according to the communication process approach in local administration, relying on its balanced division in relation to employee performance, as well as addressing the issue of optimal investment in human resources, in order to move away from routine work practices, with the aim of:

- Recognizing the importance of communication within the organization.
- Reveal the reality of how employees in local government deal with time.
- Recognize the extent to which communication patterns affect local government performance and call for optimal investment in human resources.

In addition to enriching the field with such studies for scientific benefit.

To cover the various aspects of the topic and study and analyze it comprehensively, a descriptive analytical approach was adopted, which is based on studying the phenomenon as it actually is, and focusing on what currently exists in the

lives of individuals and society, considering that descriptive research is any investigation that focuses on a social phenomenon as it exists in the present with the aim of diagnosing it, revealing its aspects, and determining the relationship between its elements, or between it and other social phenomena.

First: The nature of administrative communication

Through the issue raised, we find that communication is of such importance that it is the primary catalyst for ensuring the smooth running of administration, without which the administrative process cannot be completed.

First requirement: The concept of administrative communication

Section One: Definition of administrative communication

First: Definition of communication

The term communication can be defined in several ways:

1- Linguistically: The word communication is derived from the root “wasl,” which has two main meanings: connecting two objects or persons, as opposed to separation, disconnection, and distance; and connecting means joining and bringing together as opposed to separating. The other meaning is to reach or complete a goal, to arrive at something, to reach it, to receive the news, to reach me, “Communication in language is basically the connection, the relationship, and the achievement of a specific goal of that connection (Nasreddine & El Hachemi, 2006, p. 127)

The word communication means expression and interaction through certain symbols to achieve a specific goal. It involves the elements of intention and planning. This word is derived from the Latin root *communis*, meaning sharing or forming a relationship, or in the sense of common or familiar. Some trace this word back to the root *communis*, meaning general or shared. Any of these concepts clarifies for us that communication is a process that involves sharing and understanding about a subject or idea to achieve a goal or program. (Al-Siddiqi & Badawi, 1999, pp. 9-10)

2- From a terminological point of view: Communication is “a process of interaction between two parties through a specific message, idea, experience, skill, or any other communicative content via communication channels that should be appropriate to the content of the message in a way that clarifies the mutual interaction between them.”

Second: Characteristics and importance of the communication process

1- Characteristics: (Salwa Othman Al-Siddiqi, p. 43)

- Communication is a spontaneous process.
- Communication is a general social phenomenon that is widespread.
- Communication is an objective and realistic process.
- Communication is a process that achieves social cohesion.
- Communication is a process that has a secondary nature.

2-Importance of administrative communication: (Wahab, Effective Motivation Strategies, 2000, pp. 106-107)

- Disseminating the organization's goals and values, informing individuals of the organization's plans and capabilities, and communicating orders to employees.
- Exchanging expectations, publications, and points of view, and issuing directions and guidelines for work performance.

- Receiving inquiries from individuals and work results.
- Defining work problems and identifying the source of necessary data, informing individuals of their achievements,
- and disseminating new ideas and suggestions.
- Clarifying the changes and challenges to be made, developing individuals' attitudes and values, and surveying employees' responses.

Section II: Elements and Functions of Administrative Communication

First - Elements of the Administrative Communication Process:

1- Source or Sender: The communication process begins with the source, who is responsible for preparing and directing information.

2- The message: This is the content or substance of the message that the source conveys through the medium, ideas, concepts, skills, principles, values, or attitudes. (Rashwan, 2004, pp. 261-262)

3- Means of communication: The means can be likened to the channel or channels through which the message passes between the sender and the receiver. In short, they are channels for communication and the transfer of knowledge.

4- The receiver: The receiver is the person who receives the message and interprets it to give it a specific meaning. This meaning may be the same as the meaning intended by the sender, or it may be different or even contradictory. (Fathy, 2003, p. 100)

5- Coding: Any language consists of vocabulary, and humans have been able to assign new meanings to words.

6- Feedback: This is a process that shows the usefulness of instructions and how successful they are in achieving their goals. The methods vary depending on the channels used for communication, and this is not limited to the internal environment of the organization but extends to the external environment with all its influences. (Laouissat, Organizational Behavior and Administrative Development, 2003, p. 42)

7- Interference: Interference can affect the understanding of the sender's message, such as attitudes, perceptions, biases, and emotional barriers between the sender and the receiver.

