

The Role of Organizational Communication in Improving Job Performance in Algerian Institutions: A Survey Study

Serir Abdallah Amina¹

¹ University of Boumerdes, a.serir-abdallah@univ-boumerdes.dz

Received: 27/01/2026

Accepted: 23/03/2026

Published: 15/04/2026

Abstract:

The importance of organizational communication in raising administrative performance is highlighted, especially with the multiplicity of internal communication patterns and their direct impact on employee effectiveness and improving their level of performance at work, which has become dependent on the extent of communication. While job performance is considered the basic essence of the administrative process, the importance of job performance does not stop at the level of the institution or organization, but rather extends beyond that to the success of the state's social, economic and political development plans. The study concluded that institutions that pay attention to the quality of internal communication, and ensure clarity of messages and exchange of information between different levels, achieve higher job performance compared to those that suffer from weak or interrupted communication channels.

Keywords: Communication; job performance; organization; effectiveness.

Corresponding author: Serir Abdallah Amina, a.serir-abdallah@univ-boumerdes.dz

1. INTRODUCTION

Organizational communication is one of the fundamental pillars of the administrative process within organizations. It is the tool that enables the transfer of information, the issuance of orders, and the exchange of opinions across various levels of the organizational structure. With the evolution of the work environment and the increase in administrative challenges, communication is no longer viewed merely as a technical tool, but rather as a strategic element that directly impacts the efficiency of employee performance. Effective communication within an organization contributes to enhancing employee harmony, clarifying tasks, and facilitating decision-making, all of which positively impacts the quality of individual and collective performance.

Based on the above, this study seeks to shed light on the nature of the relationship between organizational communication and job performance within an organization. This study analyses how communication patterns and quality affect employee performance and their role in improving the quality of services or products provided by the organization.

Therefore, the following question can be posed:

Does organizational communication have an impact on the job performance of employees in The Algerian National Paints Company?

This study attempts to demonstrate the relationship between organizational communication and the level of job performance within an organization, based on the fact that organizational communication is one of the essential elements that contribute to improving the quality of work within organizations. Effective communication between management and employees enables employees to obtain the necessary information and instructions, which facilitates the performance of their duties in a better and more accurate manner. This will positively reflect on the efficiency of individual performance and enhance customer confidence in the organization, in addition to its contribution to ensuring the continuity of institutional activity smoothly and effectively.

2- Theoretical Framework :

2.1- Definition and Importance of Organizational Communication

Organizational communication forms the foundation of the administrative process within any organization. It represents the means by which information is conveyed, orders are given, and activities are coordinated between individuals and different teams. Therefore, before addressing the definition of organizational communication, we must understand both communication and organization.

Stanley defined communication as: “an interactive exchange process between parties with a common language, not an isolated individual act. The reality of communication is measured in light of the ability of the exchange process to create states of interaction, harmony, agreement, and mutual understanding of the exchanged symbols.”¹

Fleer defined the concept of organizational communication as the transmission of messages through formal and informal channels to a relatively large and carefully designed group, such that this transmission leads to the construction of meanings that affect the members of the group, whether individually or collectively.

Organizational communication is the communication that takes place within institutions. This communication acquires the characteristics of the institutions in which it takes place or between which it takes place. It is concerned with disseminating information among a group within specific boundaries in the region in order to achieve its goals.²

The importance of organizational communication is embodied in the following:

- a) Work planning: When managers and individuals seek to develop their work programs, plans, and decisions, they cannot be implemented unless they are defined through meetings, interviews, and written decisions—that is, determined by communication systems.
- b) Providing integrated information: Organizational and administrative communication systems seek to collect, organize, classify, analyze,

- and present information in an organized manner for employees and managers to act appropriately and make sound decisions.
- c) Avoiding guesswork and personal judgment: When adopting the appropriate communication method, the existence of a communication system compels the manager or official to use the appropriate communication method, at the appropriate time, with the specific stakeholders, and using the appropriate forms and formats for the organization.
 - d) Achieving accuracy of information: Here, the administrative and organizational communication system helps, particularly when information is documented and comprehensive.
 - e) Achieving, Accomplishing, and Rapid Information Exchange: The existence of an administrative and organizational communication system establishes specific procedures and clear responsibilities for the parties involved. This determines when communication begins, by what method, under what circumstances, and by whom.
 - f) Achieving Work Justice: The administrative and organizational communication system establishes a system of consultation and exchange of opinions among organizational stakeholders, and also creates an opportunity for a sense of democracy at work³.
 - g) Executing Work Efficiently: Managing and executing work matters requires individuals and their managers to have high speaking, listening, discussion, and report writing skills. Therefore, implementation depends on individuals' communication skills.

