

**Evaluation of the effectiveness of communication
means in the National Employment Agency
- A field study in the Adrar branch**

**تقييم فعالية وسائل الاتصال بالوكالة الوطنية للتشغيل
- دراسة ميدانية بوكالة التشغيل بأدرار**

Harrouz bouhafs*, University of
Continuing Education
harrouz.bouhafs@gmail.com

Received: 2026/01/11

Accepted: 2026/2103

Abstract:

This study seeks to evaluate the effectiveness of organizational communication means within the local employment agency in Adrar, by analyzing three central communication patterns: written communication, verbal communication, and technological communication, in addition to examining the degree of alignment between the means actually used and those preferred by employees, The study relied on a descriptive-analytical approach and was conducted during the period from 21/01/2020 to 18/02/2020 on a purposive sample of 46 employees, Data were collected using a questionnaire based on a three-point Likert scale, and then statistically processed using arithmetic means, standard deviations, and correlation coefficients.

The results obtained showed that the effectiveness of communication means within the agency takes on a differential nature, as a high level of effectiveness was recorded for written communication (2.44) and oral communication (2.52), compared to a moderately high level for technological communication effectiveness (2.34), due to its limited ability to produce direct live interaction, The results also indicated, through the application of the Pearson coefficient, a strong alignment between the written communication tools used by management and employees' preferences ($r=0.92$), and technological communication ($r=0.91$), while alignment was moderate in oral communication ($r=0.66$) due to a lack of diversity in

*Corresponding author

Evaluation of the effectiveness of communication means in the National Employment Agency Harrouz bouhafs

its tools, especially the limited number of meetings compared to direct conversations.

Keywords: means of communication, organizational communication, Efficacy evaluation.

ملخص:

تهدف هذه الدراسة إلى تقييم فعالية وسائل الاتصال التنظيمي داخل الوكالة المحلية للتشغيل بأدرار، وذلك من خلال تحليل ثلاثة أنماط اتصالية مركزية: الاتصال الكتابي، والاتصال الشفهي، والاتصال التكنولوجي، إضافة إلى فحص درجة التوافق بين الوسائل المستخدمة فعلاً وتلك التي يفضلها الموظفون، ولتحقيق ذلك اعتمدنا في هذه الدراسة على المنهج الوصفي-التحليلي، وطبقناها على المؤسسة في الفترة الممتدة من 2020/01/21 إلى 2020/02/18 على عينة قصدية قوامها 46 موظفاً، حيث تم جمعنا البيانات باستعمال استبيان مبني على مقياس ليكرت ثلاثي، ثم عالجناها إحصائياً باستخدام المتوسطات الحسابية والانحرافات المعيارية ومعاملات الارتباط، وقد أظهرت لنا النتائج أن فعالية وسائل الاتصال داخل الوكالة تتخذ طابعاً تفاضلياً، إذ سجل مستوى مرتفع من الفعالية لكل من الاتصال الكتابي بمتوسط (2.44) والاتصال الشفهي (2.52)، مقابل مستوى متوسط يميل إلى الارتفاع لفعالية الاتصال التكنولوجي (2.34)، وذلك بسبب محدودية قدرته على إنتاج تفاعل مباشر وحيوي، كما بينت النتائج، من خلال تطبيق معامل بيرسون، وجود توافق قوي بين أدوات الاتصال الكتابي المستخدمة من طرف الإدارة وتفضيلات الموظفين ($r=0.92$) وكذلك في الاتصال التكنولوجي ($r=0.91$)، في حين كان التوافق متوسطاً في الاتصال الشفهي ($r=0.66$) نتيجة ضعف التنوع في أدواته، ولا سيما محدودية عدد الاجتماعات مقارنة بالمحادثات المباشرة.

الكلمات المفتاحية: وسائل الاتصال، الاتصال التنظيمي، تقييم الفعالية.

1- Introduction:

The process of organizational communication is one of the fundamental pillars upon which the effectiveness of performance within institutions is based, as it is the tool through which information is conveyed, individuals are directed, and understanding and coordination among different administrative levels are achieved. With the development of organizational structures and the increasing professional and technical challenges, the need has become urgent to

study and analyze the communication means used within work environments, especially in public institutions that are relied upon to provide direct services to citizens.

Starting from the idea that communication is not limited to being a means of sending messages, but is also a multidimensional interactive process, the evaluation of the effectiveness of the communication means used—whether written, verbal, or technological—represents a scientific approach to understanding the reality of communication within the institution, and diagnosing the strengths and weaknesses in its tools and mechanisms. Therefore, the choice of the appropriate means cannot be made in isolation from the nature of the message, the characteristics of the recipient, and the general organizational context.

From this standpoint, this field study aims to evaluate the effectiveness of the communication means adopted in the local employment agency in Adrar from the perspective of the employees, by surveying their opinions and analyzing their attitudes towards written, oral, and technological means, with the aim of revealing the extent to which these means align with their professional and communicative needs, and the extent to which they achieve their essential functions in conveying information and building effective organizational interaction.

Among the previous studies that addressed the effectiveness of communication in Algerian organizations, there is a study (Boukhari, 2017) titled 'The Effectiveness of Organizational Communication and Its Role in Improving the Job Performance of Teachers in Algerian Schools: A Field Study in Middle Schools of Ghardaia District'. This study aimed to investigate the nature of organizational communication prevalent in Algerian schools and its impact on individual performance, as well as to identify effective organizational communication means aimed at enhancing the performance of teachers. The study also sought to provide recommendations to improve employee performance and add a sociological dimension to the topic. The results concluded that achieving optimal performance levels requires the school administration to adopt an effective communication system. This is attributed to the impact of organizational communication on the

**Evaluation of the effectiveness of communication means in the
National Employment Agency**

Harrouz bouhafs

teachers' job behavior and guiding their efforts towards achieving educational and community goals.

