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**The contribution of digital technology to improving the communication process
within the enterprise**

Field study at the Practical Directorate of Algeria's Communications in Bechar.

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Abstract :

The study addresses the importance of digital technology in improving the enterprise's communication process, especially in the light of current global transformations. Notes that the communication process is no longer limited to traditional means, but increasingly relies on modern technologies that contribute to accelerating work and facilitating the exchange of information. The study highlights the importance of optimizing the utilization of this technology to achieve organizational and communication objectives, focusing on its role in enhancing internal communication between management and staff, improving the efficiency of internal processes and reducing management errors. It also highlights the challenges facing institutions in this area and proposes solutions to overcome them.

Keywords: digital technology, communication process, training, intercom, digital platform.

Introduction:

In today's major transformations of the world, digital technology has become an essential element in all aspects of life, especially in the field of in-house communications. Communication is no longer limited to traditional means, but increasingly relies on modern technologies that contribute to accelerating the pace of work, facilitating the exchange of information and enhancing the efficiency of functioning. Modern institutions, including the Practical Directorate of Algeria's Communications with Bechar, are increasingly challenging how to optimize the use of this technology to achieve their organizational and communication objectives.

In this context, the importance of studying the contribution of digital technology to improving the enterprise's communication process, to understand how these tools can be used effectively to make the most of them. This study aims to explore the role that digital technology plays in enhancing communication between management and staff, improving the efficiency of internal processes, and reducing management errors. It also seeks to highlight the obstacles and challenges that institutions may face in this area and to propose appropriate solutions to overcome them.

Problematic study:

Given the growing importance of digital technology in the modern working environment, there is a need to understand how this technology affects in-house communication processes. The Practical Directorate of Algiers Communications Bechar is an ideal model for studying this topic, given its heavy reliance on technology in its daily operations. Accordingly, the study's problematic focus is on the following question:

How can digital technology contribute to improving the communications process within the Practical Directorate of Algeria's Bechar Communications?

Sub-questions for study:

Based on the questions raised, the following hypotheses have been formulated that will guide the course of the study and help achieve its objectives:

First hypothesis: The use of digital technology contributes significantly to the improvement of the internal communication process between the Department and the staff of the Practical Directorate of Algeria's Communications Bechar.

Second hypothesis: Providing appropriate digital tools reduces administrative errors and increases the efficiency of functioning.

A third hypothesis: the lack of training in the use of digital technology is one of the main factors impeding the full utilization of these tools.

Curriculum adopted for study:

The analytical descriptive curriculum was adopted for this study, which is the most appropriate approach to understand and analyze the use of digital technology in the communication process within institutions. The descriptive curriculum aims to describe the carefully studied phenomenon through data collection, while the analytical curriculum allows this data to be interpreted to arrive at conclusions that help to understand the phenomenon more deeply.

The analytical descriptive approach is based on the case study of the Practical Directorate of Algiers's Communications in Bechar, where data on the use of digital technology in improving institutional communication have been collected and analysed to arrive at conclusions that can be disseminated to similar institutions.

Search Tools:

Two research tools have been used to collect and analyse data, including:

Questionnaire: A questionnaire for staff of the Practical Directorate of Algiers's Communications Bechar was designed to collect data on the use of digital technology and its impact on institutional communication. The questionnaire was divided into several axes, including the use of technology, its impact on work efficiency, and the challenges of using it.

Direct observation.: Direct observation has been used as a supporting tool for collecting data on how digital technology is used in everyday work within an enterprise. Staff interaction with digital tools has been noted, and how they are used to improve workflow and internal communication.

Through the use of these tools, diverse and integrated data were collected that allowed a comprehensive understanding of digital technology's contributions to the communication process within the organization, analyzing the challenges it faces, and proposing possible solutions to improve performance.

Objectives of the study:

This study aims to achieve a range of objectives, the most important of which are:

Analysis of the impact of digital technology on the internal communication process in the Practical Directorate of Algeria's Communications Bechar.

Identify the challenges facing the enterprise in using this technology and propose solutions to overcome it.

Make recommendations to improve the use of digital technology in enhancing intercom efficiency and increasing staff satisfaction.

The study was divided into two axes:

First axis: theoretical and conceptual aspect of the study.

second axis.: Field study.