2.2- Job Performance and Its Relationship to Organizational Communication

"Performance is the key to achieving goals in the right way, at the lowest cost, and on time, by monitoring the progress of work in various areas and ensuring the quality of achievement at various stages."⁴

Performance is "the manner in which specific tasks are accomplished to achieve the organization's goals."⁵

A. Kherakhem defined performance as: "Performing a task, completing an activity, or executing a task; in other words, performing an action that helps achieve the set goals."

"Bouellos, on the other hand, refers to performance as involving duties and responsibilities that must be fulfilled, and it is a reflection of an individual's success or failure in achieving the goals related to their work, regardless of the nature of the work. These goals are⁶:

- Routine objectives are tasks that require minimal skills.
- Problem-solving objectives are tasks that require advanced skills and abilities to solve anticipated problems.

An effective communication system can create an organizational climate conducive to creativity, innovation, and decision-making. Communication is a social means through which information, data, opinions, and ideas are transmitted and ensured to avoid distortion in order to achieve desired goals. Therefore, the effectiveness of communication is affected by many factors related to the nature of work and the prevailing organizational climate in the organization. We find two-way communication patterns. This type provides the opportunity to express opinions, learn, and develop to improve their performance and level. As for one-way communication, which aims to issue orders and instructions from the top down, it leads employees to be lazy in thinking and indifferent, considering their opinions and ideas to be worthless.

3- Practical aspect: Study of the National Painting Company – Algeria (E.N.A.P)

3-1- Introduction to the (E.NA.P)

The National Painting Company was established in 1968 under the name of the National Chemical Industries Corporation (SNIC) as a result of the nationalization of units inherited from colonial rule. This corporation's activities are driven by a development policy within the framework of conglomeration and Painting industries at the national level. Paint products were almost the corporation's primary activity after the government adopted a policy of restructuring public institutions that affected the National Chemical Industries Corporation or that subsequently branched out into several companies, including:

- The National Development and Distribution Company (DEPROCHIM).
- The National Painting Company (ENAP).
- The National Chemical Industries Company (EDIC).
- The National Detergents and Maintenance Materials Corporation (ENAD).

Pursuant to Decree No. 417/82 dated December 4, 1982. The National Painting Company was established. Then, pursuant to Decree No. 492/82, all structures, equipment, machinery, and workers in the Paint production field were transferred to the National Painting Company. The corporation began its actual operations on January 1, 1983, under the supervision of two ministries.

In August 12, 1984, when Decree No. 13/84 was issued, by virtue of which the National Painting Company was transferred to the Ministry of Energy, Chemical and Petrochemical Industries. It comprised four production units:

- Oran Unit - Lakhdaria Unit
- Cheraga Unit - Smar Unit

3.2- Objectives of The National Painting Company:

As a pioneer in the Painting industry in Algeria, ENAP seeks to maintain this position through the following objectives:

A. Economic Objectives: These include:

- Achieving an increase in sales volume.
- Developing its products by researching new products.
- Increasing and expanding the number of production units.
- Supporting the national economy and exploring foreign markets.

B. Financial Objectives:

- Achieving financial returns, ensuring control over production methods.
- Preparing the necessary financial resources to improve production capacity and the possibility of self-financing investment.

C. Market Objectives:

Maintaining its market share of approximately 80% and seeking to improve it by entering foreign markets through exports.

3.3- Duties of the National Painting Company

The following summarizes the most important tasks performed by each unit individually, to understand the relationship between the various units:

The Administrative Function: This is a very essential function at the level of every institution, as we cannot imagine an institution without management. Management is defined by key tasks, specifically the Al-Akhdaria unit under study, as follows:

- Organizing tasks at the unit level, payment requests, and salaries.
- Preparing general transactions.
- Coordinating between the various units.
- Processing all operations related to the management of the unit, such as attendance, absences, and sick leave dates.