It aims to achieve close cohesion between the parties of the organization at the internal and external levels, as it is the foundation on which the organization is based and around which the manager's function revolves to promote teamwork. (Daabs, 1999, pp. 46, 47.)

Second: Communication functions

- Motivational function
- Facilitating the administrative process . (Muslim, 2007, p. 48)
- Receiving and transmitting messages from one party to another .
- Receiving available information and data and arriving at new conclusions.
- Influencing and modifying physiological processes within the body, which is what it is called.
- Influencing and guiding people.
- Supervisory function (published, 2003/2004, p. 25).

Third: Conditions for successful administrative communication

For communication to be successful and effective in all its elements, the following conditions must be met:

- Define the purpose of the communication.
- Determine the best content for the message.
- Identify the audience to whom the message will be directed.
- Determine how to reach the minds and hearts of the audience.
- Determine the type of impact or response
- Ensure an appropriate level of cognitive clarity
- Resist temptation and seduction
- Evaluate the results of communication Communication is effective when it leaves a positive impression on the recipient, who accepts and responds to it Therefore, certain conditions must be met in communication, including: (Ghayath, 2004, pp. pp. 118, 119)
- It should be simple, understandable, and clear, without ambiguity or linguistic complications.
- It should be concise and direct.
- Its directions should include all interests and individuals, regardless of their location and rank in the organizational structure.

Requirement 2: Methods of communication

Section 1: Types of communication

First: Communication in terms of its formality: This is divided into

- **Formal communication:** This refers to the set of formal communications that take place between members of the organization, whether superiors or subordinates. Formal communications are generally conducted in writing, such as periodic reports.
- **Informal communication:** This is communication that takes place through informal means that are not approved or required by the organization, but rather arise as a result of personal connections and social relationships between employees within the organization. This communication takes place alongside formal communication and complements it.

Second: Communication in terms of direction:

This is divided into:

- **Downward communication:** Communication between superiors and subordinates is formal, from top to bottom, according to the administrative hierarchy.
- **Upward communication:** Upward communication is limited to complaints, general reports, and requests. This type of communication is linked to the type of leadership prevalent in the organization.
- **Horizontal or lateral communication:** This type of communication takes place at a single supervisory level.

Third: Communication in terms of interaction between sender and receiver: This is divided into

- **Direct communication:** Communication that allows the parties to communicate and enables the sender to receive immediate feedback. (Maamouri Houari, 2007/2008)

- Indirect communication: similar to the first type, but the feedback is indirect, it is provided through some means.

Fourth: Communication in terms of the means or language used:

- **Verbal communication:** involves the transmission of information and data through the use of spoken or written language or words, meaning that communication takes place either orally or in writing.
- **Non-verbal communication:** the transmission of news and information using signs, gestures, and behavior. These signs or hints may be intentional or unintentional.

Fifth: Communication in terms of the location of the communicating parties:

This is divided into:

- **Internal communication:** Communication that takes place within the administrative organization at all levels.
- **External communication:** Communication that takes place between one administrative organization and other administrative or non-administrative organizations, as well as between them and the public.

Sixth: Communication in terms of the personalities of the communicating parties:

This is divided into:

- **Positive communication:** This is the correct model of communication, where a person presents their point of view and allows the other party the opportunity to present their point of view, meaning that the person preserves their rights and the rights of others.
- **Negative communication:** where the person gives up their right to express their opinion or discuss the other party's opinions, which is due to weakness of character, loss of self-confidence, or lack of information about the subject of communication, This type of communication results in a management style called paternalistic management.
- **Aggressive communication:** where a person insists on their right to express their opinion, even if it is at the expense of the rights of others, and tries to impose their opinion on the other party without giving them the opportunity to express their opinion or position. This type of communication results in a management style called authoritarian management.

Section II: Communication Methods and Means

First: Communication Methods

There are four communication methods that dominate relationships between individuals, especially in the professional sphere. These four methods are the rational or analytical method, the emotional method, the lively method, and the visual or expressive method.

1- Rational style: People with this style prefer to focus on quantitative information and speak logically.