First axis: theoretical and conceptual aspect of the study.

This study is based on a set of basic concepts and theories that help understand the impact of digital technology on the communication process within enterprises. The theoretical aspect includes the analysis of digital concepts, institutional communication, and functional competence, as well as the study of

the impact of this technology on functional performance and associated challenges. In this context..

A/Theoretical aspect:

1. Digital Technology Concept

Digital technology refers to tools and applications that rely on digital data to process, store, and share information. These tools include software, hardware, networks, and digital platforms that are used to improve communication between individuals and enhance the efficiency of work within organizations. Digital technology has changed the way organizations communicate and interact with employees and customers, improving functionality and reducing management errors, and making operations more effective¹

2. Concept of institutional communication

Institutional communication is defined as the process of transferring and exchanging information and ideas between individuals within the enterprise, or between the institution and other external parties with a view to achieving certain objectives such as promoting common understanding, improving cooperation, and ensuring effective functioning. Institutional communication includes, inter alia, verbal, written and electronic communication, all of which are used to achieve effective communication that contributes to the achievement of the Foundation's objectives²

3. The role of digital technology in improving institutional communication

Digital technology has proven its effectiveness in improving institutional connectivity by providing fast and effective means of communication. For example, digital platforms provide instant communication channels that help facilitate faster and more efficient sharing of information between staff and management than traditional methods. In addition, digital technology contributes to improving transparency and providing tools that enhance responsiveness and interaction within the enterprise³. Digital means of communication such as email, e-collaboration platforms, and social media are effective tools to improve communication between individuals within Enterprise⁴

4. Challenges related to the use of digital technology in enterprises

Despite the advantages provided by digital technology, their application in enterprises may face some challenges such as resistance to change, lack of training, and technical problems. These challenges are obstacles that can be

overcome by adopting effective strategies and providing ongoing support to staff to improve their digital skills⁵ is also important to develop a robust digital infrastructure to ensure the system's stability and ease of use by employees⁶.

5. The importance of training in promoting the use of digital technology

Training is a key factor in improving staff's ability to use digital technology effectively. Training helps develop staff skills and increases their ability to handle digital tools efficiently, reducing management errors and improving overall functioning⁷. In addition, continuous training can contribute to increasing staff satisfaction with the working environment and improving their interaction with technology⁸.

B/Explanatory theories of the study:

Here is a presentation of the main explanatory theories of this study:

1. Diffusion of Innovations Theory

Everett Rogers' propagation and innovation theory is one of the fundamental theories that explains how individuals and institutions embrace new technologies and adapt them to their environments. This theory focuses on how innovation (such as digital technology) spreads across different stages of adoption, from pioneers to the early and late majority, to the late. According to Rozer, new technology is adopted in the organization through a five-stage decision-making process: knowledge, persuasion, decision, implementation, and assurance. This process helps to clarify how employees adopt digital technology and adapt them to its use, which is crucial in improving communication processes within organizations⁹.

2. Organizational Change Theory

The theory of organizational change focuses on how enterprises can handle change, including technological transformation. This theory is of great importance for understanding how digital technology affects in-house communication processes. The theory highlights that successful change requires effective responses from all staff, as well as good planning and continuous training to address the challenges that may arise during the technology adoption process.

Theory suggests that change is often met with resistance by employees, due to fear of job losses or inability to adapt to new technologies. Therefore, motivational and educational strategies are necessary to reduce resistance and achieve effective adaptation to digital technology¹⁰.

3. Human Capital Theory

Human capital theory is used to illustrate the importance of investing in staff training and development to enable them to use digital technology effectively. According to this theory, the skills and knowledge acquired by staff through training enhance their ability to handle digital technology, improving functionality and reducing management errors. This suggests that enterprises that invest in developing their employees' skills are better able to leverage digital technology in promoting intercom and achieving their organizational goals¹¹.

second axis: Field study.

In our field study on the theme "The contribution of digital technology to improving the enterprise's communication process"

Field study of the Practical Directorate of Algeria's Communications in Bechar "We used two scientific tools: the observation and the second was to rely on the questionnaire in which we tried to study the three hypotheses that responded provisionally to problematic questions, and to divide the questionnaire into three axes divided by 14 schedules.