The Commercial and Marketing Function:

- Monitoring the programs followed in the supply process and product distribution.

- Monitoring the sales and purchase of goods, as well as monitoring invoices.

- Monitoring the entry and exit of goods from inventory.

- Preserving and maintaining stored goods.

- Organizing goods within the warehouse.

The Accounting Function:

- Examining and monitoring invoices, then settling with suppliers, in addition to preparing the accounting balance sheet and the income statement.

- Preparing merchandise cards and product balances.

- Reviewing the general accounting system.

The financial function: This is the most important function in an organization, regardless of its type, role, or purpose. In this organization, the financial function is linked to the accounting function, i.e., it is not

independent. At the level of this unit, the accounting function is responsible for undermining this function. Financing sources come from several banks Al-Akhdaria.

The following summarizes the most important tasks performed by each unit individually, to understand the relationship between the various units:

The Administrative Function: This is a very essential function at the level of every institution, as we cannot imagine an institution without management. Management is defined by key tasks, specifically the Al-Akhdaria unit under study, as follows:

- Organizing tasks at the unit level, payment requests, and salaries.
- Preparing general transactions.
- Coordinating between the various units.
- Processing all operations related to the management of the unit, such as attendance, absences, and sick leave dates.

The Commercial and Marketing Function:

- Monitoring the programs followed in the supply process and product distribution.
- Monitoring the sales and purchase of goods, as well as monitoring invoices.
- Monitoring the entry and exit of goods from inventory.
- Preserving and maintaining stored goods.
- Organizing goods within the warehouse.

The Accounting Function:

- Examining and monitoring invoices, then settling with suppliers, in addition to preparing the accounting balance sheet and the income statement.
- Preparing merchandise cards and product balances.
- Reviewing the general accounting system.

The financial function: This is the most important function in an organization, regardless of its type, role, or purpose. In this organization, the financial function is linked to the accounting function, i.e., it is not independent. At the level of this unit, the accounting function is responsible for undermining this function. Financing sources come from several banks.

Improving the quality of products and their commercial relationships by adopting an effective communication policy with its customers.

Projecting a positive image of the company to attract foreign investors to develop its products according to international standards is part of the overall policy of the as the leading national producer in its field. It seeks to:

- Strengthen its position in the national market by developing its products in accordance with international trends and standards in the oil industry.
- Expand the National Oil Corporation's market by further developing its export capabilities.

4. The applied axis of the study: Presentation of Survey Results

After introducing The National Painting Company (ENAP), this section will apply the study variables to the corporation. Before examining and analyzing the results obtained through the survey conducted with employees of The National Painting Company (ENAP) at various levels, it is necessary to highlight the methodology and steps adopted in this study.

First Section: Tools and Methodology Used in the Study

This section presents the method by which data was collected, using questionnaires and observation, which are considered a means of collecting data and information. It also explores the problems and attitudes of individuals by directing questions to a selected sample of the research community of interest.

4.1. Study Tool:

A case study approach was adopted, employing two types of tools: observation and questionnaires. These are listed below:

A. Observation:

Observation is one of the oldest and most common methods used to study individual behavior. The motivation behind using observation is to provide data on the phenomenon in question to answer the study's questions. Generally, the data collected in qualitative research is narrative, and sometimes numerical data, such as the repetition of an action or activity multiple times over a limited period of time, may support this.

B. Questionnaire:

A questionnaire was designed to collect data from the study sample, with the aim of exploring their views on organizational communication and its relationship to job performance within the organization. The collected data was analyzed using the SPSS statistical analysis program, using a set of statistical methods such as frequencies, percentages, arithmetic means, and standard deviations, in addition to hypothesis testing.

C. Study Sample:

In order to arrive at results that serve to test the proposed hypotheses, we were careful to select an appropriate sample from the study community. This was achieved by conducting a questionnaire directed at 68 workers of various ranks at the National Green Oil Corporation. The questionnaire included specific questions aimed at obtaining accurate answers that would contribute to clarifying some aspects of the topic.

