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The Role of Organizational Communication in the
Production Process at Sonatrach Company
A Field Study at Sonatrach Company
– Hassi R'Mel DP -

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المخلص Summary in arabic

هدفت هذه الدراسة إلى تحليل دور الاتصال التنظيمي في سيرورة عملية الإنتاج بشركة سوناطراك حاسي رمل DP، مع التركيز على كيفية تأثير هذا الاتصال في بناء التفاعل والتناغم داخل فرق العمل بقسم الإنتاج، وتأثير ذلك على جودة المنتج النهائي، وكذلك في فهم موظفي القسم لأهداف الشركة.

في بداية الدراسة، تم استعراض أهمية الاتصال التنظيمي ومفهومه وكل ما يتعلق به من الناحية النظرية، و فهم دوره كعنصر أساسي في نجاح المؤسسات، وخاصة في الشركات الكبرى مثل سوناطراك، التي تعتمد على التنسيق الدقيق بين مختلف الأقسام والفرق لضمان سير عملية الإنتاج بكفاءة.

كما تم دراسة مفهوم الإنتاج من النواحي الفلسفية و الاقتصادية و الاجتماعية ، بعدها تم جمع البيانات خلال الدراسة الميدانية بقسم الإنتاج بحاسي رمل ، من خلال استبيانات موزعة على عينة من الموظفين بالمركب الصناعي ، وتم تحليل النتائج لتوضيح دور الاتصال التنظيمي في تعزيز الأداء الوظيفي وتحقيق الأهداف الإنتاجية ، مع عمل مقابلات مع المسؤولين داخل القطاع لتدعيم نتائج الاستبيان ، حيث أظهرت النتائج أن هناك تأثيراً إيجابياً قوياً للاتصال التنظيمي على فهم الموظفين لأهداف الشركة و توقعاتها لمستوى جودة المنتج النهائي لعملية الإنتاج ، حيث يساعد التواصل الفعال في نقل الرؤية والمهام بوضوح، مما يسهم في زيادة التزام الموظفين ورفع مستوى أدائهم ، كما أوضحت الدراسة أن وجود توجيهات واضحة ودعم فني منتظم من الإدارة يعزز من قدرة الموظفين على التعامل مع التحديات اليومية وتحقيق التناغم بين أفراد فريق العمل. وبالمثل، فإن تشجيع التواصل المفتوح والشفاف بين الأقسام المختلفة يساهم في تحسين بيئة العمل ويقلل من الأخطاء الإنتاجية.

في النهاية، تم تقديم مجموعة من التوصيات لتعزيز الاتصال التنظيمي في شركة سوناطراك، من بينها :

- ضرورة تنظيم برامج تدريبية لتطوير مهارات التواصل بين الموظفين.
- توفير الأدوات التقنية اللازمة، وتشجيع الاجتماعات الدورية لمناقشة التحسينات.
- تقديم الدعم النفسي والفني لتعزيز بيئة العمل.

الكلمات المفتاحية : الإتصال التنظيمي □ الإنتاج □ مؤسسة سوناطراك

Summary of the memo

This study aimed to analyse the role of organizational communication in the production process at Sonatrach Hassi Rmel DP, focusing on how this communication affects interaction and harmony within the production department teams, its impact on the final product quality, and the employees' understanding of the company's goals. At the outset, the study also reviewed the importance and concept of organizational communication from a theoretical perspective, understanding its role as a fundamental element in the success of institutions, particularly large companies like Sonatrach, which rely on precise coordination between various departments and teams to ensure the efficient flow of the production process. Additionally, the study explored the concept of production from philosophical, economic, and social perspectives. Following this was the field groundwork, data was collected through a field study in the production department at Hassi Rmel.

This involved distributing questionnaires to a sample of employees at the industrial complex and conducting interviews with sector officials to support the survey findings.

The results indicated a strong positive impact of organizational communication on employees' understanding of the company's goals and expectations on the final product quality.

Effective communication helps in clearly conveying the vision and tasks, which contributes to increased employee commitment and improved performance.

The study also demonstrated that clear guidelines and regular technical support from management enhance employees' ability to

handle daily challenges and achieve harmony among the team members.

Similarly, encouraging open and transparent communication between different departments helps improve the work environment and reduce production errors.

In conclusion, a set of recommendations was provided to enhance organizational communication at Sonatrach, including:

- Organizing training programs to develop communication skills among employees.
- Providing necessary technical tools and encouraging regular meetings to discuss improvements.
- Offering psychological and technical support to enhance the work environment.

Keywords : Organizational communication » production »
Sonatrach

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Introduction :

Communication plays a vital and central role in our daily lives, both at the individual and collective levels. As societies develop and become more complex, the importance of organizational communication in the modern business environment has increased. Organizational communication forms the cornerstone on which institutions rely to achieve their goals. It contributes to the exchange of information, ideas, and decisions between individuals within any institution, helping to improve performance and enhance efficiency.

There are multiple forms of organizational communication, varying between formal and informal, oral and written, internal and external. Despite the diversity of its forms, the main objective remains the same: achieving effective communication that ensures the smooth and accurate flow of information across all levels of the institution.

Without an effective communication system, institutions may face significant challenges in coordinating between different departments, making the right decisions at the right time, and solving problems that may arise during work.

The gas industry and energy production are among the industries that most rely on effective organizational communication, given the complexity of their operations and their constant need for coordination between different work teams. This industry requires a high level of specialization and precision in work, where any defect in communication has a direct impact on the workflow, productivity, and general safety of employees. Therefore, organizational communication is considered the backbone that connects the

various departments of the institution, from the extraction of natural resources to the delivery of the final product to the markets.

Working in the field of energy and gas production requires continuous coordination between engineers, technicians, administrators, and safety teams. These complex operations need effective communication to ensure that every individual in the institution is aware of their responsibilities and tasks, and that they work in coordination with others to achieve common goals. In addition, organizational communication plays a major role in promoting a safety culture within institutions operating in this field, as any simple mistake can lead to catastrophic accidents.

In this context, effective organizational communication becomes an imperative necessity to ensure smooth and efficient workflow and achieve maximum productivity. It is not limited to just exchanging information, but also includes motivating employees, building cohesive work teams, and enhancing commitment to standards and procedures. Good communication contributes to building a positive work environment, where employees feel they are part of one team working towards achieving common goals, which enhances the spirit of cooperation and innovation within the institution.

On this basis, this study came to research the topic of the role of organizational communication in the production process at the Algerian Sonatrach company. This company is considered one of the largest and most important companies in the field of oil and gas production in Algeria, and plays a strategic role in the country's economy. The aim of the study is to understand how organizational communication affects the efficiency of production processes within

the company, and to explore ways in which this communication can be improved to achieve the best results.

The topic has been divided into four main chapters, as follows:

Chapter One: Methodological Framework of the Study

In this chapter, the problem and hypotheses will be defined, concepts will be identified, reasons for choosing the topic and previous studies will be discussed, and the objectives and importance of the study will be clarified. This chapter will lay the theoretical foundation for the study and define the framework through which the results will be discussed.

Chapter Two: Organizational Communication

This chapter deals with the nature of organizational communication, the structure of organizational communication, functions of organizational communication, and organizational communication networks. It will also review the importance and objectives of organizational communication, methods of organizational communication and its obstacles, in addition to its theories. This chapter aims to provide a deep and comprehensive understanding of its role in institutions operating in the field of mass production like Sonatrach.

Chapter Three: The Production Process

This chapter focuses on the concept of the production process throughout history, types of production, its dimensions and determinants, and its importance. The production process within institutions, its theories, methods used in production, its obstacles, and ways to improve production within institutions will also be discussed. This chapter aims to link the theoretical concepts of organizational communication with their practical applications in the field of production.

Chapter Four: Methodological Procedures and Field Study

This chapter includes the methodology used in the study, the study sample, and data collection tools. The areas of study, data analysis and interpretation of results, presentation of general results, and finally giving a set of recommendations and suggestions will also be presented. This chapter aims to provide tangible and applicable results through the field study that was conducted.

In conclusion, this study aims to highlight the importance of organizational communication in improving the production process within Sonatrach, through an applied study that includes various theoretical and practical aspects of this vital topic.

Chapter One

Chapter One: (Methodological Framework of the Study)

Problem Definition:

In our industrial age today, which is witnessing rapid growth of companies and increasing competition between them over who can achieve the greatest profit and market dominance, maintain its reputation from collapse and succeed in establishing internal stability, the need for smooth organizational communication has become fundamental and central to achieving institutional success, especially in light of the prominent challenges in recent years imposed by the highly competitive and constantly evolving business environment.

Effective organizational communication is considered the lifeblood of any institution, as it is the primary criterion by which the cohesion and success of any existing institution is measured, and the criterion that determines the institution's ability to adapt to challenges and difficulties that require decision-making and facing what hinders the production process.

Considering that organizational communication has come to play a pivotal role in shaping the culture, productivity, and success of companies across various industries, it has come to include the exchange of information, ideas, and messages within an organized framework within institutions as a mediator between the various human elements that the institution deals with within its entity. It is the backbone of every major production process, a means of

Chapter One : methodological framework of the study

coordination, cooperation, and decision-making, and ultimately, achieving the organizational goals that the institution seeks to reach.

Organizational communication is the vital tool that aims to facilitate information flow and enhance cooperation, support decision-making, build relationships, enhance employee participation, manage crises, promote innovation, and most importantly, achieve institutional success. It is the glue that binds together the various components and elements of the institution, enabling it to work more effectively and thrive and develop, which depends on improving its overall internal performance.

Thanks to the presence of interactive communication channels within the institution, the institution coheres, allowing the human element in it to keep pace with the developments taking place in it, and allowing it to be part of its success, so the quality of communication within the institution directly affects its performance. Clear, timely, and appropriate communication allows work teams to cohere and align with the organization's objectives and adapt to changing circumstances that may affect the production process. Conversely, poor communication can lead to misunderstanding, inefficiency, and lost opportunities, ultimately affecting the final product outcome.

At its core, organizational communication is the thread that weaves through every aspect of the organization, connecting its members, structures, processes, and culture. By recognizing the complex relationship between organization and communication, leaders can

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create a communicative environment that fosters collaboration, innovation, and growth.