Table 1 shows the researchers' breakdown by sex variable:

	Repetition	Percentage
Male	14	44.67
Female	16	53.33
Total	30	100

on Proportional gender distribution:

Females: The largest percentage of respondents in the study is 53.33%. This indicates that women were the most in this field study.

Males: Males make up 44.67% of respondents (14 out of 30), which is slightly lower than females.

Social and cultural considerations:

Relatively balanced representation: Although the largest proportion of respondents are female, gender distribution remains relatively balanced. This can be explained by the fact that both sexes have an important role to play in the work of the Practical Directorate of Algeria's contacts with Bechar.

Women's high participation: The higher proportion of females can reflect several factors, such as women's increased participation in the employment sector, especially in roles that require the use of digital technology. This may indicate a trend towards equal opportunities in the workplace, where women are actively involved in efforts to improve communication processes.

Organizational culture and institutional support: These results may relate to an organizational culture that promotes the participation of all regardless of sex and the enhancement of women's role in the professional sector, thereby contributing to increased confidence among females to participate

Diversity of views and experiences: A relatively gender-balanced representation can contribute to providing a variety of views and experiences on the use of digital technology and improving communication processes. This diversity can lead to more inclusive and equitable results.

Researcher's conclusion: The distribution of interviewees in the study reflects a balance between males and females, with slightly higher females. This distribution indicates the importance of both sexes' participation in improving the communication process using digital technology, reflecting equal opportunities in the Practical Directorate for Algeria's Communications with Bechar and enhancing the effective use of technology in communication performance.

Table 2: Breakdown of searchers by age

	Repetition	Percentage
Less than 25 years old	3	10
From 26 to 35 years old	4	13.33
36 to 45 years old	14	46.67
Older than 46 years	09	30
Total	30	100

1. Age distribution and analysis of age groups:

Age group "Under 25" (10%): A small number of under-25s indicate a limited number of young people in the directorate, which may indicate the company's reliance on experienced employees or barriers to youth employment.

Age group "from 26 to 35 years" (13.33%): This age group represents a stage of professional development and career development, where the limited

percentage of respondents indicates that there are fewer employees at this age. This can be explained as they may be looking for dynamic job opportunities or still in the training stages. This category is also considered the most adaptive to digital technology, as she began her career with its spread.

The age group "36 to 45 years" (46.67%): The age group between 30 and 40 years constitutes the vast majority of respondents in the study, indicating their key role in the directorate. These employees are often at the peak of their careers, distinguished by professional stability and experience in communications. The high representation of this category reflects the Directorate's reliance on mature experiences and the ability to adapt to technology while maintaining accumulated practical skills.

Age group "over 46" (30%): 30% of respondents over 46 years of age indicate a large number of older staff in the directorate. These employees have extensive experience and leadership capabilities, but may have difficulties adapting to modern digital technology. However, this ratio reflects the continued reliance on long experience and the utilization of time-acquired skills in communications operations.

2. Social and cultural influences:

Age diversity and its impact on the use of digital technology: The study indicates the diversity of age groups within the Directorate, reflecting a working environment that incorporates different experiences and levels of adaptation to digital technology. The older category than 46 years may be less reliant on technology, which calls for different learning strategies. Younger groups (under 25 and 26-35 years) are more open to the use of technology, making it easier to adopt modern technologies.

Experience versus technological efficiency: Employees in the 36 to 45 age group represent a generation with professional experience and technological skills, qualifying them to lead the directorate's digital transformation. While older employees may face challenges in adapting to new technology because of their reliance on their past experiences, appropriate training and support can turn this experience into an advantage.

Researcher's conclusion: The distribution of researchers by age in the field study reflects a balance between different experiences and technological capabilities, reinforcing the importance of adopting targeted training and development strategies that meet the needs of each age group. Understanding

these dynamics can help improve the communication process using digital technology within the directorate.

Table 3: Breakdown of researchers by educational level.

	Repetition	Percentage
Intermediate Education	01	3.33
Secondary education	07	23.33
University Level	22	73.33
Master's Degree	00	00
Ph.D.	00	00
Total	30	100

Educational distribution and analysis of categories:

Intermediate education (3.33%): The small percentage of the directorate's employees have an average level of education, which means that they are in jobs based on practical skills and field experience. These individuals may face difficulties in using digital technology, requiring intensive training programmes to equip them with the necessary technological skills.