A study (Ramash, 2008) titled "Communication Effectiveness in Algerian Economic Institutions: A Field Study at the National Company for Electricity and Gas SONELGAZ" aimed to determine the impact of organizational links and administrative activities on communication effectiveness, and to measure the qualitative improvement of communication tools used, employing a descriptive analytical approach. The study was conducted in 2008, targeting all employees through a scientific questionnaire, with a return rate of 71%, resulting in a sample of 90 individuals. The study reached the following conclusions based on the hypotheses: that individual differences among respondents affect the effectiveness of the communication process; that there is qualitative improvement in comprehensive communication tools; and that environmental variables impact communication effectiveness. The study emphasized the importance of communication officers in institutions and the need to equip them with the necessary technical skills to achieve communication effectiveness in the organization.

The study by Bouazdiya (2018) titled "The Effectiveness of Communication and Building the University Institution's Reputation" sought to reveal the extent to which communication contributes to building the university's reputation, considering communication as a vital element in modern organizations. It concluded that the university aims to establish a good and successful reputation both within its environment and beyond, and this interest led to examining the effective communication dimension in building that reputation. On the other hand,

the study by *Ziyouch and Boumedfa* (2020) titled "The Effectiveness of Communication within the University Institution and Its Role in Ensuring Quality Higher Education" aimed to determine the effectiveness of communication within the university institution and highlight its roles within it. It concluded that communication in the university institution is indispensable, as it is the fundamental pillar for

ensuring good performance of all tasks, Its essential role is first noted in enhancing the pedagogical performance of the student, and then in creating a supportive environment for the researcher, and providing the necessary mechanisms to apply effective communication means between administrators and employees.

The study (Kebkoub & Brouis, 2015) titled "The Effectiveness of Administrative Communication in Industrial Institutions" started from the premise that administrative communication is a fundamental system in institutions, and without it, institutions lose their ability to function and achieve results, These systems provide practitioners with procedures and guidelines related to various forms of administrative communication, such as reports and meetings, The researchers concluded that administrative communication in industrial institutions is a social process aimed at conveying and exchanging information, ideas, and opinions to ensure mutual understanding among the parties involved.

However, this research has not deeply addressed the effectiveness of communication means in terms of speed, trust in usage, and flexibility in communication, which we will focus on in this study by analyzing all aspects of communication means, measuring their effectiveness from the perspective of users, specifically the employees of the local employment agency in Adrar, especially concerning flexibility in usage and efficiency in conveying instructions, the speed of information exchange, and achieving interaction between management and employees, Thus, the main issue of this study crystallizes in the following question: To what extent are the written, verbal, and technological communication means used in the local employment agency in Adrar effective from the perspective of employees?

This issue gives rise to a set of sub-questions: To what extent do written communication means achieve the desired effectiveness in conveying content and interaction? What is the extent of employees' preference for verbal communication, and what are the implications of this on administrative interaction? Do the technological means used achieve the communication goals as expected? To what extent do the means actually used align with the means preferred by employees in the workplace?

2- Study Hypotheses

Based on the central issue of the study, which seeks to measure the effectiveness of organizational communication means within the public agency, and relying on sociological and organizational literature that confirms that communication effectiveness is determined by the nature of the medium, its interactive richness, and its suitability for the bureaucratic context, the study assumes that levels of effectiveness are not uniform across communication patterns, but rather vary according to the characteristics of each medium and its function within the organization.

2.1 General Hypothesis

The effectiveness of communication means within the agency under study varies according to the type of method, It is expected that the effectiveness of written and verbal means will be higher compared to technological means, given the association of the former with functions of legitimacy, organization, and procedural control, and the association of the latter with the richness of direct interaction and the speed of feedback, while technological means remain dependent on the level of interactivity available and the digital proficiency of the employees.

2.2 Sub-hypotheses

First hypothesis: The effectiveness of written communication means within the agency increases in terms of their ability to achieve procedural clarity, organizational discipline, and establish formal legitimacy, in a way that aligns with the bureaucratic nature of public institutions and their need for documentation and accountability.

Second hypothesis: The effectiveness of verbal communication means within the agency increases in terms of their flexibility, speed of information exchange, and ability to generate lively interaction and immediate feedback, making them more suitable for daily coordination and solving real-time issues within the work environment.

Third hypothesis: The effectiveness of technological communication means within the agency is moderate or varied, and is determined by the degree of interactivity in the adopted digital media

and the level of digital competence among employees, which may limit their ability to replace direct interaction despite contributing to faster information exchange.

Fourth Hypothesis: There is a positive correlation between the communication means actually used and the preferred means of employees; however, the degree of this alignment varies according to the communication style. It is expected that alignment will be higher in written and technological communication due to their formal/institutional nature, and relatively lower in oral communication due to the limitations of its tools and its dependence on circumstantial and relational considerations.

3- Study Objectives

This study aims to achieve the following: Assess the effectiveness of communication means (written, verbal, and technological) within the agency in terms of efficiency, speed, relevance, and interaction, Analyze the potential gap between the means actually adopted by management and the preferences of employees for them, Inquire into the strengths and weaknesses of the current communication system and propose means for improvement, Enhance awareness of the importance of diversity and integration among communication means, considering the organizational context and individual needs.

4- Theoretical Framework of the Study:

This research adopts an organizational sociological perspective that views internal communication as a structure that generates the system within the institution, not merely as a tool for transmitting information. In public organizations, communication produces administrative legitimacy and redistributes symbolic power, while also enabling daily coordination and regulating decision-making paths. Therefore, the effectiveness of communication tools is measured not only by the speed of message transmission but also by their ability to build shared meaning, enable interaction, and ensure documentation and accountability. These dimensions vary depending on the medium and the bureaucratic context that frames it.