The production department within institutions represents the operational arm responsible for manufacturing goods or providing services. It encompasses a multifaceted set of activities, from assembling raw resources to delivering the final product, all aimed at meeting customer requirements while improving efficiency and quality. It is a series of precisely coordinated steps designed to transform inputs into outputs, adding value to the production material at each stage of the journey. This complex process involves coordination between various departments, resource utilization, technology application, adherence to quality standards, and responsiveness to market dynamics. Understanding the production department and its associated processes is essential for institutions seeking to reduce costs, enhance competitiveness, and achieve sustainable growth in today's dynamic business landscape.

The term production department in the institution refers to the functional area responsible for overseeing manufacturing or service delivery processes. It includes all activities related to converting raw materials, labor, and other inputs into finished products or services ready for consumption by customers. This department typically includes other branches such as manufacturing, operations, logistics, and quality assurance, each playing a vital role in the production process. The production process itself refers to the systematic sequence of steps taken in efficiently and effectively transforming raw materials into the desired final product. These

steps may include planning, sourcing, production scheduling, assembly, quality control, and distribution, among others. The production process is characterized by its interactive nature, responding to changes in demand, technological advancements, supply chain disruptions, and quality improvement initiatives. By improving the production branch and its processes, institutions can achieve higher productivity, lower costs, increased customer satisfaction, and a competitive advantage in the market, which is impossible without effective organizational communication leading this process and directing it towards achieving the institution's goals.

All of the above is embodied in most service and economic institutions whose overall success depends not on the quality of production tools or the nature of raw materials, but on the effectiveness of the individual working on them and the ability of those in charge of organizational communication to interact with them and make the production process take place in the best possible way.

Sonatrach company is the supreme example of this in Algeria as it is the most important productive force in the country. Sonatrach, the state-owned Algerian oil and gas company, represents the cornerstone of the country's economy and energy landscape. As a vertically integrated entity, Sonatrach relies on the production and export of various types of hydrocarbon materials, from exploration and production to refining, transportation, and distribution. The company's production department is the backbone of its operations, responsible for extracting, processing, and delivering crude oil and

natural gas resources to domestic and international markets. Within this branch, the production process unfolds as a complex coordination of upstream and downstream activities, including exploration, drilling, reservoir management, extraction, refining, and distribution. This complex process requires meticulous planning, advanced technology, stringent safety measures, and environmental management to optimize resource use, mitigate risks, and ensure sustainable operations. Understanding the intricacies of Sonatrach's production department and integrated production process is crucial for understanding the company's strategic imperatives, operational challenges, and contributions to energy security and economic development in Algeria.

Sonatrach embodies the country's aspirations towards energy self-sufficiency and economic prosperity.

Sonatrach, like any institution, is an interactive system, aiming to achieve profitable returns in a formal legal manner through the performance of its workers. The human element represents the spirit and heart of the institution, thanks to which all basic operations and production links endure.

The relationship between the institution and its employee is a complementary one, in which communication plays the role of interpreter between them to form the organizational structure and establish a culture of work and performance.

Based on the foregoing, we wanted through this study to know the extent of the impact of organizational communication on the

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production process at Sonatrach DP by asking the following question:

How does organizational communication affect the production process at Sonatrach DP?

It involves sub-questions that came as follows:

-What is the role of organizational communication in building interaction and harmony within the work team in the production department within the research institution?

-Is there an impact of organizational communication on the understanding of production department employees of the company's objectives within the research institution?

From this, we posed the following hypotheses:

Hypothesis 1:

Effective organizational communication enhances interaction and harmony within the production team in the production department within the research institution.

Explanation: This hypothesis assumes that clear, consistent, and effective communication channels help build better relationships between team members, promote cooperation and reduce

misunderstandings, which in turn is expected to lead to a more cohesive and efficient production team.

Hypothesis 2:

Organizational communication positively affects the understanding of production department employees of the company's objectives within the research department.

Explanation: This hypothesis assumes that when organizational communication is clear, employees and organizers understand and align well with the company's goals. This alignment can lead to enhanced productivity and a motivated workforce, as employees feel more connected to the company's mission, goals, and identity.

Definition of Concepts

Concept of Communication:

Linguistically: In English, the word of "communication," comes from the root "To communicate," which goes back to the root "common," meaning general, generalization, or what is familiar and frequent. For example, "common problems" means usual problems.

Terminologically: Communication today is considered one of the most simple and complex concepts at the same time. Being a social phenomenon that enters into all human activities, it makes it a common and familiar concept to many, but it is also a complex term because it has become a very evolved and a fast forward field in which all disciplines and scientific fields intertwine, generating several concepts about it that differ from each other depending on the orientations of its scholars.

Here are some of them:

One of the philosophers who provided an accredited definition of communication is "Jürgen Habermas". He defined communication as "the process through which participants create meaning for the human activity to be applied and shared through the exchange of verbal and non-verbal messages within a specific context."

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Another definition came from Paul Watzlawick, one of the most prominent communication theorists of our time. In his book (Pragmatics of Human Communication), he says that communication is a complex process involving the exchange of information between individuals or groups and goes beyond just transmitting messages. It includes creating shared meaning and understanding between participants. Using non-verbal signs, gestures, and contextual factors that affect the general acceptance of the message content, Watzlawick emphasized the importance of understanding communication within its specific context, where meaning can be shaped through cultural norms, social dynamics, and individual perspectives. Therefore, communication is not limited to just transmitting information, but also includes the joint construction of meaning through interaction, negotiation, interpretation, and feedback.

Allen Louis defines communication as "the sum of all things a person does when they want to create an understanding of an issue in someone else's mind. In short, it is a bridge of meanings that involves a systematic process of informing, listening, understanding, responding, and feedback."

Catherine Miller defined communication as "those situations in which the sender transmits a message to the recipient with a conscious intention to influence the latter's (the recipient's) behaviors."

Other definitions of communication:

Communication is the intentional exchange of ideas by any effective means and is the process of creating an exchange of ideas between two or more people. (Thayer, 1968)

Communication is an attempt to control the recipient's behavior by controlling the message and simulating it to the recipient's state. (Hustman, 1966)

Operational definition of communication:

Based on the previous definitions, it can be concluded that communication is the process of exchanging information, ideas, and feelings between individuals or groups through verbal, non-verbal, written, or visual means in order to convey the intended meaning to influence the other party and create understanding and achieve common goals or objectives. It includes feedback to ensure the clarity and effectiveness of the intended message from the communication process.²

Definition of organizational communication:

One of the most influential sociologists of the past century who provided a comprehensive definition of organizational communication was Karl Weick. He defined it as "the process of sensemaking in environments of information that aim to explore social ambiguity through creating a shared understanding in the social system." This definition emphasizes the role of communication in reducing ambiguity and enhancing mutual understanding within organizations.

Another scholar who provided a definition of organizational communication is Herbert Simon, considered a pioneer in the fields of economics and cognitive psychology. Most of his studies were related to the nature of communication within organizations, concluding that organizations are complex systems relying on communication to coordinate activities and achieve goals efficiently. Simon defined organizational communication as "the process by which information is exchanged and interpreted within the organization to achieve coordinated action." This definition, highlighting the fundamental role of communication in facilitating coordination and cooperation within organizational structures, was widely adopted in most studies and student theses in northeastern universities like Michigan, Chicago, and New York (Empire State University) during the 1970s and even today.

Jurgen Habermas, the German theoretical sociologist, proposed a comprehensive theory of communicative action within organizations, emphasizing the importance of communication in shaping social reality and facilitating consensus-building within

organizations. Habermas views organizational communication as "the rational exchange of ideas and opinions aimed at achieving mutual understanding and arriving at collective decisions." This definition stresses the role of rational discourse and consensus-building in organizational processes, as Habermas's studies primarily revolved around communicative rationality or Rational communication.

Mohamed Ali Mohamed defines it as "a network designed to transmit information within the organizational structure at various levels, without which proper organization cannot exist. Communication is the only process that connects individuals within a work group and serves as the channel through which all types of technical information and human relationships pass".

Mohamed Munir Hijab sees organizational communication as a purposeful process applied within an institutional framework to facilitate the flow of data and information as facts between different project units, in various directions—upward, downward, and horizontal—across different work centers within the organization.

The operational definition of organizational communication:

Organizational communication refers to the communication that occurs between people working together to achieve common goals within the organization. It consists of the interactions that take place for the purpose of collaborating to achieve these goals or conducting business in general.

The concept of production:

Language: From the root "production," derived from the Latin origin "producere," which means "to bring forth".

Terminological definition of production:

Marx viewed production within the context of his theory of historical materialism as one of the most fundamental elements in the establishment and advancement of any society. He defined production as the process by which human labor transforms raw materials into marketable goods or services, thus creating additional utilitarian value for the product. Marx emphasized the social communicative relations inherent in production, particularly the communicative relationship between the owners of the means of production (capitalists) and workers (laborers). For Marx, production is a key element in understanding class struggle and the dynamics of capitalism.

Adam Smith, often referred to as the father of capitalism and modern economics, viewed production as "the creation of wealth through the use of labor, capital, and land." He stressed the importance of specialization and the division of labor in increasing productivity and efficiency within the economy. Smith's concept of production is closely linked to his theory of the invisible hand, where individuals' self-interest inadvertently promotes the collective good through market mechanisms.

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Max Weber, a sociologist and economist, defined production within the context of his theory on rationalization and the rise of bureaucracy. He defined production as "the organized and systematic process of transforming inputs into outputs within formal organizations." Weber highlighted the role of rational-legal authority and bureaucratic rules in managing production processes, as well as the dehumanizing effects of bureaucratic constraints on workers.

Michel Foucault, the French philosopher and social theorist, analyzed production through the lens of his theories on power relations and disciplinary mechanisms. He viewed production not only in terms of material goods but also in terms of the production of knowledge, discourses, and subjectivities within society. Foucault stated that production is the process of deriving actual value from elements through transformation processes, and he examined how institutions like prisons, schools, and hospitals function as sites of production, shaping individual behaviors, identities, and social norms through surveillance and discipline.

Antonio Gramsci, the Italian Marxist philosopher, expanded the concept of production to include cultural and ideological production. He coined the term "cultural hegemony" to describe the ability of the dominant class to maintain power by controlling the production and dissemination of cultural and ideological norms. Gramsci emphasized the role of intellectuals and cultural institutions in shaping public consciousness and maintaining social order through the production of consent.