Secondary education (23.33%): This category accounts for almost a quarter of researchers. Secondary education provides a good foundation in basic skills, but it may not be enough to deal with digital technology effectively without additional training. This category may require additional digital support to ensure that it can keep abreast of recent developments.

University level (73.33%): The results indicate that most researchers hold university qualifications, indicating a high level of education among the directorate's staff. University education enhances the ability to understand and use digital technology to improve communication processes, making this category the most qualified to apply in-house technological improvements.

Master's and Ph.D. (0%): The absence of any of the researchers with advanced degrees (master's or Ph.D.) may indicate that the institution focuses on employing more individuals with general university qualifications than academic professionals. This focus on practical competencies may be more than on advanced academic research. This can have an impact on the quality of technological innovations an enterprise can adopt.

2. Social and cultural analysis:

Impact of educational level on the adoption of digital technology:

Educational level plays an important role in employees' ability to use digital technology efficiently. Employees with university education tend to adopt technology more easily, while those with middle or secondary education need support and training to reduce the digital divide. These trainings can include customized programs to develop basic digital skills.

Educational structure and its impact on the culture of work: The high percentage of university qualification holders in the working environment reflects a greater willingness to adopt digital innovations, fostering a culture of knowledge and professional development. However, the lack of postgraduate degree holders such as masters and doctorates may negatively affect research and development. The researcher notes the importance of employing individuals with university qualifications, but stresses the need to support and train groups with lower education to ensure equal opportunities. Enhancing research and innovation capacities can also contribute to the development of more effective and sustainable processes.

Table 4: Breakdown of researchers by scientific specialization

	Repetition	Percentage
Economics	13	43.33
Legal and Administrative Sciences	4	13.33
Automated Media	3	10
State Engineer in Electronics	1	3.33
Nature and Life Sciences	1	3.33
Sami Technician	8	26.67
Total	30	100

1. Distribution by scientific specialization and category analysis:

Economics (43.33%): This large percentage indicates that the vast majority of employees in the Directorate have a major in economics. This focus on financial and economic resource management may reflect the importance of this area in strategic decision-making and financial planning in the organization. This category can also have a significant impact on how digital technology is adopted, especially in areas such as financial data analysis and technology applications in economic management.

Legal and Administrative Sciences (13.33%): This category represents an important part of employees who may have a role in the management of legal and regulatory matters within the Directorate. A moderate percentage of specialists in

this field reflects the importance of laws and management in the working environment, especially in dealing with legislation and regulations that may be linked to the use of digital technology and data protection.

Automated Media (10%): Although this percentage may seem relatively small, automated media professionals play a pivotal role in supporting and developing the Directorate's digital infrastructure. These individuals may be responsible for maintaining systems, programming, and improving technological processes, making them essential elements in an organization's digital transformation.

State Engineer in Electronics (3.33%): This small percentage represents a technician in electronics, an area that may be less representative but is necessary for the development and maintenance of electronic equipment used in telecommunications operations. This specialization may have a direct impact on the quality and efficiency of the technological tools used in the directorate.

Nature and Life Sciences (3.33%): This limited percentage may indicate that there are employees in the Directorate with a background in natural science and life, possibly in areas related to health, safety or environmental. Although this specialization is not central to digital technology, it can contribute to other aspects such as environmental sustainability and attention to environmental factors in the use of technology.

Senior Technician. (26.67%): This category represents a large proportion of employees with applied technical skills. These individuals are often a combination of technical knowledge and practical applications, making them essential for the implementation and support of the Directorate's digital technology operations. High-tech technicians are the backbone of daily technological processes, responsible for the operation and maintenance of technical systems and devices.

2. Social and cultural analysis:

The impact of scientific specialization on the adoption of digital technology: Different disciplines play diverse roles in the adoption and use of digital technology. Specialists in economic and legal sciences focus on financial and administrative applications, while specialists in automated media and technical disciplines focus on the development and maintenance of digital infrastructure. Diversity in disciplines promotes complementarity between aspects of the communication process, adding value to each specialty and increasing the organization's overall efficiency.

Institutional culture and impact of scientific disciplines: Diverse scientific disciplines contribute to shaping a multifaceted institutional culture where theoretical knowledge complements practical skills. This can help foster a working environment where different capabilities are valued and developed, supporting innovation and continuous improvement.