The study is primarily based on Weber's analysis of bureaucracy as a "rational-legal model" that relies on formal rules, hierarchy, and

**Evaluation of the effectiveness of communication means in the
National Employment Agency** **Harrouz bouhafs**

functional specialization, in which the written document becomes the center of organization and the backbone of “administrative memory.” In the bureaucratic system, writing is not neutral; it is a tool for regulating relationships, establishing accountability, and legitimizing decisions through the ability to be retained and referred to in the archive. In this regard, Weber shows that modern administration is managed through “written files” and fixed rules that ensure the continuity and objectivity of work (Weber, 1978, Vol. 2, pp. 956–958). This understanding is reinforced by organizational sociology analyses, which indicate that written formalities increase procedural clarity and reduce ambiguity in public institutions (Kaplan, 1995, pp. 3–6). Accordingly, a high rating by staff regarding the effectiveness of written communication in your agency can be interpreted as a reflection of the role of writing in producing legitimacy and organization within the public sphere.

The second pillar is Daft and Lengel's Media Richness Theory, which posits that the effectiveness of communication depends on the 'richness' of the medium and its ability to reduce ambiguity. Media vary in their capacity to carry multiple cues, provide immediate feedback, and offer natural language and personal presence; the higher this richness, the more suitable the medium is for ambiguous or negotiation-related tasks. The theory emphasizes that 'matching the medium's richness with the nature of the task' improves understanding and reduces misinterpretation (Daft & Lengel, 1986, pp. 554–571). In light of this, the high standing of verbal communication in your results can be explained as a rich medium that provides face-to-face interaction, immediate feedback, and accommodates nonverbal cues, making its effectiveness high in daily coordination and fieldwork.

The third pillar is based on Habermas' concept of communicative action, which distinguishes between communication as a pursuit of understanding through argumentation and mutual recognition, and communication that, within administrative/technical systems, turns into merely a functional exchange of symbols. When 'System Rationality' dominates the organizational field, communication undergoes 'distortion,' losing its interactive nature and becoming one-way or a

functionally limited communication (Habermas, 1987, Vol. 2, p. 181), Technology may increase the speed of information flow, but it does not necessarily guarantee the production of understanding unless the conditions for dialogue and mutual recognition are met.

This approach is complemented by Castells' theories of communication in the network society, where digitization is seen as an expansion of communication networks without necessarily implying an increase in social interaction, Working via email or platforms may produce “intensive communication,” but it is limited in terms of interactive depth, especially in institutions that integrate technology within a conservative bureaucratic culture (Castells, 2010, pp. 469–472), This realistically explains why technological communication in your agency has remained moderately effective: it is often employed more as a channel for speed and official notification than as a space for dialogue and collective meaning-making.

Within this theoretical framework, the effectiveness of communication means in public administration is defined through three overlapping functions: the function of legitimacy and regulation, which is centered on written communication; the function of enrichment and interaction, which is embodied in oral communication; and the function of speed and network circulation, which is achieved through technological means provided that interactivity and digital competence are present, Thus, the variation between communication patterns is not a deviation from logic, but a theoretically expected result of the interaction between the medium and the organization’s structure and culture.

5- Study Concepts

5.1 Organizational Effectiveness

Organizational effectiveness is defined in the literature as the degree to which an organization achieves its goals while maintaining a balance between the demands of the external environment and the efficiency of internal operations, Cameron explains that effectiveness is a multi-criteria concept that may sometimes involve paradoxes, where what is considered a “success” from one perspective may be viewed as a failure from another, Therefore, it should be measured using integrated indicators rather than a single standard (Cameron,

**Evaluation of the effectiveness of communication means in the
National Employment Agency** **Harrouz bouhafs**

1986, pp. 539–546), Daft adds that effectiveness is related to the organization's ability to achieve its desired outcomes while ensuring the continuity and control of performance, in interaction with the strategy and organizational structure (Daft, 2010, p. 15).

Scott also emphasizes that effectiveness is understood within the open systems perspective as the organization's ability to coordinate its resources and respond to stakeholder expectations in a way that preserves its survival and development (Scott, 2003, pp. 343–345), Rosenzweig views effectiveness as the extent to which objectives are achieved at the lowest possible cost, defining it as the organization's ability to achieve its goals by increasing its outputs and profits while ensuring the satisfaction of its customers and employees, It is also considered a product of the interaction of the components of the organization's overall performance, which include technical, administrative, and functional activities (Barhouma, 2008, p. 56).

For this study, effectiveness is measured through employees' perception of communication tools in terms of speed, flexibility, suitability for work nature, message clarity, reliability, and the ability to achieve professional interaction.

5.2 Organizational Communication

Organizational communication is a continuous social process that organizes the flow of messages within the institution and contributes to task coordination, relationship building, and organizational identity, Goldhaber defines organizational communication as the production and exchange of messages within a network of formal and informal relationships aimed at achieving shared goals and guiding behavior within the organization (Goldhaber, 1993, p. 9), Miller believes that organizational communication is not limited to the transfer of information but also includes the construction of meaning and consensus around it among members of the organization (Miller, 2015, pp. 22–24), Critical approaches also indicate that communication is a field in which the distribution of power and influence within the workplace is manifested (Cheney et al, 2004).

Based on the above, we can say that organizational communication is the overall process of exchanging messages and information within the agency between supervisors and subordinates, and among colleagues, through written, oral, and technological channels, with the aim of directing work, coordinating tasks, solving problems, and ensuring the smooth implementation of procedures. It is measured procedurally by the frequency of use of each medium, and by employees' evaluation of its effectiveness according to indicators such as speed, clarity of the message, suitability to the nature of the task, reliability, flexibility of the medium, and its ability to enable interaction and feedback, as outlined in the items of the questionnaire.

5.3 Organizational Communication means:

Communication means are the channels and tools through which messages are transmitted within an organization, influencing their content, the way they are understood, and the degree of interaction around them. In media-organizational literature, it is viewed that the nature of the medium is not neutral, but rather shapes the structure of the message itself, which is what McLuhan's thesis states: "the medium is the message" (Deliou, 2013, p. 23). In the context of organizations, the medium is considered a structural component that determines the course of formal/informal communication and the degree of documentation and interaction.