Operational definition of production:

Production is the process through which goods or services are created. This concept typically involves a series of steps by which raw materials are transformed into finished products. It encompasses all activities necessary to convert inputs into outputs, including manufacturing, assembly, packaging, and distribution. The goal is to meet human needs and desires by generating valuable goods and services for consumption or exchange in the economy

The concept of the Organization :

Language: In English, the equivalent term is "foundation." Many people confuse this word with synonyms of the term "institution" in English, such as "company," which means a business entity, and "organization," which means an organized group or system.

Terminological perspective:

Adam Smith, in his book "The Wealth of Nations," views an institution as an entity composed of individuals who come together to pursue common economic interests. He sees it as an association where specialties meet, labor is divided, and goods and services are exchanged to enhance productivity and societal wealth.

Karl Marx, on the other hand, defines an Organization or an institution within the context of capitalist relations as a tool for exploiting human energies to achieve profit.

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Max Weber conceives of an organisation as a rational organization characterized by bureaucratic structures and hierarchical authority. He emphasizes the role of rational-legal authority and division of labor in shaping efficiency and stability within modern institutions.

Peter Drucker regards an organisation as a social-technical system comprising people, processes, and technology working toward a common goal.

Michael Porter focuses his perspective on the concept of competitive advantage, defining an organisation as a strategic battleground where companies compete for market dominance. He underscores the role of industry structure, competitive forces, and strategic positioning in shaping a company's success and profitability.

Clayton Christensen introduced the theory of disruptive innovation, defining organisation as dynamic entities engaged in production and transformation within specific environments while facing continuous threats from disruptive technologies and business models. He observes that existing companies often fail to adapt to disruptive changes, paving the way for newcomers to radically alter the market landscape.

Operational definition of the organisation :

An organisation entity composed of individuals engaged in purposeful activities. It typically participates in the production, distribution, or provision of goods or services to generate revenue and profits. Organisations can vary in size, structure, and ownership, ranging from small family-owned businesses to large multinational corporations. They operate within legal frameworks and regulations, guided by organizational goals, strategies, and managerial practices.

Definition of Sonatrach Corporation:

"Language : Sonatrach" is an abbreviation for the French phrase "Société Nationale pour la Recherche, la Production, le Transport, la Transformation, et la Commercialization des Hydrocarbures", which translates to "National Company for Research, Production, Transport, Transformation, and Marketing of Hydrocarbons".

Terminologically : Sonatrach is the Algerian state-owned national oil company, established in 1963. It is responsible for the exploration, production, refining, and marketing of hydrocarbon fuels, including crude oil and natural gas, both domestically and internationally. Sonatrach plays a pivotal role in the Algerian economy, significantly contributing to government revenues and serving as a major driver of economic development and industrial growth. As a state-owned entity, Sonatrach operates within the legal framework established by the Algerian government, ensuring

its activities are regulated and supervised to align with national energy policies and objectives.

Procedural definition of Sonatrach

Sonatrach is the national oil company owned by the Algerian state. As one of the largest oil and gas companies in Africa, Sonatrach is a key player in the global energy market. The company covers the entire chain of oil and gas production within the country, including exploration, production, refining, transportation, and marketing of hydrocarbons and their derivatives. Headquartered in Algiers, Sonatrach plays a central role in the Algerian economy, making significant contributions to the Gross Domestic Product (GDP) and national revenues. Additionally, the company engages in international partnerships and investments, enhancing its technological capabilities and market reach.

Reasons for choosing the topic:

In any academic study, the researcher must adopt a set of motivations behind their choice of topic. It is essential for them to have clear and convincing reasons for selecting the study subject. The process of selection goes beyond mere curiosity and does not arise from emptiness; there must be motivations preceding the study topic due to its significance.

In the case of my research, focusing on studying the impact of organizational communication on workflow in the production department of Sonatrach is driven by a combination of personal and objective factors, including :

Subjective Reasons :

1. **Personal Interest:** The topic aligns with my personal interests and professional aspirations as a resident within Sonatrach's industrial hub in Hassi R'mel, where my father also works. Choosing this topic resonates with my passion to understand the interaction between organizational communication and performance within Sonatrach, particularly in its production department. Exploring this topic will allow me to delve deeper into an area that captures my curiosity and stimulates my intellectual growth.

2. **Professional Development:** Conducting research on the impact of organizational communication within an institution like Sonatrach provides valuable opportunities for professional development. It's an unmissable chance to hone my research skills, critical thinking abilities, and analytical prowess, preparing me for future academic pursuits or professional endeavors in related fields.

3. **Social Impact:** By shedding light on the importance of effective communication within Sonatrach's production branch, this research has the potential to create a positive social impact, especially within this professional environment. Improving organizational communication practices within the company can enhance job satisfaction, employee engagement, and interactive organizational performance, ultimately benefiting the workforce, stakeholders, and the broader community.

Objective reasons :

- The importance of the industry in Algeria, where Sonatrach occupies a central position in the oil and gas sector in Algeria, being a crucial element in the country's economy. Through studying the impact of organizational communication on the workflow in its production department, valuable insights into operational efficiency, resource management, and strategic decision-making processes for a key player in the energy sector in this country will be gained.

- The operational value of the topic lies in understanding the role of organizational communication in the workflow of the production department of one of the largest and most successful companies on the continent. This understanding has positive implications for improving operational efficiency and productivity in similar industrial environments. The findings of this research can benefit best practices, policies, and training programs aimed at enhancing communication processes and overall performance by viewing them from different and novel perspectives.

- Academic contribution: This research on organizational communication will contribute to enriching the scientific knowledge base with future studies on the same topic by exploring its impact within specific contexts - the production branch at Sonatrach in this case. By investigating real-world scenarios and applying theoretical frameworks, it adds to the body of sources and references in this field, paving the way for further scholarly research in the future and the feasibility of field-testing its hypotheses.

Previous studies

Previous studies provide the basis for understanding the context and significance of events recounted in scientific research. By examining available previous research, the researcher gains a supported academic view of the historical, cultural and social factors that shaped the experiences of those who have previously researched this field and topic. Understanding these previous studies provides a valuable context and depth to the narrative that the researcher can benefit from in determining which research angle suits the topic he is working on. In this regard, I relied in this study on a group of foreign and Algerian studies, which I classified as follows:

Study 1 :

" Corporate Communication (A Case Study of Oil & Natural Gas Corporation) "

Hemwati Nandan Bahuguna Garhwal University | HNB · School of Management – India – Harkandi.

This study is considered one of the most successful studies on this subject, not only in India but in the world. The research includes explaining the role of communication technology in all aspects of economic institutions and most, and the extent to which energy institutions rely on the organizational communication process in their routine commercial activities despite their enjoyment of the latest technology and means. It focuses on This note covers the organizational communication process used by ONGC to enhance

its production activity. It also highlights areas where the organization should make its efforts to make the communication process more effective.

Study 2 :

" "Communication Dynamics in Gas Companies: A Case Study of Production Branches"

Prepared by student John Smith

A dissertation to obtain a doctorate degree in 2020

University of California, Los Angeles

This study examines the complex communication dynamics within gas companies' production branches, focusing on the interplay between organizational structures, information flow, and production efficiency. Through qualitative analysis and interviews with key stakeholders, the research reveals the pivotal role of effective communication strategies in improving operational processes and promoting a culture of safety and collaboration.

This is done by asking the main question, which is as follows:

How do communication dynamics influence operational efficiency and safety within gas companies' production branches?

The researcher divided the main question into a group of sub-questions, which were as follows:

- What are the main communication channels and structures within the branches of gas production institutions?
- How do communication patterns affect decision-making processes and workflow coordination?

Chapter One : methodological framework of the study

- What role does communication play in promoting a culture of safety and cooperation?

The study was based on a group of organizational communication theories such as network theory, information processing theory, and socio-technical systems theory.

From this, a set of hypotheses were derived:

- Effective communication strategies will be associated with improved operational efficiency and reduced safety incidents.

The level of workers' performance varies depending on the type of communication used within the production branch.

This study aimed to identify communication challenges and opportunities within gas production branches and suggest recommendations to enhance communication effectiveness.

To achieve these goals, the researcher relied on a set of tools in his research, namely interview, observation, and questionnaire, and they were used on a sample selected from gas production branches from multiple institutions to ensure diversity in organizational size and operational context.

Participants included production managers, engineers, technicians and front-line workers involved in daily operations.

At the end of his research, the researcher concluded that effective communication is necessary to improve operational processes and enhance safety within gas production branches. Strategies such as clear information dissemination channels and promoting a culture of open communication can lead to tangible improvements in performance results

Study 3 :

" "Exploring Communication Practices in Gas Production: A Cross-Industry Comparative Analysis"

A doctoral thesis prepared by student Emily Johnson in 2019 at Stanford University

This thesis examines communication practices within gas production branches, making comparisons across multiple industries to identify best practices and areas for improvement. By analyzing data from gas companies as well as other sectors, the study highlights the unique challenges and opportunities in fostering effective communication networks within the production environment.

The main question in this thesis was: How do communication practices within gas production branches compare to those in other industries, and what lessons can be learned from a comprehensive analysis of successful examples of production branches in other industries?

The researcher divided the main question into a group of sub-questions, which were as follows:

What are the similarities and differences in communication structures across different industries?

- How do communication practices in gas production branches compare to industries with high reliability (such as aviation and nuclear energy)?

- What insights can be gained from other industries to enhance communication effectiveness in gas production?

Chapter One : methodological framework of the study

The researcher employed several theories from the field of organizational communication, such as comparison theory in communication, high reliability organization theory, and organizational learning theory.

What led her to build a set of hypotheses such as:

A comprehensive industry analysis will reveal unique communication challenges in gas production and opportunities for improvement by adopting best practices from other sectors.

Its study aimed to identify communication gaps and potential solutions within gas production branches through comparative analysis with other industries.

Two research tools were used: literature review and interview, while this research was conducted on two samples, the first represented by employees of gas production branches from different companies to conduct in-depth case studies. The second sample intended for comparative analysis of industries known for their high reliability and other safety standards included employees from airlines and nuclear energy companies.

In summary, this research provides a cross-industry analysis to determine the importance of adapting communication practices from high-reliability industries to enhance safety and operational effectiveness within gas production branches. Learning from different sectors can enrich communication strategies and promote continuous improvement.