2- Emotional style: Warm, cooperative, attentive, gathers information and discusses it with others before making a decision, wants to build strong relationships based on trust, prefers interactive solutions to problems, friendly and open, relaxed posture, slow speech. (Wilson & translated by Saeed Al-Hassania, 2005, p. 117)

3-The lively style: Moves and moves a lot. People with this type of communication ask questions without giving the other person time to answer. In fact, these are more like instructions than questions, because if you are in front of them, you have become one of their projects or may soon become one.

4-The conceptual or complex style:

People with this style are usually concerned with the consequences of things. They need time to make decisions, and their work style is slow. Their office is tidy, unlike their calm personality in meetings. They are not interested in one or two items on the agenda, and it is best not to include them in the crisis resolution team immediately because there is no place for them there.

Second: Means of communication

1- Direct means of communication

Direct means of communication are verbal communication and take place through the transfer and exchange of information between the sender and the recipient verbally, through spoken rather than written words. This style is often used in topics that need explanation and interpretation, where questions can be answered clearly and immediately. Verbal communication is generally characterized by simplicity and clarity and is suitable for employees at lower administrative levels. (Maher, 2003, p. 83)

Verbal communication can be achieved through various means, the most important of which are:

- Meetings. (Younis, 1970, p. p. 317.)
- Conferences and seminars.
- Personal interviews.
- Telephone calls.
- Field visits

2- Indirect means of communication:

- Written communication
- Audio communication
- Visual communication.
- Audio-visual communication
- Electronic communication

Section III: Obstacles and requirements of communication

First: Obstacles to communication

1- Barriers related to the message: It is worth noting that the information contained in the message may be subject to certain influences that alter its nature, The most important barriers related to the message are:

- Ambiguity in the message (Laouissat, Principles of Management, 2005, p. p. 137)
- Failure to convey the message

- Size of the message

2- Organizational and administrative obstacles: (al-Nabulsi, 1991, p. p. 183)

- Differences in status
- Size of the group
- Communication conditions and environment

3- Communication method obstacles: The most important obstacles in communication methods are as follows: (Bilal, 2004, pp. pp. 131, 132)

- Use of an audio communication method when a visual method would have been better, or vice versa
- Inability of the method to provide feedback as required
- Presence of noise and distractions that affect the clarity and intelligibility of the message
- Inappropriate temperature, humidity, ventilation, or lighting

4- Obstacles related to the sender and receiver:

- The sender's inability to formulate a clear message
- The sender's focus on himself
- Self-interference (unstable)
- The sender forming preconceived ideas and judgments about the receiver
- Hostile attitude from the other party
- Subconscious interference in the communication process
- Poor planning of the communication process
- Impaired ability of the sender to assess the degree of the receiver's interaction with the communication

5- Psychological and behavioral obstacles: Behavioral obstacles include mistrust among members of the organization, which leads to negative attitudes that affect the quantity and quality of information exchanged between parties within the organization; weak interpersonal relationships within the organization; lack of trust in those responsible for communication due to lack of experience and competence; and members' fear of providing information or data that may be misunderstood or misused.

5- Psychological and behavioral obstacles: Behavioral barriers include mistrust among members of the organization, which affects the quantity and quality of information exchanged between parties within the organization; weak interpersonal relationships within the organization; lack of trust in those responsible for communication due to lack of experience and competence; and members' fear of providing information or data that may be misunderstood or misused.

6- Cultural and social obstacles: These are the social dimensions related to the values, ideas, concepts, and customs prevalent in society that distinguish it from other societies, including society from city to village to desert to neighborhood, etc. (Wahab, 2000, p. 109).

Second: Communication requirements

- The manager should be skilled in talking to his subordinates, not interrupting the speaker to impose his opinion, and listening to them even if he does not want to listen to some of them.
- If the manager communicates with his subordinates in writing, his words must be easy to understand, clear, and unambiguous.
- The manager must instill a spirit of initiative in his subordinates.
- The manager must be aware of what he wants to convey to others.
- The manager must acknowledge his subordinates' right to ask questions and seek clarification.
- The manager should visit work sites from time to time to obtain information from its source.
- The manager should take into account the organizational and psychological barriers that hinder communication.
- The manager must always ensure that his actions match his words.
- Additional channels should be created to facilitate the flow of information in different directions and at different levels.
- Joint committees should be established, comprising members and representatives from different departments and levels of the organizational structure, to discuss ideas and facilitate their dissemination.