For this study, we define communication means as the organizational channels and tools through which messages and information are transmitted within the agency among various actors, through which the form of interaction, the nature of understanding, and the degree of legitimacy and documentation are determined. These means include everything the institution formally or practically relies on to circulate orders, reports, directives, and daily coordination

Communication means vary depending on the levels and types of communication, as well as the sender's choices and skills: we find meetings, reports, publications, phone calls, and emails (Barkia, 2016, p. 217), and they can be classified into three main categories: Communication means are identified here in three main patterns:

**Evaluation of the effectiveness of communication means in the
National Employment Agency** **Harrouz bouhafs**

1. Written means: such as administrative correspondence, reports, memos, internal announcements.
2. Oral means: such as face-to-face interviews, meetings, phone communications, daily professional dialogue.
3. Technological/digital means: such as email, internal platforms or networks, and communication applications used at work.

6- Methodology and Study Tools:

In this study, we relied on the descriptive-analytical approach due to its suitability for the nature of the problem aimed at diagnosing organizational communication patterns within the agency and measuring their level of effectiveness from the perspective of the actors. This approach allows for describing the actual use of written, oral, and technological means, and then interpreting the variation in their effectiveness in light of the characteristics of each medium and its function within the public bureaucratic system, thereby linking empirical data to the relevant theoretical frameworks.

The field study was conducted at the local employment agency in Adrar (at the municipal and state levels), as it represents a public institution characterized by multiple and overlapping communication channels. The field study was carried out from January 21, 2020, to February 18, 2020, during which the research questionnaires were distributed and collected from the respondents.

The study community consisted of all employees within the agency across different job categories, and a purposive/targeted sample of 46 employees with direct experience in interacting with the adopted communication systems was selected. This sampling method was preferred because the study is based on the case study logic, which requires focusing on those most engaged with daily communication practices to ensure the richness of the data and its interpretive significance.

As for the main data collection tool, it was the questionnaire, which we designed according to the dimensions of communication

effectiveness (flexibility, speed, appropriateness, interaction, reliability), distributed across axes measuring the effectiveness of each communication mode separately: written means (such as correspondence, reports, and memos), oral means (direct conversations, meetings, and phone communication), and technological means (email, agency platforms, chat applications). The data were processed statistically using SPSS, relying on arithmetic means and standard deviations, with correlation coefficients used to examine the degree of convergence between 'used' and 'preferred'.

To verify the reliability of the instrument, Cronbach's alpha coefficient was calculated for all items of the questionnaire and reached 0.92, which is a high indicator reflecting the homogeneity of the items and the stability of the measurement. Internal consistency/construct validity was also tested by correlating each dimension of the questionnaire with the total score, and the correlation coefficients were strong and positive: 0.87 for the written means dimension, 0.80 for the oral means dimension, and 0.74 for the technological means dimension, confirming that the instrument is structurally consistent and measures the same concept across its different dimensions.

7- Interpretation and analysis of the results of the questionnaire

7.1 Analysis of the general characteristics of the study sample

In order to identify the general characteristics of the study sample, we have edited the table below based on their answers in this regard:

Table No. 01 shows the general characteristics of the study sample.

Characteristics		N	%
Sex	Male	28	60,87
	Female	18	39,13
Educational	Primary	0	0,00
	middle	6	13,04
	Secondary	16	34,78
	University	24	52,17
Age	[30-21]	2	4,35
	[40-31]	24	52,17
	[50-41]	12	26,09
	[60-51]	8	17,39

**Evaluation of the effectiveness of communication means in the
National Employment Agency**

Harrouz bouhafs

Professional Experience	-1]4[	4	8,70
	]5-8[	12	26,09
	]9-12[	21	45,65
	13- or more	9	19,57

Source: Prepared by a researcher with the assistance of (spss 25)

The table we observed to describe the demographic characteristics of the respondents shows that the study sample consists of 46 employees, with a relative predominance of males (28 employees: 60.87%) compared to females (18 employees: 39.13%), This distribution reflects, on one hand, the composition of human resources within the agency, and on the other hand, allows for an assessment of communication effectiveness in a professional context where some positions or career paths are still relatively male-dominated, It also appears that the prevailing educational level is university (24 employees; 52.17%), followed by secondary education (16 employees: 34.78%) and then intermediate education (6 employees: 13.04%), while no participants have primary education, This information is methodologically important because it indicates that the majority of participants possess the cognitive capital to make informed judgments about the quality and effectiveness of communication tools.

In terms of age, the (31–40 years) group tops the list at 52.17%, followed by the (41–50 years) group at 26.09%, then the (51–60 years) group at 17.39%, while the young age group (21–30 years) represents a small proportion of 4.35%, This age pattern indicates that the sample is professionally mature, that is, at an age of accumulated organizational experience, which enhances the credibility of their assessment of communication not only as a daily practice but also as an extended experience in their interaction with the rules and media used in the agency.

As for professional seniority, the majority are concentrated in the (9–12 years) category at 45.65%, followed by the (5–8 years) category at 26.09%, then the (13 years and above) category at 19.57%, and finally the (1–4 years) category at 8.70%, This means that most of the sample members have long-term interaction with the formal and informal communication system within the institution, which makes their judgments about the effectiveness of written, oral, and

technological means based on actual practice and accumulated experience, rather than temporary impressions, Accordingly, the sample can be considered sociologically qualified to accurately test the study's hypotheses.

7.2 Analysis of written means of communication:

In this part of the study, we will analyze and diagnose the available written communication means for use in the organization, identifying the means used by leaders and comparing them with the means preferred by employees.