Study 4 :

" The Role of Communication Networks in Enhancing Operational Efficiency: A Study of Gas Production Facilities"

Prepared by student Michael Rodriguez to obtain his doctoral degree in 2018 from the University of Austin, Texas.

This research addresses the importance of communications networks in improving operational efficiency within gas production facilities. Using social network analysis and organizational communication theories, the study demonstrates the impact of network structures on information diffusion, decision-making processes, and overall performance outcomes in the gas production industry.

The main question in this thesis was as follows:

How do communications networks within gas production facilities contribute to operational efficiency and performance results?

The researcher divided the main question into a group of sub-questions, which were as follows:

What are the characteristics of communications networks within gas production facilities?

How do network structures affect information flow and decision-making processes?

What is the impact of communications networks on production efficiency and safety outcomes?

Chapter One : methodological framework of the study

What made the researcher come up with his general hypothesis for the thesis, which he built on social network theory, network analysis theory, and the six organizational efficiency theories.

His hypothesis was this: Communications networks characterized by high connectivity and information exchange will be associated with improved operational efficiency and safety outcomes .

The main goal of this research, like any study, is to understand the relationship between communications networks and operational performance within gas production organizations and their production facilities, and to propose strategies to improve network effectiveness .

To achieve these goals, the researcher relied on tools including :

Social Network Analysis (SNA) tool: SNA is used to map communications networks within gas production facilities, identifying key nodes and network structures .

Internal Communication Document Analyzer: A tool that explores social documents such as emails and memos within an organization, to complement network data .

Participant observation was also used. These tools were applied to a sample of employees of gas production facilities from multiple companies from different levels of the organization, such as production supervisors, operators, and administrative employees.

In short, the study attempts to understand the role that communications networks play in shaping operational efficiency

and safety outcomes within gas production facilities. How can organizational communication strategies, especially those of a network nature, lead to tangible improvements in production processes and overall performance? Thus, this study provides valuable insights into the role of organizational communication in the context of gas companies' production branches, providing a comprehensive understanding of the challenges and opportunities inherent in this sector.

Study Goals :

Every study or research must include a set of objectives that the researcher seeks to reach. The objectives of this study on the impact of organizational communication on the production process at Sonatrach DP include the following:

1. Learning about the dynamics of organizational communication, the production department at Sonatrach, and understand the forces and influences that drive the communication process within the Sonatrach organization.
2. Identifying the relationship between organizational communication and the Sonatrach Foundation and its functional performance .
3. Identifying the challenges faced by organizational communication and its contributions to exclusion .
4. Evaluating the impact of organizational communication on the performance of the production department.
5. Exploring employees' views, perceptions, attitudes and experiences regarding organizational communication within the production department, including their levels of satisfaction and suggestions for improvement.
6. Examining the role of leadership communication within the production department, including the effectiveness of administrative communication strategies, feedback mechanisms, and decision-making processes.

The importance of the Study :

Several researches and studies have addressed the topic of communication in its general form, but organizational communication within Algerian institutions, especially Sonatrach, is a topic that has not received the same attention from researchers in the field of communication in Algeria, especially Sonatrach.

The importance of this memorandum is to contribute to supporting the application of communication theories in Algeria, and to clarify a set of current points about organizational communication by providing insight into how communication practices within a specific organizational context affect the production process at Sonatrach. This study can help improve theoretical frameworks and models related to the field of public relations in particular and communication in general.

Sonatrach, as a prominent energy company, can also benefit from the results of this research to improve its communication strategies within its most important production division. Implementing the recommendations based in this study can enhance efficiency, productivity, and overall performance.

The results of this study can be generalized to other areas, and the results of this study could have implications beyond Sonatrach and the energy sector. Understanding the impact of organizational communication on production can provide valuable insights to organizations across various industries, contributing to improving practices and developing communication channels.

Chapter One : methodological framework of the study

By carefully studying this topic, researchers and practitioners can enhance their understanding of the complex dynamics between communication processes and production outcomes. Which could lead to the development of better methodologies and tools for new practices in future organizational communication research.

In general, studying the impact of organizational communication on the production branch of Sonatrach is very important from an academic perspective because it contributes to theoretical progress and practical applications in the areas of organizational communication, energy resource management, and industrial productivity in the country.

Chapter Two

Chapter Two : Organizational Communication

Intro :

Topic one : The nature of organizational communication

The first requirement: organizational communication structure

The second requirement: organizational communication functions

The third requirement: organizational communication networks

Fourth requirement: The importance and objectives of organizational communication

Topic two : methods of organizational communication and its obstacles

The first requirement: methods of formal communication in the organization

The second requirement: Obstacles to organizational communication

Third requirement: Characteristics of effective organizational communication

Fourth requirement: Theories of organizational communication

Chapter summary

Intro :

Organizational communication is the lifeblood of any company, woven into the fabric of its operations, culture and success. In essence, it embodies the transfer of information, ideas and values within an organizational framework. It is also considered one of the topics that should attract the attention of researchers and scholars in the field of communication sciences and public relations, as this multifaceted system includes a countless number of channels, from official memos and emails to informal conversations and digital platforms, each of which plays a pivotal role in Shaping organizational dynamics. Because of this, there are many angles from which the researcher can approach understanding the nature of organizational communication .

In the complex landscape of modern business, characterized by rapid technological advancement and global interconnectedness, the importance of effective communication is growing exponentially. Organizations must be in a state of consistency and harmony internally, so that their mission and goals extend across geographical borders and transcend language barriers, which necessitates ingenious communication strategies that accommodate diversity and inclusion. Moreover, in an era characterized by unprecedented levels of information overload, the ability to efficiently extract and disseminate relevant information becomes critical, enabling organizations to maintain flexibility and adaptability in the face of constant change.

Through this chapter, we will discuss the nature of organizational communication, its networks, and its importance within the first section, while the second section will address organizational communication methods and the obstacles to such a process within work environments, highlighting the characteristics of effective communication and the most important theories that came in this context.

Topic one : The nature of organizational communication

The first requirement: the structure of organizational communication :

Organizational communication represents the cornerstone of organizational effectiveness, shaping the culture, processes and results within a company. This research seeks to provide a comprehensive examination of the structure of organizational communication, and to delve into its complexities, mechanisms, and comprehensive effects. By synthesizing existing literature, theoretical frameworks, and empirical studies, this study aims to illustrate the multifaceted nature of organizational communication, and provide insights that inform both theory and practice.

There is a link between administrative organization and communication as an activity. Communication is what drives every part of the organization process, as it is not possible to organize, arrange and distribute tasks without creating some kind of

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communication and the arrival of information through certain channels to inform those in charge of operations within the organization to adhere to their positions .

Communication is the lifeblood of organizations, serving as the basis for coordination, cooperation, decision-making, and information transfer. Effective communication enhances understanding among employees, enhances productivity, facilitates innovation, and ultimately drives organizational success. Conversely, poor communication can lead to misunderstandings, conflicts, and inefficiency, and ultimately hinder the achievement of organizational goals

It's types :

First: Official organizational communication

1- Its concept :

Formal organizational communication refers to the organized transmission of information, ideas, and messages within an organization through existing channels, protocols, and hierarchical structures. It includes the planned dissemination of formal messages, policies, procedures and directives from management to employees, as well as feedback and upward communication from employees to management. Formal communication typically follows pre-determined paths such as memos, reports, meetings, emails, and formal announcements, with the aim of ensuring clarity, consistency, and efficiency in conveying organizational goals, objectives, and expectations.

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“ It is that communication that takes place in various administrative organizations, and is subject to its paths and channels For considerations determined by the laws, regulations, bylaws and general rules followed in this organization “

2 – it’s Tasks :

The tasks of formal organizational communication are embodied in a set of points, which are as follows:

- . Facilitating the process of disseminating information and reducing effort.
- . Ensure clarity and accuracy in communicating messages.
- . Enhance understanding of organizational goals and objectives.
- . Promote compliance with company policies and procedures.
- . Enhancing coordination and cooperation between departments.
- . Support effective decision-making processes.
- . Providing feedback mechanisms to evaluate performance.
- . Developing a sense of belonging and organizational culture.
- . Increase employee participation in the decision-making process and their satisfaction.
- . Reducing instances of distraction, panic, and ambiguity within the organization.

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- . Convey directives and instructions from management in an effective manner.
- . Reporting changes in organizational structure or strategy.
- . Raise employee morale and motivate them.
- . Promoting transparency and openness in communication.
- . Promoting innovation and sharing of ideas.
- . Support conflict resolution and problem-solving efforts.
- . Ensure compliance with legal and regulatory requirements.
- . Building confidence and credibility in leadership.
- . Promoting institutional values and ethics.
- . Contribute to overall organizational effectiveness and success.
- . Disseminating the organization's goals and values.
- . Informing the organization's members of the organization's plans, capabilities, and aspirations.
- . Communicate instructions, directions and orders to workers.
- . Obtaining information, data, inquiries, expectations, suggestions, problems and complaints.
- . Illustrate changes and achievements.
- . Developing ideas, modifying trends, and investigating reactions, which ultimately leads to achieving goals.

1- It's forms :

This type of communication takes four directions that can be highlighted in the following figure:

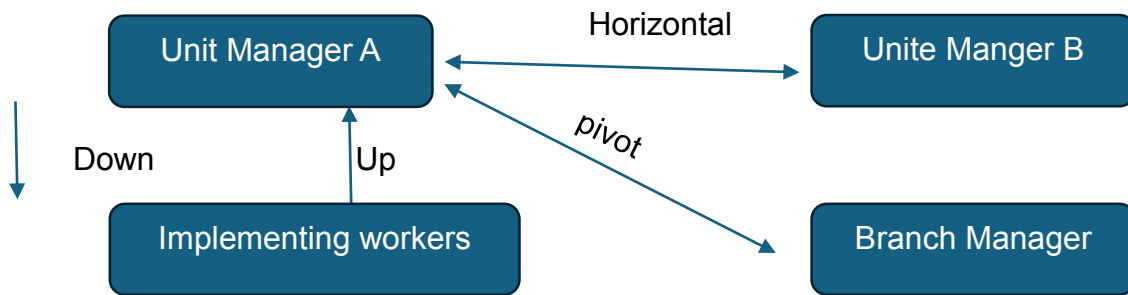


Figure No. (01) shows the form and directions of formal organizational communication³

3-1: Downward communication:

Its concept: It is the communication that flows from the upper levels of the organization to the lower levels. It includes directions, instructions, feedback, and performance reviews.