Researcher concludes: The researchers' distribution reveals the diversity of the working environment based on different scientific disciplines, striking a balance between theoretical knowledge and practical applications. These disciplines play an important role in supporting digital transformation and improving communications within the Directorate, where collaboration enhances efficiency and innovation in the use of digital technology.

Table 5 shows the distribution of researchers by experience.

	Repetition	Percentage
Less than 5 years	2	6.67
6 to 10 years	7	23.33
11 to 20 years old	15	50
Over 21 years old	6	20
Total	30	100

1. Distribution by years of experience and category analysis:

Less than 5 years (6.67%): This small percentage indicates that there are relatively few new employees in the directorate. These employees may be at the beginning of their careers and benefit from their early experiences in learning and applying digital technology. They may be more adaptable to new technology since they have not yet developed strict working patterns and may have modern education involving the use of digital technology.

6 to 10 years (23.33%): This category represents nearly a quarter of researchers. Staff in this category have reasonable practical experience, but are still at a stage where they are open to learning and adapting to new technology. They have the practical knowledge to quickly adapt to new technologies, making them valuable in the process of digital transformation in the organization.

11 to 20 years (50%): The largest category of researchers indicates that most of the directorate's staff have 11 to 20 years of experience, giving them a deep understanding of organizational processes. Despite the challenges they may face in adapting to new technology, their expertise makes them a key element in implementing digital transformation.

2. Social and cultural analysis:

Impact of years of experience on the adoption of digital technology: Staff with less experience (less than 5 years) are more flexible and able to adopt new technologies quickly, but need additional training to gain practical experience. The middle class (6 to 10 years) has sufficient experience and flexibility, making it a major driver of digital transformation. The category with the longest experience (11 to 20 years) may face resistance to change due to the habit of traditional methods, so it is necessary to provide training programmes to enhance their technical skills and encourage them to use digital technology.

Experience and its role in institutional culture: Long experienced employees play an important role in shaping the culture of work and leadership within organizations, where they can guide and motivate younger colleagues and offer leadership during technological changes. However, they may need support to adopt new methods, especially in cases of major shifts such as digital transformation. A mix of staff with varying experiences promotes diversity of knowledge and skills, contributing to sharing experiences and promoting innovation.

Table 6 shows the existence of an enterprise's digital platform.

	Repetition	Percentage
Yes	30	100
No	00	0
Total	30	100

1. 100% digital platform:

Repetition: 30 researchers confirmed the existence of a digital platform in the enterprise.

Percentage: 100% of researchers indicated the existence of an enterprise's digital platform.

2. Social and cultural analysis:

Full reliance on digital technology: all interrogators confirmed the existence of a digital platform. This demonstrates the Foundation's awareness of

the importance of technology in improving communication and business efficiency. It is an essential part of infrastructure, making it easier for employees to access information, improve internal communication, and streamline administrative processes.

Institutional culture and technology: This complete reliance on a digital platform indicates an institutional culture supportive of technology. Employees at all levels may be used to using digital platforms, enhancing their ability to collaborate and interact in a modern working environment. A digital platform may be a key focus in supporting transparency.

Researcher concludes: Data collected via the digital platform can be used to analyze performance and make informed decisions. The organization can use this data to improve processes and identify development areas. Developing advanced analytical tools on the platform can help monitor performance and identify important trends for continuous improvement actions.

Table 7: Digital Platform's Role in Providing Effort to Obtain and Activate its Employees' Information.

	Repetition	Percentage
Yes	29	96.67
No	1	3.33
Total	30	100

1. Distribution by recognizing the role of the digital platform:

Yes (96.67%): Table reading indicates that most researchers see the digital platform as playing an important role in facilitating access to employees' information and activities, such as attendance details and progress at work. These views reflect the Platform's effectiveness as a tool to enhance transparency and efficiency in human resources management,

No (3.33%): Very few researchers do not believe that the digital platform contributes to providing effort to obtain employees' information and activities. This may reflect some shortcomings or challenges in the platform's use, such as insufficient knowledge of information technology, difficulties in using the platform, or problems with the availability or updating of information.