Section II: The Impact of Time Management on Human Resource Management

Individuals within an organization are considered one of the inputs that, together with other inputs, contribute to the organization's outputs, which are represented by productive units or services. The organization's productivity can be increased through the proper use and management of both human and financial resources.

Requirement 1: The concept of human resource management

Human resource management in an organization is one of the most important administrative processes, as it is the main link that contributes to strengthening the organization's performance. This is achieved through effective time management that serves the interests of the organization.

Section 1: The administrative communication process for human resources

The performance of local management can be improved through the effective use and management of both human and financial resources, as well as the effective use of the communication process. Therefore, all organizations should pay attention to human resource management in order to increase their productivity. Many thinkers in management science and sociology have focused on this issue because of its significant role in achieving organizational policies. (Sultan, 1993, p. 19)

We find that human resource management is part of the process that helps an organization achieve its goals. It is not possible to achieve goals without the necessary resources, which of course include people. Human resource management is also seen as a modern concept that emphasizes that the people working in an organization

represent a resource that must be managed just like any other resource of the organization. (Kashway, 2006, p. 2)

Human resources are therefore a group of individuals who are recruited to remain a fundamental asset of institutions, interacting with each other according to a strategic vision with the aim of shaping the future of their institutions. (Al-Lubnani, 2008, p. 23)

Human resource management can also be described as a set of partial processes, starting with the planning of these resources, through the preparation of analysis and job description systems, the preparation of selection and appointment systems, employee performance evaluation systems, and incentive systems, and ending with the establishment of disciplinary systems and occupational safety systems, in order to achieve the organization's objectives. Nader Abu Sheikha (Sheikha, 2000, p. 19)

Section II: Local Administration in Light of the Communication Process System

Local administration is therefore the embodiment of the concept of decentralized administration as an administrative system based on the distribution of powers and functions between the central administration and other regional or functional administrative bodies and units that are legally independent from the central administration by virtue of their legal personality, while remaining subject to a certain degree of control by that administration.

It can also be said that it is the state's recognition of regional entities' authority to issue administrative decisions in certain areas. (Shantaoui, 2002, p. 97)

We find that one of the most important components of local administration is the administrative independence of financial units, so that they have their own financial resources and financial liability separate from that of the state, and thus enjoy complete freedom in spending their funds. Financial independence is not limited to supporting administrative independence, but also contributes to supporting the principles of local administration by confirming the financial responsibility of the citizens of local units.

This also allows for the process of time management to be of great value, as the independence of resources allows for the freedom to establish an appropriate time management system in local administration. As for the local community, financial responsibility deepens the concept of democracy, given that the element of taxation is linked to the right of representation, so that taxpayers have a say in how their money is spent, encouraging them to participate actively in electing their representatives to local councils. (Muttalib, 2001, p. 16)

We also find that the human element contributes to the success of local development, which is the ultimate goal of the local administration system, as it is the human element that considers how to use and manage the necessary funding to establish and implement projects. Therefore, local administration units must have technically and administratively qualified human resources, in addition to the participation of citizens in all development processes by submitting their proposals. Hence, the importance of the human element as an important component of local administration. For this reason, the authority of the people's councils must constantly

prevail over the authority of the executive bodies, which is the natural situation that regulates the sovereignty of the people and ensures that the people always remain the leaders of the work and the guarantor that protects their rights from being frozen in the complexities of administrative or executive bodies due to negligence or indifference.

Second requirement: Human resource management objectives in accordance with the communication process system

Human resource management objectives and activities vary from one institution to another. Therefore, the person responsible for human resources will be considered an integral and vital part of the communication process for local government work.

Section 1: Human resource effectiveness in local government

The functions of human resource management aim to help the organization achieve success and increase its effectiveness. To study the process of human resource management in the context of a well-thought-out communication process, it is necessary to discuss two important aspects: the organization, management, and individuals, whether they are internal or external to the organization.

Section I: Human Resource Effectiveness in Local Government

Human resource management functions aim to help the organization achieve success and increase its effectiveness. (Wahab & Laila ElBaradei, 2006, p. 15) To study the human resource management process in the context of a well-thought-out communication process, two important aspects must be discussed: the organization, management, and individuals, whether they are internal or external to the organization.