Ensuring clarity and alignment also aims to agree with organizational expectations and provide instructions, guidance and feedback to employees to facilitate task performance and development, and enhance employee motivation, participation and morale by enhancing a sense of direction and belonging.

B - Advantages of downlink communication:

³ الغفار حنفي: السلوك التنظيمي وإدارة الفاعلين، الدار الجامعية، الاسكندرية، 1990، ص 547

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- Providing clarity on organizational goals and expectations.
- Ensure consistency in messaging.
- Facilitating harmony.
- Enhancing employee morale by enhancing the sense of belonging.
- Enabling individuals to follow changes and events within the institution and the management's position on them, which helps maintain the institution's balance.

C - Obstacles to downward communication:

- The risk of information being distorted as it passes through different levels and changes from its original content.

Lack of upward feedback can hinder organizational success.

- Officials' control over information and their ability to filter and withhold it from lower levels, which may negatively affect the desired effect of the message.⁴.

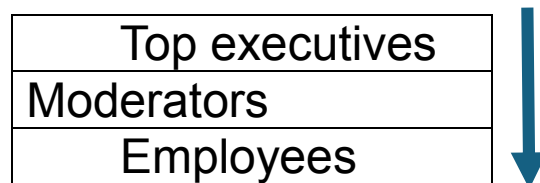


Figure No. (02) shows the official downward organizational communication⁵

⁴ "المؤلف أحمد الشامي، إدارة الاتصال في المنظمات"، من إصدارات دار الكتب العلمية عام 2015، ص 50-55.

⁵ "المؤلف أحمد الشامي، إدارة الاتصال في المنظمات"، من إصدارات دار الكتب العلمية عام 2015، ص 50-55.

3-2- Upward communication:

His concept:

It is the communication that flows from the lower levels of the organization to the higher levels. It includes comments, suggestions, grievances, and performance updates.

It is very important and decisive in the growth and development of the institution in a positive light.

It can be summarized in four points:

- Solicit comments, suggestions and insights from employees to improve organizational effectiveness and decision-making.
- Address employee concerns, grievances and issues to maintain a positive work environment and employee satisfaction.
- Empowering employees by providing opportunities to express their opinions and contribute thoughts and ideas.
- Participation in decision-making processes.

B - Advantages of upward communication:

- Providing valuable insights from front-line staff
- Promoting a sense of inclusion and empowerment.
- Promoting a culture of openness and transparency.
- Enabling leaders to address problems before they escalate.
- Enabling individuals to express themselves.

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- Satisfying the social needs of employees.
- Troubleshooting errors before they occur.

C - Obstacles to upward communication:

Revenge and abuse may prevent honest and spontaneous reactions.

- Filtering or distorting information from officials as they move up the hierarchy.
- Limited vision of upward communication by senior management.
- The spatial distance between superiors and subordinates.
- The institution's culture and policy, which may consider it more natural for communication to always begin with superiors and not the other way around.
- Closed-door policy and isolation of presidents.

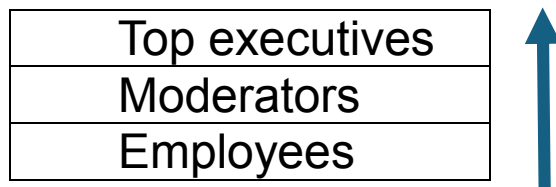


Figure No. (03) shows the formal upward organizational communication⁶

⁶ "إدارة الاتصال في المنظمات" للمؤلف أحمد الشامي، من إصدارات دار الكتب العلمية عام 2015، ص 60-65.

3-3 Horizontal communication:

A - Its concept:

It is the communication that occurs between individuals or departments at the same hierarchical level within the organization. It facilitates coordination, cooperation and information exchange across borders

It is the exchange of information, ideas, and feedback between individuals or departments at the same hierarchical level within the organization.

It aims to facilitate coordination, collaboration and information sharing across functional boundaries.

B - Advantages of horizontal communication:

- Enhances collaboration and interaction and encourages teamwork, problem solving and cross-functional initiatives, leading to increased productivity and innovation.
- Enhancing flexibility and adaptation, allowing rapid response to changes in the internal or external environment by enabling communication and coordination across departments.
- Building a positive work environment and enhancing trust, communication and mutual respect among employees, which leads to increased belonging and work well-being.
- Enhancing organizational efficiency by improving the flow of information, decision-making, and task execution by reducing

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bureaucratic obstacles and enhancing direct communication between counterparts.

- Promoting employee development provides opportunities to develop skills, share knowledge, and learn from colleagues with different experiences and backgrounds.
- Promotes teamwork and problem solving
- Speeds up decision-making processes.
- Encourages innovation through diverse perspectives and fosters a cohesive organizational culture.

C- Obstacles to horizontal communication:

- It may hinder the separation between departments or functions, leading to duplication of efforts, discrepancies, conflicts, and lack of harmony.

The absence of formal channels or avenues for horizontal communication may lead to random exchanges that are ineffective in accomplishing tasks accurately.

Differences in priorities may hinder this type of communication in arranging and preferring conflicting goals between departments, from cooperation to coordination, which hinders organizational effectiveness.

- This form of communication may lead to communication fatigue. Excessive and unorganized messages in a vertical manner may exhaust employees and restrict their ability to focus on essential tasks.

Resistance to change: Employees may resist sharing information or cooperating with colleagues from other departments due to fear of loss of control, competition, or threats to their independence.

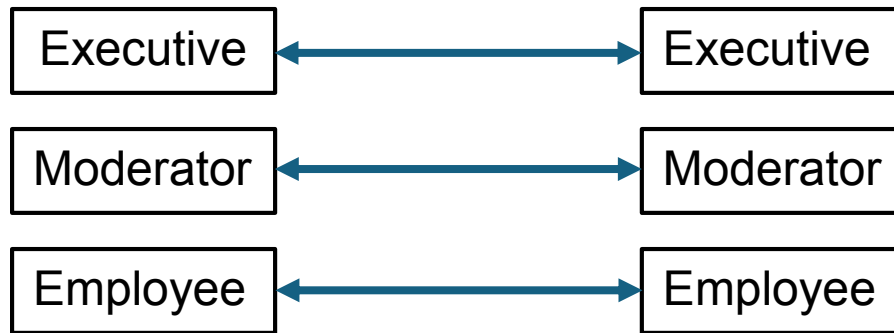


Figure No. (04) shows the shape of the horizontal connection and its directions⁷

4-3 Axial connection:

A - The concept of pivotal communication:

Pivotal communication is the exchange of information and ideas in a hierarchical manner or between departments. It is similar to diagonal communication, despite some differences between them, as it transmits directives between different departments or divisions within the institution that fall within one hierarchical ladder, with the aim of achieving coordination and compatibility between different

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goals, activities and strategies, as an example. The General Manager of the Production Branch contacts the Director of the Maintenance Branch.

B - Advantages of coaxial communication:

- Achieving strategic coordination so that it contributes to achieving compatibility of goals and coordination of activities between different departments, which enhances the effectiveness of organizational work.
- Enhancing transparency and understanding, facilitating the exchange of information and directives between departments in understanding work requirements and directives from senior management, which reduces confusion and conflict.
- Improving performance and integration, as pivotal communication enhances cooperation and integration between different departments, which contributes to achieving outstanding results and improving organizational performance.
- Enhancing response and adaptation. Central communication allows the organization to adapt to changes in the external environment through exchanging information and making informed strategic decisions.
- Enhancing interaction and innovation, as central communication encourages interaction, exchange of ideas and innovation between different departments, which contributes to achieving continuous development and improvement in organizational processes and practices.

C- Obstacles to pivotal communication:

- Dispersion of interests. Axial communication may suffer from dispersion of interests and priorities between different departments, which reduces the effectiveness of coordination and consensus.
- Imbalance in power: Imbalance in power between different departments may lead to challenges in the process of pivotal exchange of information and guidance.
 - Organizational culture that may affect the ability of departments to cooperate and exchange information effectively.
 - Structural obstacles that departments may face in the process of exchanging information and directives due to the organization of the institution or the structure of departments.
- Lack of effective channels, which means that central communication may suffer from a lack of effective and appropriate channels for exchanging information and making decisions between different departments.

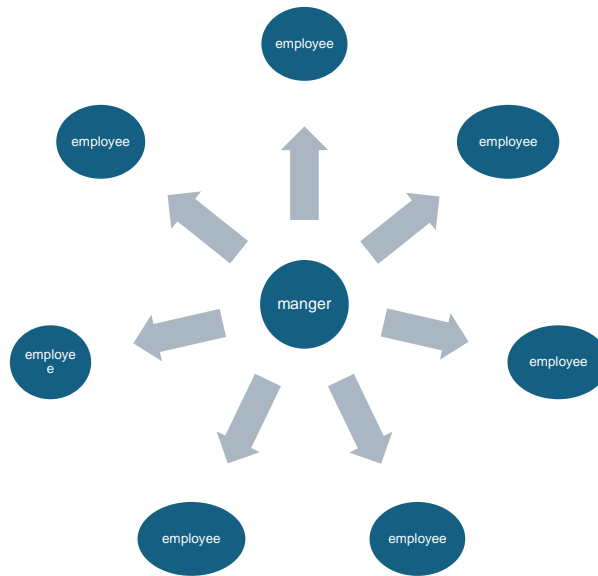


Figure No. (05) shows the formal focal communication form and its directions

5-3 – Lateral communication :

A- The concept of Lateral communication:

Diagonal communication is the exchange of information and directives between not directly connected departments or divisions within an organization, which are at different locations in the organizational pyramid , Lateral communication aims to enhance cooperation and communication between distant departments to achieve common goals, as an example of the communication of the director of the company's social media management branch with the director of the marketing department.

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B- Advantages of Lateral communication:

- Improving coordination and integration, as it contributes to enhancing communication and cooperation between departments or sections that are not directly related, which enhances coordination and integration in achieving common goals.
- Exchanging knowledge and experiences. Lateral communication can contribute to the exchange of knowledge and experiences between different departments, which enhances innovation and development within the organization.
- Improving internal communication and enhancing trust and understanding between different departments, which facilitates problem solving and coordination of efforts to achieve common goals.
- Enhancing organizational effectiveness by providing channels for exchanging information and making decisions across different departments.
- Strengthening organizational culture, which contributes to building an organizational culture that encourages cooperation and effective communication between different departments.