2. Benefits and social impacts of using the digital platform:

Improving efficiency and productivity: Thanks to the digital platform's role in providing effort, management and staff have easy access to the information needed to manage day-to-day work and make decisions. This reduces time and effort in searching for information and helps to enhance productivity and efficiency at work.

Increased transparency and confidence: The digital platform provides information in an available and transparent manner to all staff, which can enhance trust between management and staff. Transparency in the presentation of employee-specific information, such as attendance and performance, helps build a reliable work environment based on mutual respect.

Enhancing internal communication: The digital platform also contributes to enhancing internal communication within the organization by providing a common platform through which employees can exchange information, updates, and feedback. This helps to build an effective communication culture within the organization.

Researcher's conclusion: The table reflects the perception by most staff of the importance of the digital platform in facilitating access to information and activities. This demonstrates the enterprise's success in embracing digital technology to improve efficiency and internal communication. To ensure this success, the organization must continue to develop the digital platform and provide training and support to employees.

Table 8 shows the existence of technicians and specialists to administer and regulate digitization.

	Repetition	Percentage
Yes	30	100
No	00	00
Total	30	100

1. Distribution according to the presence of technicians and specialists:

Yes (100%): All researchers emphasized the presence of digitization specialists within the organization, reflecting their commitment to digital transformation and their investment in specialized human resources. The presence of these specialists reflects awareness of the importance of technical support to ensure the efficiency of digital systems and deal with technical problems, thereby contributing to the achievement of the organization's objectives.

2. Importance of the presence of technicians and specialists in digitization:

Supporting and facilitating digital transformation: Having technicians and specialists enhances an organization's ability to adapt to digital transformation and absorb new technologies. These specialists play a vital role in providing training and support to employees, ensuring uninterrupted business continuity due to technical issues.

Improving the efficiency of digital systems: Thanks to the presence of experts, digital systems are effectively regulated and maintained, reducing the likelihood of technical breakdowns or problems. This efficiency enhances the stability of digital infrastructure, improving the overall performance of the enterprise.

Researcher's conclusion: Reading the table indicates the enterprise's investment in technical expertise to ensure the success of digitization, reflecting its commitment to digital transformation and improving efficiency. To ensure the sustainability of this success, the organization must continue to improve its employees' skills and increase their digital awareness, as well as invest in the development of digital infrastructure.

Table 9 shows the organization's training and rehabilitation courses for its staff.

	Repetition	Percentage
Yes	29	96.67
No	1	3.33
Total	30	100

1. Distribution according to the institution's training and qualification courses:

Yes (96.67%): Most researchers report that the Foundation organizes training and qualification courses for its employees, which demonstrates its awareness of the importance of developing their skills to keep abreast of technical developments. Continuous training is an essential part of improving functionality and the ability to handle digital systems, enhancing efficiency and productivity.

No (3.33%): A small percentage of researchers (3.33%) indicated that the institution did not conduct training and qualification courses. This may be due to an individual personal experience or to a particular department that has not participated in the training courses, or may indicate a lack of communication

about these training opportunities. It is necessary to address this gap to ensure inclusiveness of training for all.

2. The importance of training and rehabilitation in the institution:

Improving efficiency and adaptability: Training and qualification help employees acquire new skills and improve their current skills, enhancing their ability to adapt to modern technologies and changes in the working environment. This increases efficiency and ability to handle complex tasks more efficiently.

Enhancing staff satisfaction: Providing training and development opportunities for the employees of the organization contributes to enhancing their job satisfaction and sense of appreciation by the organization. Employees feel part of a long-term investment, which can strengthen their loyalty and motivate them to work hard.

Researcher's conclusion: The findings indicate that the organization is interested in developing the skills of its staff through regular training courses, enhancing their efficiency and ability to meet challenges. To ensure continuous success, training strategies must be improved and extended to all staff and software updated to suit technological developments and market needs.

Table 10 shows whether training helped reduce administrative errors and improve efficiency.

	Repetition	Percentage
Yes	28	93.33
No	2	6.66
Total	30	100

1. Distribution by impact of training on reducing management errors and improving efficiency:

Yes (93.33%): The large proportion of employees indicate that training has contributed to reducing administrative errors and improving efficiency, demonstrating the effectiveness of training in enhancing their skills and improving work procedures. Training staff on the necessary skills and using technology properly enhances overall efficiency and reduces errors..