D. Hypothesis Testing (Case Study Hypotheses):

Depending on the requirements of the exploratory research, we can formulate the following hypotheses:

- Hypothesis 1: "There is a relationship between organizational communication and job performance in E.NA.P"
- Null Hypothesis H0: There is no relationship between organizational communication and job performance within the E.NA.P.
- Alternative Hypothesis H1: There is a relationship between organizational communication and job performance within the E.NA.P.

4.2.Psychometric Properties:

Constructive Validity of the Study Axes:

Table1: Pearson's correlation coefficients between the independent and dependent variables are statistically significant at the significance level of $\alpha \leq 0.05$.

The Role of Organizational Communication in Improving Job Performance in Algerian Institutions: A Survey Study

	Correlation Coefficient	Significance Level
First Axis: Organizational Communication	0.695	0.000
Second Axis: Job Performance	0.744	0.000

Source: Prepared by the researcher based on SPSS version 20 outputs. Tabular value at a significance level of 0.05.

Table No. (01) explains all the correlation coefficients between the average of each axis and the total sum of the paragraphs, which shows that the correlation coefficients shown are significant at a significance level of 0.05, as the probability value for each paragraph is less than 0.05 and the correlation coefficients for each axis were strong and close to one (1).

a/Questionnaire reliability:

The questionnaire yields the same results even if it is re-distributed multiple times, but under the same conditions and circumstances. In other words, the questionnaire results are stable and unchanged, and then re-distributed to the sample multiple times and over the same time periods. To determine the questionnaire's reliability, Cronbach's alpha coefficient was used, which is considered the most common and widely used coefficient in such studies. The results were as follows:

Table2: Cronbach's alpha coefficient

	Number of Items	Cronbach's Alpha
First Axis: Organizational Communication	7	0.813
Second Axis: Job Performance	9	0.698
stability coefficient	16	0.702

Source: Prepared by the researcher According to the outputs of SPSS version 20,

The table above shows that the questionnaire had a high reliability coefficient of 0.702. The reliability coefficient for the three axes was also greater than 60%, indicating the validity and reliability of the study tool, and therefore it can be adopted.

b/ Normal Distribution Test:

In order to rely on the data collected from the sample members' responses to prove or disprove the research hypotheses, we had to use the Kolmogorov-Smirnov test to test the extent to which the data followed a normal distribution. The Sig value for the study variables was greater than the 5% significance level, indicating that the data followed a normal distribution.

Table 3: Statistically significant relationship between organizational communication and organizational performance.

Variables	The magnitude of the sample	Pearson correlation coefficient	Significance level	Statistical significance
Organizational Communication	68	0.769	0.036	Statistically significant at 0.05
Organizational Performance				

Source: Prepared by the researcher according to the outputs of SPSS program, version 20.

From the table above, we note that the Pearson correlation coefficient between organizational communication and organizational performance reached 0.769, a high value indicating a strong positive relationship between the two variables. The statistical significance level is 0.036, which is lower than the acceptable significance level (0.05), meaning that the relationship between organizational communication and organizational performance is statistically significant.

c/Analysis of the results:

To analyze the second part of the questionnaire, the arithmetic mean was used to determine the degree of agreement with each statement in the questionnaire. The standard deviation was also used to determine the extent to which the study sample members' responses varied from the arithmetic means.

The following is a presentation of the frequency of each statement regarding organizational communication and its relationship to job performance in the organization.

This indicates that an improvement in organizational communication within an organization is associated with a significant improvement in job performance, reinforcing the importance of effective communication as an influential factor in raising employee performance.