C- Obstacles to Lateral communication:

- Organizational bureaucracy. Departments may face bureaucratic obstacles that hinder communication and exchange of information between them.
- Organizational culture that affects departments' response to directives and information received from another department.

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- Fear of losing control: Some departments may fear losing control over processes or information when communicating with other departments.
- Logical bias, which means that some individuals may lean towards different departments due to reservation or bias towards ideas or priorities specific to their departments or interests.
- Lack of effective infrastructure. Some institutions may suffer from a lack of effective infrastructure that facilitates smooth national communication and information exchange

External Communication :

A - The concept of external communication:

External communication is the communication and exchange of information and concepts between an organization and entities or individuals outside the organization's internal environment. This type of communication includes interaction with customers, suppliers, business partners, the public, the media, government agencies, and society in general.

B - Advantages of external communication:

- Building strong relationships and contributing to building a sustainable connection with customers, business partners and the public, which contributes to enhancing the organization's reputation and increasing opportunities for growth and development.
- Enhancing trust and credibility, as it contributes to building the confidence of the public, customers and suppliers through effective, transparent and open communication with them.

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- Improving perception and understanding, allowing the organization's vision, values, products and services to be effectively conveyed to external audiences, which helps improve their understanding and perception of the brand.
- Effective response to the content of the message, so that external communication allows the organization to respond effectively to external needs and requirements, whether that is through providing support to customers or dealing with the general concerns of the public.
- Improving the public image. External communication can contribute to improving the organization's image in the market and increasing its attractiveness to potential customers, investors and partners.

C- Obstacles to external communication:

- Linguistic and cultural challenges. Linguistic and cultural differences may pose a challenge when communicating with external parties.
- Communication problems that the organization may face and pose challenges to it in adopting effective means of communicating with customers and external partners, which may affect the quality of relationships.
- Time pressures, as the organization suffers from time pressures in dealing with external needs and requirements in a timely manner that may be outside its control.
- Organization and coordination. External communication requires a continuous effort to organize and coordinate between the various

departments and branches within the organization to ensure an effective and coordinated response to external challenges

Second: Informal organizational communication:

A – it's concept :

Informal organizational communication is the process of exchanging messages and information between members of an organization outside specific formal structures and channels. This type of communication includes informal conversations, informal email, and personal communications within the organization.

Informal organizational communication enables individuals within an organization to communicate freely and flexibly outside established formal channels. This type of communication contributes to building relationships and enhancing cooperation within the organization, which contributes to enhancing team spirit and increasing productivity .

B - Advantages of informal organizational communication :

- Enhancing communication, so that informal organizational communication contributes to enhancing communication between members of the organization, which enhances understanding and cooperation.

- Building relationships and enhancing opportunities to build collective spirit and teamwork.

- Transferring information quickly, which contributes to faster and more effective decision-making .

C- Disadvantages of informal organizational communication :

- The spread of rumors and incorrect information, which negatively affects credibility and trust within the organization.

- Distraction and confusion, which reduces work efficiency and productivity.

Lack of direction and management: Informal communications become undirected and poorly managed, leading to a loss of control and control over messages and information. □□

D- Obstacles to informal organizational communication :

Hierarchical orientation: Formal and hierarchical communication structures can be a barrier to informal organizational communication, as channels and procedures are determined by management.

- Fear of punishment. Organization workers may be afraid to speak freely outside official channels for fear of punishment or negative consequences.

- Organizational culture, where informal organizational communication is influenced by the organizational culture of the organization, as some cultures may be more tolerant of informal communication while others may be more traditional and restrictive .

E - The reason behind the existence of informal organizational communication:

The reason why informal organizational communication exists in organizations is because of the natural need of individuals to communicate informally and unrestrictedly. Informal communication can give individuals an opportunity to freely express their opinions and ideas, which contributes to building relationships and promoting effective communication within an organization.

The second requirement: organizational communication functions :

- 1 . Production: Ensuring clear communication between production teams, supervisors, and management to achieve maximum efficiency and achieve production goals. This includes setting priorities, organizing resources, coordinating schedules, and resolving problems that hinder the progress of the production process.
- 2 . Creativity: This type of communication aims to create an environment that encourages creativity and innovation within the organization. This includes creating mechanisms for exchanging ideas and suggestions among employees, providing opportunities for experiments and testing, and encouraging creative and innovative thinking in solving problems and improving operations, through effective

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communication channels, idea exchange platforms, and feedback mechanisms .

- 3 . Coordination: This type of communication relates to organizing and coordinating work efforts within the organization to achieve goals and meet the needs of departments. This includes developing policies and procedures for effective communication, defining responsibilities and competencies, and directing operations in a way that ensures smooth coordination and cooperation between different departments and teams, including creating protocols and systems for communication. To facilitate smooth coordination between departments within the organization.
- 4 . Maintenance: This type of communication includes managing communication related to maintenance schedules, procedures, and problems related to the maintenance of equipment and facilities within the organization. It aims to ensure that maintenance is carried out regularly and efficiently, and that all relevant operations are properly directed in accordance with established standards and requirements, from managing communication efforts regarding maintenance schedules, procedures and problems, to ensuring that equipment and facilities are properly maintained and well-operated.
- 5 . Supervision: This includes providing clear directions and instructions, providing useful feedback, and providing support and assistance to employees to ensure that set goals are achieved, challenges and obstacles are overcome, and

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monitoring progress and addressing any problems or concerns that may arise.

- 6 . Planning: Coordinating and managing communication efforts related to various events within the organization. This includes planning, promoting and implementing events in a consistent and effective manner, ensuring the achievement of set objectives and the effective participation of all parties involved.
- 7 . Training and development : Directing and providing information related to training and development programs for employees within the organization. With the aim of enhancing and developing individual skills and capabilities, and providing opportunities to improve performance and achieve institutional goals more effectively. Supporting employees' professional growth within the organization.
- 8 . Crisis management : Developing strategies and protocols for effective communication during crises or emergencies, internally and externally, to maintain trust and reduce damage to the organization's reputation. Providing correct and reliable information, and managing the response effectively to preserve the organization's reputation and resolve the crisis with the least possible impact .

The third requirement: organizational communication networks :

Administrative communications in the organization take different forms, known by specialists in the field of administration as communication networks, which appeared after communication became a complex social system. Communication networks are divided into:

1. Vertical network of communication:

- In a vertical network of communication, information flows up and down the organizational hierarchy in a vertical manner.
 - It follows a chain of command, where upper management communicates with employees in lower levels through stages and vice versa.
 - This network facilitates the transfer of directions, feedback, and performance evaluation within the organization.

2. Hierarchical Network:

A hierarchical network resembles a vertical structure, where information flows strictly from the top of the pyramid to the bottom.

- It is characterized by centralized decision-making and limited lateral communication.
- Communication occurs primarily between upper management and employees lower down, with little interaction between peers at the same hierarchical level.

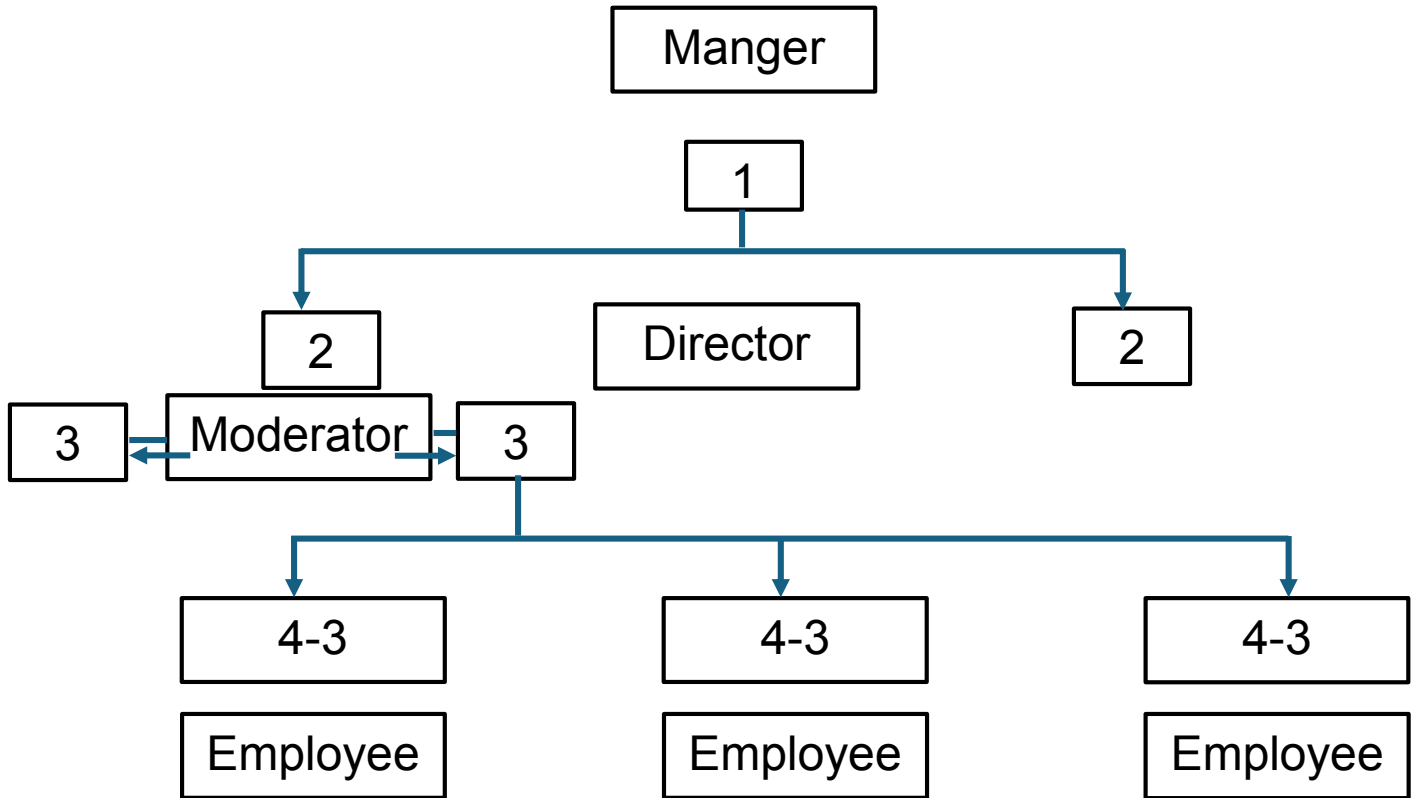


Figure No. (06) shows the form and directions of formal hierarchical communication⁸