No (6.66%) The small proportion of researchers who did not notice an improvement in reducing management errors or improving efficiency may indicate a shortage in some training programs, or that these programs were not

fully geared to their needs. This may also reflect specific personal experiences or specific challenges that training programs have not addressed.

2. The importance of training in improving institutional performance:

Reducing management errors: Training can contribute to reducing management errors by teaching employees how to follow the right procedures and effectively use technological tools. Where staff are sufficiently aware of processes and procedures, errors resulting from ignorance or misunderstanding are less likely.

Improving productive efficiency: Training increases staff's efficiency by enhancing their knowledge of work processes and technology tools used. This leads to faster and more accurate performance, reducing the time and resources required to complete tasks and increasing overall productivity.

Increased staff satisfaction: Staff members' training is appreciated and enhances their sense of confidence in their ability to perform their functions well. When employees are well equipped to process different tasks, they feel more satisfied with their jobs and are more willing to deliver high-quality performance.

Resistance to change: Some employees may show resistance to new training or to change the traditional methods they are used to. It is important to provide training in a way that encourages interaction and responses, and to demonstrate the immediate benefits of trainees.

Researcher's conclusion: The results indicate that training is effective in reducing management errors and improving the efficiency of the enterprise, as employees are aware of its importance in developing their skills. To ensure continuous success, the organization must improve training programs to meet employees' needs and promote a culture of continuous learning and carefully follow up on training results.

Table 11 shows if employees' handling of digital technology improves.

	Repetition	Percentage
Yes	29	96.67
No	1	3.33
Total	30	100

1. Distribution as employees' handling of digital technology improves:

Yes (96.67%): The large percentage indicates that most employees have seen improvements in the use of digital technology, reflecting the enterprise's success in enhancing their efficiency through training and ongoing support. This improvement is a positive indicator of employees' willingness to adopt new technologies and participate in the digital transformation that the organization seeks to achieve.

No (3.33%): This small percentage indicates that one individual has not noticed an improvement in their handling of digital technology. This may be due to factors such as lack of adequate training, different levels of resilience to change, or may relate to the existence of resistance to technological change by some employees.

2. The importance of improving the handling of digital technology in enterprises:

Increasing work efficiency and increasing productivity: Improving digital technology handling can increase work efficiency, as employees become able to use digital tools and systems more efficiently. This accelerates processes, reduces errors, and improves work quality.

Promote adaptation to changes: Employees who are good at dealing with digital technology are more willing to adapt to ongoing technological changes, making the organization more resilient to digital challenges and transformations.

Resistance to change: Some employees may show resistance to change due to their fear of failure or lack of confidence in the use of new technology. It is important to address these concerns and provide them with the necessary support.

Researcher's conclusion: The findings suggest that improving the handling of digital technology within an enterprise enhances efficiency and productivity. Most staff have experienced significant improvement thanks to training and support provided. To ensure continued success, training programmes must be strengthened, ongoing support provided, and a culture of learning among employees encouraged.

Table 12 shows whether training contributed to improving the communication process.

	Repetition	Percentage
Yes	30	100
No	00	00
Total	30	100

1. Distribution by training contribution to improved communication:

Yes (100%):The result indicates that all researchers agree that training has positively contributed to improving the communication process within the organization. This result reflects the effectiveness of the training programmes provided, and emphasizes the critical role of training in enhancing staff communication skills, which contributes to improving the Organization's overall performance.

2. The importance of training in improving the communication process within institutions:

Enhancing efficiency in the use of means of communication:Through training, employees can learn how to use different means of communication effectively. Training in communication skills can improve coordination and collaboration between different teams in the organization, facilitating the rapid and effective exchange of information and reducing communication gaps.

Some employees are resistant to change:some employees may show resistance to change their traditional methods of communication. Training must be comprehensive and designed in a way that enhances the engagement of all employees in the process of improvement.

Researcher's conclusion:The findings indicate that all researchers consider that training contributed to improved communication, demonstrating the effectiveness of training programmes. This reflects the organization's commitment to developing the communication skills of its employees, which improves performance and interaction between them. To ensure the sustainability of this improvement,

Table 13 shows digital technology's success in enhancing communication between management and staff

	Repetition	Percentage
Yes	28	93.33
No	02	6.67
Total	30	100

1. Distribution by Digital Technology Success in Promoting Communication:

Yes (93.33%):The large percentage indicates that most employees consider that the use of digital technology has been successful in promoting communication between management and staff. This shows that the digital technologies adopted have facilitated internal communication, making information clearer and faster to reach, and increasing the effectiveness of staff-management interaction.