As for the objectives related to local administration as an organization, we mention the following:

- Aiming to provide efficiency and effectiveness to achieve stability in the organization.
- Developing and improving skills to create harmony.
- Adopting scientific management in administration.
- It also aims to achieve and develop loyalty.

As for the objectives related to individuals, they are achieved through:

- Employee relations management, which serves the relationship between the employee and the organization and clarifies job lines and communication, in addition to the employee's relationship with other employees.
- Providing good working conditions and climate, and creating new job opportunities.
- Fair pay and treatment, and providing a climate of career advancement opportunities.

Providing social and health services and care, among other things. (Madani, 1999, p. 67)

The function of human resource management is primarily directed towards:

- Acquiring and utilizing human resources in order to achieve transformation within the organization.
- Resolving problems related to interpersonal relationships and those between individuals and management in order to achieve better integration of individuals into their organizations. Its role is also reflected in the human system of the organization. (Alish, 1971, p. 28)

Section II: Local administration functions in the context of the communication process

In order to achieve true integration between human resource management and effective communication within local administration, it is necessary to discuss the functions that must be implemented in local administration, which are as follows:

1/ Human resource planning : This activity involves determining the quantity and type of workforce required by the organization according to the nature of the activities to be carried out. It includes setting goals and standards, developing rules and procedures, making plans, and anticipating future events. Human resource planning also helps prevent sudden disruptions in the project's production and implementation line, as well as helping to eliminate surpluses and fill shortages.

2/ Job analysis, classification, and description: This activity involves analyzing, classifying, and describing jobs and determining the duties and responsibilities assigned to each specific job level.

3/ Selection and appointment system: This activity involves determining the methods of selection and appointment of employees through the necessary appointment, testing, and interview processes and conditions.

4/ Designing wages and incentives: This involves designing wage systems for each specific job level, in addition to determining material and moral incentives at the individual or collective level for employees in the organization according to their performance.

5/ Recruitment: Determining the type of individuals to be employed, attracting and selecting them, setting performance standards, determining wages and bonuses, and training employees.

6/ Preparing a training plan: This involves continuously striving to improve and develop the skills of individuals working in the organization by developing appropriate training and development programs for them.

7/ Designing a performance evaluation system and establishing a promotion system: This involves establishing administrative and organizational controls to evaluate the performance of employees according to rules and principles that regulate fairness and equality in the overall evaluation of individual or group performance. (Hamoud & Yassin Kasib Al-Kharasha , 2009, p. 31).

Conclusion:

The study concluded that human resources activities vary from one organization to another, depending on the type of communication process, given that the human resources function is linked to the organization itself and its circumstances, as well as the composition of its leadership and employees. In other words, it is unique in that it involves a range of research activities aimed at providing services to individuals within the internal environment, some of which are carried out in collaboration with other departments in the external environment, and working to promote motivation, development programs, and training for administrative leaders in order to link the management process to an appropriate temporary approach.

The study also concluded with a set of findings and recommendations, which we summarize as follows:

- Human resource management is central to organizing relations between local management and its employees. This management works within the framework of managing and developing employee effectiveness and efficiency in order to achieve the organization's goals and profitability.
- Working to provide advice and guidance to administrative leadership in all aspects related to employees, and helping to diagnose organizational effectiveness and efficiency through certain means related to employees, and helping to identify problems related to employees and difficulties affecting the effectiveness of local management. Human resource management ensures the comfort of employees by creating suitable working conditions and providing the best.
- Human resource management functions also play a major role in promoting the human element within local administration, thanks to the scientific and moral support provided by this function.
- The role of human resource management functions in caring for and promoting human resources is contingent upon monitoring and keeping pace with developments and changes in these functions according to time, place, type of institution, and the nature of the human resources within it.
- The problems of controlling the communication process suffered by local administration in the context of human resource management must be taken into account.
- To achieve the importance of human resource management within local administration, attention must be paid to the optimal investment of human resources according to an objective approach to time management.
- The stability and growth of institutions requires linking human resources strategy with an integrated time management system.
- Spreading a culture of effective communication within and outside local government and encouraging creativity among human resources.

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