Table No. 02 shows the Attitudes of the sample members regarding written means of communication

N	Paragraph	Arithmetic mean	Standard deviation	direction of answers
1	Reach you in time from your boss	2,50	0,51	Always
2	You find flexibility in receiving it	2,40	0,50	Always
3	You find it efficient in transferring the content	2,43	0,50	Always
4	You find it appropriate for the content	2,43	0,64	Always
5	Easily Understand Its contents	2,50	0,60	Always
6	Trust her Credibility	2,45	0,64	Always
7	You see it achieve interaction between you and your boss	2,43	0,55	Always
The Total		2,44	0,56	Always

Source: Prepared by a researcher with the assistance of (spss 25)

The table data show that the sample members evaluate written communication within the agency as highly effective, with an overall mean of 2.44 and a standard deviation of 0.56, All items of the axis fall within the “always” category, with means ranging between 2.40 and 2.50, It is noted that the two highest means were recorded for the

Evaluation of the effectiveness of communication means in the National Employment Agency **Harrouz bouhafs**

statements: “Reaches you on time from your supervisor” and “Ease of understanding its content” (2.50 each), reflecting a broad awareness of the role of writing in ensuring timeliness and semantic clarity of official messages, The indicators of “credibility” (2.45), “efficient content transmission,” and “suitability of message content” (2.43) also recorded high levels, indicating that employees view written communication as a reliable medium capable of consolidating instructions, preserving rights, and organizing professional relationships, In contrast, although the item “achieving interaction between you and your supervisor” received a high mean (2.43), its relatively lower position compared to the accuracy and clarity items suggests that interaction through writing is more of a formal, organizational, and delayed type rather than a direct, live interaction, This aligns with the bureaucratic nature that grants written documents legal and functional priority.

Table No. 03 shows the The written means that leaders use to communicate with workers

Means of Communication	Number of respondents	%	Missing responses
Correspondence	18	39,13	%60,87
dispatch schedules	14	30,43	%69,57
invitations	15	32,61	%67,39
Internal announcements and guidance notes	14	30,43	%69,57
Regulatory courses and publications	13	28,26	%71,74
billboards	9	19,57	%80,43

Source: Prepared by a researcher with the assistance of(spss 25)

The table above shows that the administration relies heavily on written communication means that are formal and visual in nature, Billboards came first, with a usage rate of 80.43%, followed by official documents and organizational publications at 71.74%, then administrative correspondence, dispatch tables, and internal announcements with similar rates ranging between 60.87% and 69.57%, This ranking reflects the dominance of channels characterized by stability, traceability, and documentation, which aligns with the logic of public administration that prioritizes mediums capable of regulating the official flow of messages and establishing accountability, Moreover, the high usage of billboards and organizational documents

indicates that the administration relies on tools that unify the message and broadcast it collectively, serving the needs of overall coordination and reducing confusion within the agency.

Table No. 04 shows the The written means that employees prefer to be contacted by their leaders

Means of Communication	Number of respondents	%	Missing responses
Correspondence	18	39,13	%60,87
Dispatch schedules	15	32,61	%67,39
invitations	16	34,78	%65,22
Internal announcements and guidance notes	12	26,09	%73,91
Regulatory courses and publications	12	26,09	%73,91
Billboards	10	21,74	%78,26

Source: Prepared by a researcher with the assistance of(spss 25)

The table results showed that the preferences of the respondents from the subordinates strongly align with the same written means used by management, reflecting a clear harmony between the logic of official use and the logic of professional acceptance, The notice board ranked first, with a preference rate of 78.26%, followed equally by manuals/organizational publications and internal announcements at 73.91%, then administrative correspondence (69.57%) and dispatch schedules (65.22%), This ranking is understood in light of the nature of public work, which makes employees inclined towards means that provide a fixed reference and official documentation, allowing them to refer back to the content when needed, especially in matters related to administrative orders, task distribution, or procedures, Moreover, the high preference for boards and manuals reflects a collective perception of them as widely disseminated within the agency and reducing ambiguity due to their public and shared nature, while more private means (such as individual correspondence) rank lower despite their importance, as they are less broadly circulated in daily practice.

Verification of the First Hypothesis (Effectiveness of Written Communication Means)

Evaluation of the effectiveness of communication means in the National Employment Agency Harrouz bouhafs

Based on tables (02, 03, 04), it is evident that the effectiveness of written communication within the agency is high; the overall arithmetic mean reached (2.44), within the “Always” level, Employee evaluations centered around indicators of timeliness, ease of understanding, and credibility, reflecting the organizational role of writing in regulating procedures and establishing formal legitimacy, On the other hand, the Pearson correlation coefficient between the written means followed by the administration and those preferred by respondents showed a high value of (0.92), indicating a strong positive relationship that reflects an almost complete alignment between administrative practices and employee preferences, Accordingly, the first hypothesis, which assumes the high effectiveness of written means in achieving procedural clarity and discipline within the agency, is accepted.

7.3 Analysis of Oral means of communication:

In this part of the study, we will analyze and diagnose the available Oral communication means for use in the organization, identifying the means used by leaders and comparing them with the means preferred by employees.

Table No. 05 shows the Attitudes of the sample members regarding Oral means of communication

N	Paragraph	Arithmetic mean	Standard deviation	direction of answers
1	You find flexibility in receiving it	2,57	0,50	Always
2	You find it efficient in transferring the content	2,57	0,50	Always
3	You find it appropriate for the content	2,57	0,54	Always
4	Easily Understand Its contents	2,60	0,54	Always

5	Trust her Credibility	2,35	0,69	Always
6	You see it achieve interaction between you and your boss	2,50	0,55	Always
The Total		2,52	0,55	Always

Source: Prepared by a researcher with the assistance of (spss 25)

The table data reveal that oral communication receives a high evaluation from employees, with an overall mean of 2.52 and a standard deviation of 0.55, indicating a high level of effectiveness. The sub-items show a great convergence in respondents' opinions, with means ranging from 2.35 to 2.60, suggesting a relative consensus on the importance of this communication style. The highest means were recorded for indicators of flexibility, efficiency in content delivery, suitability to the nature of the subject, and speed of message delivery (ranging between 2.57 and 2.60), reflecting an awareness of oral communication as a rich medium that allows quick information exchange and the building of mutual understanding through direct dialogue. Conversely, the item [trust in the credibility of the oral medium] recorded the lowest relative mean (2.35), although it still remains at a high level, indicating that oral communication is seen as an effective interactive medium but less reliable for documentation compared to written communication, which explains why employees continue to need to support oral messages with official documents on sensitive procedural matters.