No (6.67%):This small percentage indicates some opinions that digital technology has not been effective in promoting communication. This may be due to technical issues, such as poor training or non-adaptation to new systems, or the presence of resistance to change in some sections of the organization.

2. The importance of using digital technology in promoting intercom:

Increased transparency and instant communication:Digital technology enables to send and receive information quickly and efficiently, reducing communication gaps and helping to make more accurate and timely decisions.

Improved access to information:Through digital systems, employees have easy access to official information and advertising, increasing the clarity of processes and policies.

Promoting interaction and engagement:Digital technologies such as in-house media platforms and e-mail enables easy responses to ideas and observations, thus enhancing the participatory and collaborative working environment.

Researcher's conclusion:The findings suggest that digital technology has contributed significantly to improved communication between management and staff, with many staff members expressing satisfaction with the effectiveness of digital systems. However, there are challenges that need to be addressed to ensure optimal use of this technology. The Foundation must continue to provide training and support to enhance digital skills and ensure strong technical infrastructure

Table 14 shows that inability to cope with difficulties leads to poor functioning of the liaison section.

	Repetition	Percentage
Yes	29	96.67
No	1	3.33
Total	30	100

1. Distribution by impact of inability to cope with difficulties:

Yes (96.67%):The very large percentage indicates that the majority of researchers believe that inability to cope with difficulties actually leads to poor communication department performance. This means that there is broad recognition that communication challenges, such as unclear messages, delays in the transmission of information, or poor coordination, can have a significant impact on the effectiveness and performance of the department.

No (3.33%):This ratio refers to a few researchers who do not see the inability to cope with difficulties as affecting the performance of the contact department. This view may reflect a difference in an individual's experience or assessment of the importance of communication in daily work.

2. Challenges affecting the performance of the liaison section:

Outdated or inefficient communication technology: The use of outdated or inappropriate communication systems may make it more difficult to transmit information quickly and effectively, affecting the department's performance.

Complex or uncooperative working environment:A working environment lacking cooperation and support among staff may complicate the communication process, making it difficult to cope with difficulties.

Researcher's conclusion:The findings indicate that the majority of staff at the organization recognize the importance of being able to cope with difficulties in improving the performance of the liaison section. This result highlights the urgent need to develop communication skills and provide appropriate tools and training to overcome challenges. Improving performance and efficiency also contributes to building a positive and effective work environment.

Conclusion of the study:

The conclusion of the study emphasizes the importance of digital technology in improving communication within institutions, as illustrated by the Practical Directorate of Algeria's Communications in Bechar. The results showed a positive impact of using technology on enhancing communication between management and staff, facilitating access to information, and increasing performance efficiency. However, some challenges such as the difficulty of adapting to new systems, the need to improve digital infrastructure, and ensuring continuous staff training were noted.

Recommendations

Based on an analysis of previous tables on multiple topics related to the use of digital technology to improve the communication process within the Practical Directorate of Algeria's Communications Bechar, a set of recommendations from the study can be summarized as follows:

- The organization should provide continuous and comprehensive training courses for employees to enhance their skills in digital technology and modern means of communication.

- The enterprise should invest in the modernization and development of digital infrastructure, including improving the speed of internet flow and providing effective digital platforms that help enhance internal and external communication.

- Since the majority of staff prefer direct contact, the Department should encourage periodic meetings and meetings that enhance direct interaction and contribute to building strong working relationships.

- Strategies and action plans must be developed to deal with potential difficulties in communication processes, with clear responsibilities for each department or individual in the enterprise.

- The Department must promote transparency in operations and communication with staff, thereby contributing to confidence-building.

- Periodic assessments: periodic assessments of the effectiveness of the organization's communication processes and training methods, with necessary adjustments based on the findings, are necessary.

Awareness-raising campaigns: Ongoing awareness-raising campaigns within the organization to increase staff's understanding of the importance of digital technology in improving the organization's communication processes and overall efficiency.

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