⁸ "Management and Organizational Behavior" Laurie J. Mull- Pearson Education ، ص 342 ، العام: 2016

4. Circular network:

- In a circular network, an individual acts as the center of the communication process, also known as a cogwheel network.
- All communication channels are connected to a central person, who disseminates information to other members.
- This network is effective for transferring information quickly but can cause bottlenecks if the central person is busy or unavailable

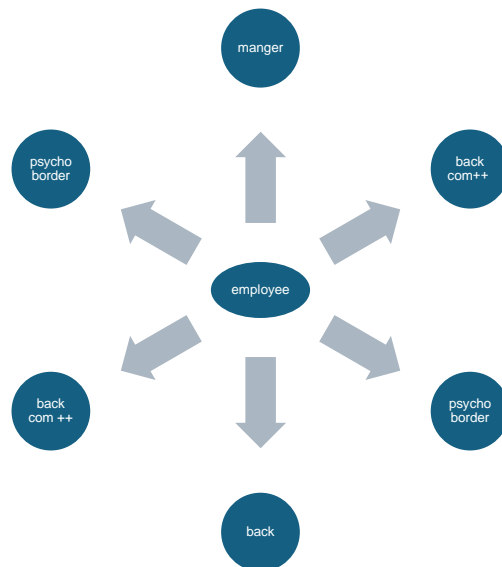


Figure No. (07) shows the shape of the circular communication network and its directions⁹

⁹ "Communication in Organizations " H. L. Goodall Jr . Thomson Wadsworth 152 ص ، 2006 ، العام :

4 .Horizontal network:

Horizontal communication networks facilitate direct communication between individuals or departments at the same hierarchical level.

- This network encourages cooperation, exchange of ideas, and problem solving among peers.

- It is especially effective in organizations where teamwork and cross-departmental cooperation are essential to achieving goals.

Its most common forms are:

4-1 Network Series:

- In a chain network, information flows sequentially from one person to another in a linear manner.

- Each individual is directly connected to the person before or after him in the chain ¹⁰.

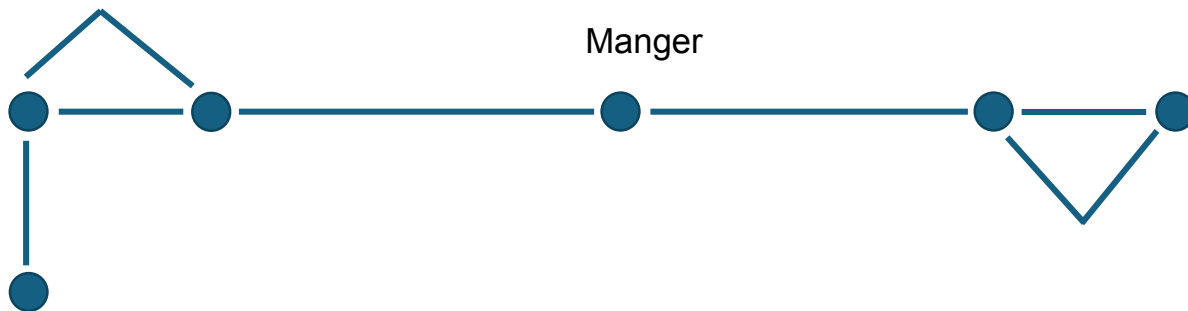


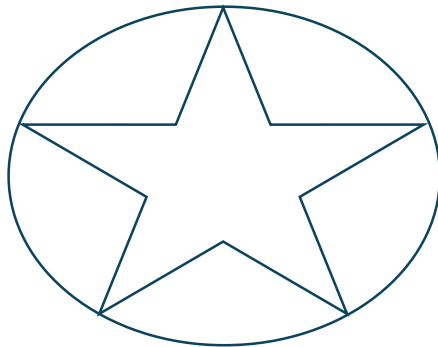
Figure No. (08) shows the shape of the chain network and its directions¹¹

¹⁰ "**Communication in Organizations: An Interdisciplinary Approach**" Dan O'Hair - Bedford/St. Martin's ،2018 عام ص 76-78.

¹¹ "**Business Communication: Building Critical Skills**" Kitty O. Locker و Stephen Kyo Kaczmarek- McGraw-Hill Education، 2013، ص 178 العام.

4-2. Stellar network:

- In a star network, every person within a company can communicate with others directly, regardless of their hierarchical position.
- They revolve around a central individual or node, but unlike other hierarchical structures, they allow open communication and cooperation among all members.
- This network encourages inclusion, transparency, and efficient information exchange within the organization.¹²



Communication is open between all parts

Figure No. (09) shows the shape of the stellar communication network and its orientations¹³

¹² "**Organizational Communication: Balancing Creativity and Constraint**" Eric M. Eisenberg و H.L. Goodall Jr. Bedford/St. Martin's .148-146 ص عام 2013،

¹³ "**Organizational Communication: Approaches and Processes**" Katherine Miller - Cengage Learning، 2017، العام: 112 ص

Fourth requirement: The importance and objectives of organizational communication:

Organizational communication stands at the heart of every successful organization and serves as the cornerstone of effective operations that rely on teamwork and aim for sustainable growth. In today's dynamic business landscape, where competition is fierce and change is constant, the ability to communicate effectively is more important than ever .

From facilitating information exchange to enhancing employee engagement, organizational communication plays a pivotal role in shaping an organization's culture, performance, and success. By examining the fundamental importance of communications in driving operational efficiency, enhancing employee satisfaction, and fostering innovation, we gain valuable insights into its indispensable role in modern organizations.

As technology continues to evolve and organizations become more diverse and globally interconnected, understanding the nuances of cross-cultural communication and ethical communication has become essential. By adopting these principles and incorporating them into communication strategies, organizations can develop inclusive, flexible, and ethically sound communication cultures.¹⁴

¹⁴ "**Organizational Communication: Balancing Creativity and Constraint**" Eric M. Eisenberg و H.L. Goodall Jr
- Bedford/St. Martin's publishers . عام 2013، ص 76-78.

And in this context we will see the importance and goals of Organizational communication :

The importance of Organizational Communication :

1. Effective operations: Effective organizational communication ensures that operations run smoothly within the organization. It facilitates the exchange of information, ideas and instructions, allowing employees to clearly understand their roles and responsibilities.
2. Increased productivity: Clear organizational communication promotes a productive work environment where employees can collaborate efficiently, reducing misunderstandings and errors. It can also enable teams to work cohesively towards common goals.
3. Interaction and job satisfaction: Transparent organizational communication enhances trust and transparency between management and employees. When employees feel valued and informed, they are more engaged, motivated, and satisfied with their work.
4. Conflict resolution: Open organizational communication channels provide a platform for resolving conflicts and resolving problems in a timely manner. It encourages constructive dialogue, negotiation and compromise, reducing workflow interruptions and raising morale.

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5. Innovation and creativity: Effective organizational communication encourages the exchange of diverse views and ideas among team members. It creates an environment conducive to innovation, problem solving and creativity, which drives the organization's growth and competitiveness.
- 1-. Customer Relationships: Clear and consistent organizational communication extends beyond internal operations to external parties, including customers and partners. It helps build strong relationships, understand customer needs, and provide outstanding services

The goals of Organizational Communication :

1. Information Sharing: The main goal of organizational communication is to disseminate relevant information to all stakeholders within the organization. This includes updates on company policies, procedures, goals and performance measures.
2. Clarity and understanding: Organizational communication aims to ensure that all messages are clearly and accurately understood by recipients. It involves using language and communication media that interact with the audience to reduce confusion and ambiguity .
3. Suitability of the organization's goals: Organizational communication seeks to fit individual and team goals with the general goals and vision of the organization. It ensures that

every employee understands how their work contributes to the bigger picture.

4. Feedback and Evaluation: Effective communication encourages a feedback cycle where employees can provide input, suggestions and concerns to management. It enables continuous improvement and performance evaluation at all levels of the organization.
5. Culture cohesion: Organizational communication promotes the building of a common organizational culture by promoting common values, customs, and beliefs. It helps build a sense of belonging and identity among employees, regardless of their roles or departments.
6. Adaptation and change management: In cases of change or crises, organizational communication plays a crucial role in aligning the work team with the new vision and launching it into a new phase of work, without any obstacles in coherent mentalities and goals.¹⁵.

¹⁵ **"Organizational Communication: Approaches and Processes"** Katherine Miller Joshua Barbour من إصدار
Cengage Learning عام 2019، ص 83-85.

The second Topic : methods of organizational communication and its obstacles :

The first requirement: methods of formal communication in the organization

Organizational activities in modern institutions require the exchange of information and effective communication to ensure the achievement of specific goals. There are many methods to achieve these goals, but the use of any of them requires depends on the quality of the message conveyed and the nature of the prevailing interaction with it. These methods are represented in written communication and oral communication. And photographic communication

First: Written communication:

Written communication is considered one of the most important means of communication in the work environment, as it plays a prominent role in exchanging information and coordinating activities. Written communication is the process of exchanging information, ideas, and messages using writing as the main means of communication. Written communication can take place via a variety of media, including emails, text messages, notes, reports, memos, formal letters, as well as many other documents. Written communication relies on the use of written language to exchange

information in an accurate and specific way, which helps clarify ideas, direct actions, and document agreements.¹⁶

1- Forms of Written Communication:

A- Reports:

Reports are an important part of written communication in work environments. They are written documents containing detailed and analytical information about a specific topic, prepared for the purpose of conveying knowledge and guiding decisions. The types of reports vary based on the purpose and recipients, and can include administrative reports, technical reports, academic reports, and others.

The elements of a report usually include an introduction that explains the purpose of the preparation, a summary that summarizes the key findings, the main text that contains the information and analyses, the conclusions drawn from the results, as well as the proposed recommendations. The report also usually includes the sources of information used and references if appropriate.

Reports are used in organizations to document events and information, make strategic decisions, evaluate performance, report on developments, and other purposes. Preparing reports requires good writing skills, the ability to collect and analyze data accurately, and the ability to logically and systematically organize the information.

¹⁶ **"Organizational Communication: Approaches and Processes"** Katherine Miller Joshua Barbour - Cengage Learning . عام 2019، ص 187-189.