Table No. 06 shows The Oral means that leaders use to communicate with workers

The Oral means that leaders use to communicate with workers			
Means of Communication	Number of respondents	%	Missing responses
conversations	38	82,61	%17,39
phone calls	10	21,74	%78,26
Meetings	1	2,17	%97,83

Source: Prepared by a researcher with the assistance of (spss 25)

As for the results of Table No: 06, they revealed to us that management primarily relies on face-to-face conversations as the most frequently used verbal method, with a high rate of 82.61%, while phone calls come in a distant second at 21.74%, and meetings are almost negligible at 2.17%. This pattern reflects management's focus on rapid

Evaluation of the effectiveness of communication means in the National Employment Agency Harrouz bouhafs

direct communication as a daily coordination tool to address immediate issues and manage routine work, while the use of meetings remains low, which can be understood in the context of the public work nature that tends to favor direct individual handling over the regular use of collective participatory mechanisms.

Table No. 07 shows The Oral means that employees prefer to be contacted by their leaders

Means of Communication	Number of respondents	%	Missing responses
conversations	38	82,61	%17,39
phone calls	05	10,87	%89,13
Meetings	03	6,52	%93,48

Source: Prepared by a researcher with the assistance of(spss 25)

As for the results of Table 07, they showed that employees, in turn, prefer direct conversations at a nearly equal rate to using management (82.61%), while the preference for phone communication drops to (10.87%), and meetings rise relatively to (6.52%) but remain at a low level, This ranking indicates that employees prioritize the richest and most interactive method, as it allows for immediate exchange of meaning and reduces misunderstandings, whereas the phone remains a secondary option associated with spatial distance or urgency, As for meetings, they seem more desirable than their actual use, but their limited use may be linked to organizational or cultural constraints (time pressure, centralized decision-making, weak periodic meeting planning).

Verification of the second hypothesis (Effectiveness of verbal communication tools)

Based on Table (05), it is evident that verbal communication enjoys high effectiveness within the agency, with an overall average of (2.52) at the “Always” level, with indicators of flexibility, speed of access, and ease of understanding standing out, confirming its role as a rich mediator for daily coordination and live interaction, Tables (06) and (07) also show that face-to-face conversations form the backbone of verbal communication, both in practice and preference, which aligns with the nature of tasks that require immediate response and instant

clarification of messages, On the other hand, the Pearson correlation coefficient (0.661) between the verbal tools used and preferred indicates a moderately significant positive relationship, suggesting a partial convergence between what managers provide and what employees expect in communication tools.

7.4-Analysis of Technological means of communication:

In this part of the study, we will analyze and diagnose the available Technological communication means for use in the organization, identifying the means used by leaders and comparing them with the means preferred by employees.

Table No. 08 shows the Attitudes of the sample members regarding Technological means of communication

N	Paragraph	Arithmetic mean	Standard deviation	direction of answers
1	Reach you in time from your boss	2,37	0,54	Always
2	You find flexibility in receiving it	2,37	0,54	Always
3	You find it efficient in transferring the content	2,30	0,56	Sometimes
4	You find it appropriate for the content	2,35	0,58	Always
5	Easily Understand Its contents	2,40	0,55	Always
6	Trust her Credibility	2,38	0,54	Always
7	You see it achieve interaction between you and your boss	2,23	0,62	Sometimes
The Total		2,34	0,56	Always

Source: Prepared by a researcher with the assistance of(spss 25)

Evaluation of the effectiveness of communication means in the National Employment Agency Harrouz bouhafs

The table results reveal that the effectiveness of technological communication tools within the agency was at a medium level tending towards high, with an overall mean of (2.34) and a standard deviation of (0.56), The sub-items show that employees acknowledge the benefits of these tools in aspects such as timely message delivery (2.35), flexibility (2.40), trust in credibility (2.35), and ease of understanding content (2.35), indicating that digital communication is viewed as a practical channel that contributes to speeding up information circulation and facilitating access, However, the lowest average was recorded in the item 'achieving interaction between you and your supervisor' (2.23), with responses leaning towards 'sometimes,' reflecting the limited interactive dimension of technological communication compared to verbal communication, despite its availability and use, This internal variation suggests that digital media serves the function of speed and information delivery more than live interaction and immediate mutual understanding, which explains its placement at a medium level of effectiveness within the organizational system.

Table No. 09 shows The Technological means that leaders use to communicate with workers

Means of Communication	Number of respondents	%	Missing responses
Outlook or email	20	43,48	%56,52
fax	16	34,78	%65,22
Agency website	13	28,26	%71,74
chat apps	9	19,57	%80,43

Source: Prepared by a researcher with the assistance of(spss 25)

Table No. 09 shows that management relies on a diverse range of technological tools, with a clear priority given to faster and more widely used media in daily practice, Instant messaging and chat applications ranked first with high usage (80.43%), followed by the agency's website at (71.74%), then fax at (65.22%), and finally email/Outlook at (56.52%), This ranking reflects the administration's preference for means that ensure prompt reporting and ease of access, while maintaining the presence of semi-traditional digital tools like fax, indicating an overlap between the logic of “digitalization” and the requirements of formal documentation that remain entrenched in public

organization, Moreover, the advancement of chat applications reflects a practical shift toward fast and flexible communication channels, though they may remain more functional than deeply interactive, which aligns with the results of Table (08) regarding the limited live interaction in the digital domain.

Table No. 10 shows The Technological means that employees prefer to be contacted by their leaders

Means of Communication	Number of respondents	%	Missing responses
Outlook or email	19	41,30	%58,70
fax	16	34,78	%65,22
Agency website	12	26,09	%73,91
chat apps	11	23,91	%76,09

Source: Prepared by a researcher with the assistance of(spss 25)

Regarding employees' preferences concerning digital means, the table results showed that they closely align with the digital tools actually adopted by the administration, reflecting a high degree of practical acceptance of technological communication within the agency, Chat and instant messaging applications ranked first with a preference rate of 76.09%, followed by the agency's website at 73.91%, then fax at 65.22%, and finally email/Outlook at 58.70%, This ranking indicates that employees tend to favor media that allow quick access and message circulation with minimal time cost, especially for tasks that require rapid notification or immediate file follow-up, The continued preference for fax in a high position also highlights that the organizational culture still values channels that provide a formal and documented nature, even within a technological context, However, this quantitative closeness in preference does not negate what table (08) previously revealed about the limited live interaction in digital media; that is, the preference here is more related to functional aspects (speed/ease) rather than the interactive dimension.