Table 4: Arithmetic mean and standard deviation of the study sample members' answers

	phrase	standard deviation	arithmetic mean	The result
01	Workers receive direct orders from the boss so they are executed as quickly as possible.	0.557	4,56	Totally agree
02	Consultation between the manager and the workers about work problems is one of the reasons for increasing their performance.	0.608	4,44	Totally agree
03	Working methods are explained and all information is provided to workers as a means of performing the work with quality.	0.341	4,87	Totally agree
04	Improving employee performance in an organization is linked to the directives of the leaders.	0.772	3,18	Totally agree
05	Improving the performance of workers in the organization is linked to the orders of the leaders	0.950	3,81	Agree
06	Improving employee performance in the organization is linked to the advice of the leaders.	0.620	4,03	Agree

The Role of Organizational Communication in Improving Job Performance in Algerian Institutions: A Survey Study

07	Effective organizational communication is based on conveying information in a timely and hierarchical manner.	0.797	4,19	Agree
----	---	-------	------	-------

Source: Prepared by the researcher according to the outputs of SPSS program, version 20.

From the table above, we note that the arithmetic mean for the organizational communication axis is high, at 4.29, which is "very agree" according to the five-point Likert scale, reflecting a high level of satisfaction with organizational communication within the organization.

The standard deviation indicates relative homogeneity in the participants' answers, meaning that opinions were generally close, lending strength and stability to the result.

The arithmetic means for all statements related to the organizational communication axis ranged between 3.81 and 4.87, reflecting a high level of agreement among the sample members on the effectiveness of communication within the organization. The highest mean was for statement (03) at 4.87, which refers to explaining work methods and providing all information to workers, indicating a clear focus on explanatory communication that contributes to quality performance. This is followed by statement (01) with a mean of 4.56, which indicates that workers receive direct orders from their superiors, highlighting the clarity of the administrative hierarchy and the speed with which tasks are executed.

The lowest mean was for statement (05), at 3.81, which relates to linking performance improvement to superior orders. This may indicate that employees do not view orders alone as sufficient to improve performance, but rather may place greater importance on consultation and guidance.

Standard deviations generally remained low, indicating a convergence of respondents' views, particularly for the statements with the highest means. This is an indication of a consensus regarding the nature of communication within the organization.

Thus, based on the results of the hypothesis test, the null hypothesis (**H0**) is rejected and the alternative hypothesis (**H1**) is accepted, confirming the existence of a strong, statistically significant relationship between organizational communication and job performance within the E.NA.P.

• Hypothesis 2: "The prevailing organizational communication style in the organization directly affects the level of employee job performance."

-Null Hypothesis H0: The prevailing organizational communication style in the organization does not directly affect the level of employee job performance.

-Alternative Hypothesis H1: The prevailing organizational communication style in the organization directly affects the level of employee job performance.

Table5: Simple Linear Regression Analysis between Organizational Communication and Job Performance.

Model Information	Regression Coefficients	Beta Coefficient	Test (t)	P-value (sig)	Interpretation
Constant	2.724	-	4.759	0.000	Moral
	0.391	0.769	0.295	0.036	Moral
Correlation coefficient R	0.769				
Coefficient of determination R^2	0.651				
(F) test	0.873				
Significance level	0.036	Moral model			

Source: Prepared by the researchers according to the outputs of SPSS program, version 20.

The results of the previous table demonstrate that the organizational communication style has a direct impact on job performance, as seen by the positive Beta coefficient of 0.391. Indicating that the results are statistically

significant and significant, the t-test for the regression coefficient value was 4.759 for the constant and 0.295 for the communication coefficient, with probability values (sig) of 0.000 and 0.036, respectively. Both values are below the significance level of 0.05.

In addition, the correlation coefficient value, $R = 0.769$, reflects a strong correlation between the two variables, while the coefficient of determination, $R^2 = 0.651$, indicates that approximately 65.1% of the variation in job performance can be explained by the organizational communication style.

The F-test value was 0.873 with a significance level of 0.036, confirming that the statistical model as a whole is significant.

Therefore, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted. This means that the prevailing organizational communication style within an organization directly and positively affects the level of employee job performance, and that improving communication methods within an organization can contribute to improving job performance efficiency.

• Hypothesis 3: "Employees' job performance levels vary according to age, seniority, and educational level."

1. Null hypothesis H_0 : "Employees' job performance levels do not vary according to age, seniority, and educational level."
2. Alternative hypothesis H_1 : "Employees' job performance levels vary according to age, seniority, and educational level."

From the table above, we note the following:

The results of the analysis of variance (ANOVA) test examining the effect of age, seniority, and educational level on workers' job performance levels.