Verification of the third hypothesis (Effectiveness of technological communication tools)

Evaluation of the effectiveness of communication means in the National Employment Agency

Harrouz bouhafs

Based on tables (08, 09, 10), it appears that the effectiveness of technological communication tools within the agency was at a moderate level tending towards high, with an overall mean of 2.34, and a clear superiority in the indicators of speed, flexibility, and ease of understanding. This indicates the usefulness of digital media in speeding up the transmission of messages and facilitating access to them. However, the low average of the item "achieving interaction between you and your supervisor" (2.23) highlights the limited interactive dimension of digital communication and confirms that these tools primarily serve the function of rapid messaging rather than fostering live understanding. On the other hand, the Pearson correlation coefficient between the technological tools used by the administration and those preferred by the respondents showed a high value of 0.916, indicating a strong positive relationship reflecting significant consistency between administrative practices.

Accordingly, the third hypothesis is accepted, which assumes that the effectiveness of technological communication is moderate/variable and conditional on the interactive characteristics of the medium, with a high quantitative alignment between use and preference that does not eliminate the qualitative effectiveness limits associated with interaction.

Verification of the fourth hypothesis (consistency between the means used and preferred)

By compiling the results of the correlation coefficients for the three patterns, it is evident that the consistency between the means used and preferred is high in written communication (0.92) and technological communication (0.916), while it is moderate in verbal communication (0.661). This means that employees almost fully align with management's choices in the formal and digital patterns, whereas the verbal pattern remains more subject to situational and organizational constraints that limit the diversification of its tools, which explains only the partial convergence between use and preference. Accordingly, the fourth hypothesis is accepted in a partial/differential manner: strong consistency in written and digital communication, and moderate consistency in verbal communication.

Overall, the results indicate that the agency operates on a multi-modal communication system; however, its effectiveness is not uniform across the modes. The effectiveness of written and verbal means is high, while technological effectiveness remains at a moderate level due to weak live interaction. The results also reveal a high alignment between usage and preference for both the written and digital modes, compared to a moderate alignment in the verbal mode. This summary provides an empirical foundation that paves the way for the discussion section, where this variation will be interpreted in light of organizational bureaucracy, media richness, and the limits of interaction in digital communication.

8- Discussion of the Results:

The study's results revealed a complex communication structure within the public agency, characterized by varying effectiveness among the three types: high effectiveness of written and verbal means versus moderate effectiveness of technological means. This variation is not understood merely as a technical difference in channels, but as a result of the interplay between the communication medium, bureaucratic logic, the richness of the medium, and the conditions of communicative action within the networked context. Accordingly, the results can be interpreted as follows.

First, the increasing effectiveness of written communication and its growing use and preference reproduce what the sociology of bureaucracy determines regarding the centrality of the document in public organizations. Weber links modern bureaucracy to the existence of 'administration by files' and written rules that make decisions documentable, continuous, and accountable, transforming writing into a mechanism of legitimacy and control rather than merely a channel of communication (Weber, 1978, pp. 956–958). Therefore, when employees evaluate written communication as the most accurate, clear, and credible, they are implicitly expressing an awareness that the legitimacy of administrative action is established only within a written medium that can be referenced. This is confirmed by the near-complete agreement between the tools used and those preferred ($r = 0.92$), indicating the cultural normalization of writing logic within the agency. In this sense, written communication performs the function of 'formal

**Evaluation of the effectiveness of communication means in the
National Employment Agency** **Harrouz bouhafs**

organization,' ensuring message consistency, temporal stability, and the production of institutional memory, characteristics considered central determinants of communication effectiveness within the public system.

Secondly, the high effectiveness of oral communication and the dominance of face-to-face conversation align with the concept of media richness, Daft and Lengel emphasize that rich media, particularly face-to-face communication, are more capable of handling ambiguous tasks because they provide immediate feedback, multiple cues, and the ability to adjust meaning instantly (Daft & Lengel, 1986, pp. 560–562). Therefore, it seems natural that flexibility, ease of understanding, and speed of access are higher in oral communication, as it supports daily work that requires rapid agreement on meaning and immediate problem-solving. However, the moderate correlation between the user and the preferred method ($r = 0.661$) suggests that, despite its richness, oral communication remains a limited institutional mode, as organized group tools such as regular meetings are less prevalent. This gap can be understood organizationally, considering that bureaucracy – due to its focus on documentation and accountability – tends to favor channels that can be formally controlled, leaving oral communication to function more as occasional or individual interactions rather than as a structured consultative mechanism.

Thirdly, the results of technological communication highlight a central paradox reflected in a high preferential alignment alongside limited interactive effectiveness. Despite a high quantitative agreement between management and employees on the use of digital media ($r = 0.916$), the overall average remained at a moderate level due to the low 'live interaction' index. This aligns with Habermas's thesis on the distortion of communicative action when the process is reduced to a functional exchange within technical or administrative systems, thereby losing its dialogical character that produces understanding (Habermas, 1987, p. 181). Similarly, Castells points out that an intensification of communication in the network society does not necessarily deepen social interaction; networks may generate a high density of information exchange without building shared meaning unless supportive cultural and organizational conditions are present (Castells, 2010, pp. 469–472),

Accordingly, it appears that digitization within the agency often functions as a rapid extension of written communication (notification/announcement/file transmission) rather than as an interactive space alternative to oral communication; thus, speed and ease are enhanced while the value of interaction remains limited.

Fourth, the variation in correlations between the patterns (strong in written and digital, moderate in oral) reveals a functional distribution of media within the organization. Written and digital are the two channels that management can regulate, standardize, and give formal impact to, which is why the logic of management aligns with that of the employees in these media. On the other hand, oral communication, due to its lively and situational nature, remains less subject to regulation; it is affected by hierarchy, time pressure, and the absence of organized consultative traditions, which explains the partial gap between use and preference. This supports the sociological conclusion that communication effectiveness in public institutions is not solely the result of the medium's efficiency, but rather the outcome of the interaction between the medium, organizational authority, and work culture.

Finally, the results confirm the existence of a 'communicative hybridization' within the agency: written means regulate legitimacy and procedures, while oral means enrich daily interaction, and digital means accelerate circulation and work but without fully providing the conditions for live interaction. Therefore, improving effectiveness is not achieved merely by increasing the quantitative use of digital media, but through socially and organizationally redesigning them (enhancing interactivity, digital training, setting clear usage rules), in addition to activating more institutionalized oral tools, such as regular coordination meetings, thus achieving a balance between documentation, richness, and speed within the public system.

9- Conclusion:

This study concluded that the effectiveness of organizational communication means within the local employment agency in Adrar takes on a differential character related to the nature of the medium and its role within the public system. The results showed

**Evaluation of the effectiveness of communication means in the
National Employment Agency** **Harrouz bouhafs**

high effectiveness for written and verbal communication, compared to moderate effectiveness for technological communication, This variation reflects a hybrid communication dynamic in the public institution: written communication is the most legitimate and procedural channel due to its ability to document and maintain message continuity, verbal communication is the richest and most interactive medium for daily coordination and resolving immediate issues, while digital communication remains a practical channel for speeding up the exchange of information without achieving the same level of live interaction, which is considered essential for building understanding within the workplace.

The study also indicated a strong alignment between the means used by management and those preferred by employees in both written and technological formats, which suggests an almost complete agreement regarding formal and digital channels as suitable tools for organizational and speed requirements, In contrast, alignment remained moderate in the oral format due to the limited variety of its tools, particularly the weakness of meetings compared to direct conversations, This indicates that oral communication, despite its high effectiveness, is managed within the agency more as an individual, circumstantial mechanism than as a regular, institutional, participatory communication system, which explains the partial gaps between employee expectations and management practices in this format.

Accordingly, improving the effectiveness of communication within the agency does not merely depend on expanding communication channels quantitatively, but requires reorganizing its functions and modes of operation, This calls, first, for maintaining the centrality of written communication as a legal and procedural guarantee, while streamlining its flow to reduce excessive bureaucracy, Second, it requires activating more institutionalized oral tools, such as regular coordination meetings and quick group discussions in situations that demand joint decision-making or urgent handling, Third, it involves developing the use of technological tools by increasing their interactivity, setting clear regulatory rules for their use, and supporting the

digital competencies of staff so that digitization transforms from merely a rapid information channel into a space for meaningful communication and coordination, In conclusion, the study emphasizes that the effectiveness of communication in public organizations is based on balancing the legitimacy provided by written communication, the richness enabled by oral communication, and the speed achieved through digital means, within a carefully considered hybrid communication approach that meets the demands of modern administration.

10- References:

- **Barkia, S., & Arif, A. R.** (2016). Means of organizational communication and their role in activating human resources in the institution. *The Researcher in Humanities and Social Sciences Journal*, 8(24), 215–222.
- **Barhouma, A.** (2008). Efficiency and effectiveness in the fields of manufacturing and production. *Journal of Economic and Financial Studies*, 1(1), 55–72.
- **Bouazdiya, M.** (2018). Effectiveness of communication and building the reputation of the university institution. *Anthropology of Religions Journal*, 14(1), 219–243.
- **Boukhari, M.** (2017). The effectiveness of organizational communication and its role in improving teachers' job performance in Algerian schools: A field study in middle schools of Ghardaïa district. *Afaq Journal of Sciences*, 2(8), 360–374.
- **Cameron, K. S.** (1986). Effectiveness as paradox: Consensus and conflict in conceptions of organizational effectiveness. *Management Science*, 32(5), 539–553.
- **Castells, M.** (2010). *The rise of the network society* (2nd ed.). Wiley-Blackwell.
- **Cheney, G., Christensen, L. T., Zorn, T. E., & Ganesh, S.** (2004). *Organizational communication in an age of globalization*. Waveland Press.
- **Daft, R. L.** (2010). *Organization theory and design* (10th ed.). South-Western Cengage Learning.

Evaluation of the effectiveness of communication means in the
National Employment Agency **Harrouz bouhafs**

- **Daft, R. L., & Lengel, R. H.** (1986). Organizational information requirements, media richness and structural design. *Management Science*, 32(5), 554–571.
- **Deliou, F.** (2013). *History of Media and Communication*, Al-Khaldounia Publishing and Distribution House, El Qubba, Algeria
- **Goldhaber, G. M.** (1993). *Organizational communication* (6th ed.). Brown & Benchmark.
- **Habermas, J.** (1987). *The theory of communicative action: Lifeworld and system: A critique of functionalist reason* (Vol. 2). Beacon Press.
- **Kaplan, B.** (1995, January). *Bureaucracy: Weber's ideal type* [Course handout]. Stanford University, STS 175.
- **Kebkoub, I., & Brouis, W.** (2015). The effectiveness of administrative communication in the industrial enterprise. *Journal of Human and Social Sciences*, 4(2), 79–98.
- **Miller, K.** (2015). *Organizational communication: Approaches and processes* (7th ed.). Cengage Learning.
- **Ramash, S.** (2008). *Communicational effectiveness in the Algerian economic enterprise: A field study in the National Company for Electricity and Gas (SONELGAZ)* (Doctoral dissertation, Mentouri University – Constantine, Algeria).
- **Scott, W. R.** (2003). *Organizations: Rational, natural, and open systems* (5th ed.). Prentice Hall.
- **Weber, M.** (1978). *Economy and society: An outline of interpretive sociology* (Vol. 2). University of California Press.
- **Ziyouch, S., & Boumedfa, T.** (2020). The effectiveness of communication within the university institution and its role in ensuring the quality of higher education: A sociological study. *Journal of Social Sciences*, 14(3), 78–92.