For age, the F value between groups was 30.726 with a significance level of 0.000, indicating statistically significant differences between different age groups in job performance.

For seniority, the F value between groups was 39.537 with a significance level of 0.000, confirming the existence of statistically significant differences between different seniority levels in job performance.

For educational level, the F value between groups was 5.716 with a significance level of 0.002, indicating statistically significant differences in job performance between different educational level categories.

All significance levels were less than 0.05, indicating that these differences were not random but rather clearly statistically significant.

Therefore, it can be said that the results of the ANOVA test support the rejection of the null hypothesis (**H0**) and the acceptance of the alternative hypothesis (**H1**), as workers' job performance levels vary according to age, seniority, and educational level. This means that these variables clearly influence employee performance within an organization.

d/ Study Results:

The study's findings indicate that women make up more than half of the sample.

- Those over 35 make up the great majority of the sample.
- The most common level of education among employees is a university degree.
- The majority of staff members have over ten years of experience.
- Because supervisors give workers clear instructions and they are carried out promptly, organizational communication is quite effective in this setting.
- In addition to seniority, the ability of employees to operate equipment determines the quality of their performance.
- Job performance and organizational communication have a strong, statistically significant association.
- Job performance is positively and immediately impacted by organizational communication style.
- Age, seniority, and educational attainment all have a substantial impact on job performance levels.

5. Conclusion:

In conclusion, it can be said that sample members express high satisfaction with organizational communication at the National Painting

Company (ENAP) “Al-Akhdaria”. They view it as effective in conveying information, clear in its instructions, and supportive of improving performance through clarification and guidance. This reinforces the positive relationship between organizational communication and job performance.

Finally, the study results:

- There is a strong positive relationship between the effectiveness of organizational communication and the level of job performance, as it was shown that employees who receive clear and organized information perform their tasks more efficiently.
- Upward and downward communication play a crucial role in improving work quality, as employees feel a greater sense of belonging and confidence when their opinions are taken into account and they receive regular feedback from management.
- Horizontal communication between colleagues enhances a collaborative work environment and reduces work-related conflicts, which positively impacts group performance.
- The study showed that weak communication channels within an organization are associated with high levels of job stress and low job satisfaction, which negatively impacts overall productivity.
- The study results indicated that communicative leadership effectively contributes to motivating employees and creating an organizational environment based on trust and transparency.
- The use of technology in internal communication has a dual effect: it facilitates the rapid transfer of information, but it can sometimes weaken the human dimension of professional relationships, requiring a balance between digital means and direct communication.

6. Bibliography List :

¹ - Samia Awaj, Communication in the Organization: Concepts - Determinants - Strategies, Academic Book Center, 1st edition, Amman, Jordan, 2019, p. 8.

² - Ahmed Al-Abd Abu Al-Saeed, Zuhair Abdellatif Abed, Communication Skills and the Art of Dealing with Others, Al-Yazouri Scientific Printing and Publishing House, 1st Edition, Amman, Jordan, 2016, p. 82.

³ - Mehdyddin Arif Hussein, Mass Communication and Information Technology, Dar Al-Akademoon for Publishing and Distribution, 1st edition, Amman, Jordan, 2014, pp. 27-28.

⁴ - Satouri Al-Joud, Amar Brahmia, Business Reengineering as an Approach to Improving Macroeconomic Performance, Journal of Social Sciences and Humanities, Journal of Social Sciences and Humanities, Volume 06, Issue 02, University of Tebessa, 2013, p. 33.

⁵ - A'Mhamed Zernukh, "Performance in Organizations," Sociology Journal, Volume 1, Issue 3, 2017, p. 29.

Sheikh Al-Dawi, "Analysis of the Theoretical Foundations of the Concept of Performance," Al-Baheth Journal, Issue 7, University of Algiers, 2009-2010, p. 218.

⁶ - Mahmoud Smaili, Saida Ben Amara, Naim Ben Amara, Modern Methods in Evaluating the Teaching Performance of University Professors: Between Hope and Reality in Algeria, Milaf Journal of Research and Studies, Volume 5, Issue 2, Algeria, 2019, p. 109.