B- Periodicals and Special Bulletins:

Periodicals and special bulletins are important tools in written communication within organizations and communities. These documents come in various forms and sizes, and vary in the purposes they serve and the recipients they target.

Periodicals include monthly, weekly, or annual bulletins that are issued regularly to share information and news with the target audience. These bulletins typically cover a variety of topics, such as company developments, individual achievements, upcoming events, tips and guidance, and so on.

Special bulletins, on the other hand, are used to cover a specific topic in detail, such as a particular project or special initiative. These bulletins usually contain in-depth analyses and technical or professional information and may be directed to a specific audience such as technical staff or the academic community.

The purpose of periodicals and special bulletins is to convey information transparently and reliably, enhance communication within the organization, and provide a channel for exchanging ideas and guidance. Preparing these bulletins requires strong writing skills and the ability to organize the information attractively and appropriately for the target audience.

C- Booklets and Guides:

Booklets and guides are important documents in written communication used to provide information and guidance on a specific topic. These documents are characterized by good organization and are presented in a logical and organized manner to help understand the topic and work effectively and efficiently.

Booklets cover a wide range of topics, including product manuals, service manuals, safety guides, educational guides, technical guides, and others. These documents aim to clarify information in a simple and clear manner and provide necessary guidance to users.

Guides, on the other hand, usually contain comprehensive information on a specific topic, such as company guides, employee handbooks, procedure manuals, and others. Guides provide detailed instructions and guidance on how to carry out activities or procedures correctly and effectively.

Both booklets and guides rely on the use of clear and direct written language, and illustrations and diagrams when necessary to clarify points or instructions. Preparing these documents requires accuracy, organization, and attention to providing useful and easy-to-understand information to users.

D- Complaints:

Complaints are an essential part of written communication in work environments, used to express dissatisfaction or displeasure with a provided service, product, or specific behavior. Complaints are an

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important means of improving services and operations within the organization, as they address and resolve customer issues and help build better relationships with the public.

Complaints usually include an explanation of the problem or issue that individuals face within the organization, directing criticisms or requests to the concerned party to handle them. Complaints can vary in the method of submission, including emails, paper letters, phone calls, designated forms, and others.

Complaints are usually handled through specific processes within the organization, such as opening a ticket or file for the complaint and following it up accurately and effectively to ensure the problem is resolved as quickly as possible. Complaints are also documented and analyzed to derive lessons and take necessary measures to avoid recurrence in the future.

Additionally, submitting complaints according to the guidelines and policies adopted within the organization is an important step to ensure they are handled effectively and fairly, achieving customer satisfaction and building a positive reputation for the organization.

E- Wall Posters:

Wall posters, also known as "wall stickers," are pieces usually made of vinyl or other materials that can be stuck on walls to decorate and customize interior spaces quickly and easily. Wall posters are a simple and informative means to display instructions and utilize the room's appearance without the need for complex

construction or permanent changes in the interior design, for the purpose of communicating with employees.¹⁷

2 – Advantages of Written Communication:

1. Documentation and Records: Written communication allows conversations and information to be documented permanently, making it easy to refer back to them in the future for review or documentation purposes.

2. Deliberation and Thoughtfulness: Written communication provides more time for reflection and deliberation before sending responses, enabling more accurate and thoughtful responses.

3. Communication across Distances and Time: Written communication facilitates communication across long distances and at asynchronous times, allowing individuals to communicate effectively even across time differences.

4. Ability to Communicate Collectively: Written communication enables group conversations among several people simultaneously, making it an ideal choice for discussions or collaboration on projects.

¹⁷ " Organizational Communication: Approaches and Processes " Katherine Miller و Joshua Barbour - Cengage Learning.189-187 ص عام 2019

5. Clear and Precise Expression: Written communication provides an opportunity for clear and precise expression, as individuals can carefully consider their responses and ensure messages are understood correctly.

6. Privacy Maintenance: Written communication can provide a level of privacy for individuals, allowing them to control what they share and with whom, thus better maintaining their privacy.

3 – Barriers to Written Communication:

1. Delay in Communication: There may be delays in exchanging information and responses due to the need to wait for replies, which can lead to slow workflow or social interactions.

2. Lack of Non-Verbal Communication: Written communication lacks the verbal and non-verbal aspects of communication, such as body language and facial expressions, which may result in the loss of sensory aspects of conversation and its impact.

3. Misunderstanding: Misunderstanding or misinterpretation of written messages may occur due to the lack of non-verbal communication and lack of clarity in expression.

4. Social Dryness: Persistent written communication may reduce opportunities for face-to-face interaction, potentially negatively affecting the quality of social relationships and interpersonal communication.

5. Psychological Pressure: Large message volumes and continuous communication can cause psychological pressure and mental fatigue, especially when there are many tasks or responses to follow up on.

6. Security and Privacy Risks: Written information may be vulnerable to security and privacy risks, such as electronic breaches or leakage of personal information, exposing individuals to security risks.¹⁸

¹⁸ "Organizational Communication: Approaches and Processes " Katherine Miller Joshua Barbour - Cengage Learning
عام 2019، ص 187-189.

Second : Oral communication :

Oral communication involves the use of oral language and voice to exchange information and ideas between people. This includes direct dialogues, discussions, conversations, and any interaction that takes place in real time without written or electronic mediation .

1 - Forms of oral communication :

A- Meetings:

Meetings within an organization are organized gatherings where individuals come together to discuss and exchange information, make decisions, brainstorm ideas, or deal with specific topics related to the organization's goals. These meetings typically include participants from different departments or levels within the organization, and may be held regularly or occasionally. The purpose of meetings is to promote collaboration, verbal communication, and consensus among team members, to ensure that everyone is informed, engaged, and working toward common goals.

B - Direct personal contact:

Direct personal contact within an organization refers to direct interactions and conversations between individuals who are physically present in the same location. This type of communication involves the direct exchange of information and ideas, whether through speech or non-verbal expressions, such as

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conversations, meetings, presentations, or informal discussions, where information and ideas are exchanged in real time.

Direct, personal communication fosters relationships, trust, and collaboration between team members, allowing for clearer understanding, faster decision-making, and more effective problem-solving compared to other forms of communication such as email or text messaging.

C - Phone conversations :

These conversations involve verbal communication over the telephone, allowing real-time interaction between individuals who are not physically present in the same place.

D - Teleconferencing :

Similar to meetings, but between the company, its representatives, the public, and the media, it includes discussions or presentations conducted in person or through online platforms.¹⁹

2 – Advantages of oral communication:

1. Immediate feedback: Oral communication allows for immediate feedback, making it easier to clarify and modify messages in real time.

2. Richer context: Oral communication often includes tone of voice, facial expressions, and body language, providing a richer context for understanding compared to written communication.

¹⁹ مقال " *The Importance of Face-to-Face Communication in Building Relationships* منشور على موقع Entrepreneur بتاريخ ٢٣ فبراير ٢٠٢١ من قبل John Rampton.

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3. Building relationships: Voice interactions help build relationships and trust between individuals, fostering stronger relationships within teams and organizations.

4. Quick decision making: Direct verbal exchanges enable quick decision making as problems can be addressed and resolved quickly during conversations or meetings.

5. Flexpersonal connection and embibility: Oral communication allows flexibility in conveying complex ideas or feelings, as details and connotations can be expressed more effectively through spoken words.

6. Personal communication: Speaking directly with someone creates a odies interaction, which sometimes enables better interaction and collaboration.

3 - Disadvantages of oral communication:

1. Lack of record: Unlike written communication, oral communication lacks a tangible record, making it difficult to refer to or verify information shared during conversations.

2. Misinterpretation: Verbal messages can easily be interpreted in wrong ways due to differences in stress, emphasis, or nonverbal cues, leading to misunderstanding or confusion.

3. Limited audience: Oral communication is limited to people present during the interaction, making it difficult to reach individuals who are not physically present or disseminate information widely.

4. Ineffectiveness of complex information: Complex or detailed information may be difficult to communicate accurately through oral

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communication alone, leading to incomplete understanding or retention of the information.

5. Reliance on spoken language: Oral communication relies solely on spoken language, which may pose obstacles for individuals with hearing disabilities or who speak different languages.

6. Time constraints: Face interactions and meetings require participants to be available at the same time, which can be difficult to coordinate, especially in large organizations or when participants are in different time zones.²⁰

Third : Photographic communication :

Illustrated communication is a type of communication that relies on pictures and illustrations to convey information and ideas rather than words. Illustrated communication is used in presentations, advertisements, infographics, cartoons, and other means to illustrate concepts and ideas visually. Illustrated communication relies on the ability to understand pictures, symbols, and graphics to convey messages effectively without the need for words.²¹

1-Forms of pictorial communication:

A- Illustrations and graphs:

Used in presentations and publications to illustrate ideas and data visually.

B - Diagrams and illustrative diagrams:

²⁰ كتاب " **Organizational Communication: Approaches and Processes** " للكاتبين Katherine Miller و Joshua Barbour من إصدار Cengage Learning عام 2019، ص 194-196.

²¹ " **Visual Communication: Images with Messages** " Paul Martin Lester و Ron A. Ostman من إصدار Cengage Learning عام 2016، ص 3-5.

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It is used to explain relationships, trends, and quantitative data in a simple and straightforward way.

C - Caricatures:

It is used to express ideas or characters in a humorous way, and relies on simplification and sarcasm.

D- Graphic advertisements:

It is used in advertisements to attract the audience's attention and convey marketing messages in an attractive manner.

E - Calls via the Zoom application:

This type of communication relies on images and vision to convey information and interact between participants, including meetings and conversations that take place online via video cameras.

2- Advantages of photographic (illustrated) communication:

1. Enhance understanding and memory: Illustrated communication helps illustrate ideas and concepts in a visual way, which increases understanding and better recall of information.
2. Effective remote communication: Image communication can be used to communicate with others over the Internet, allowing face-to-face interaction with people who are geographically distant.
3. Save time and costs: Time and costs that may result from travel or personal meetings can be saved by using photo communication to meet people online.

4. Enhancing non-verbal communication: Illustrated communication allows the exchange of facial expressions, hand movements, and physical language, which enhances non-verbal communication and contributes to greater understanding of messages.

5. The possibility of collaborating on documents and files: Image communication allows participants to exchange documents, files, and screens directly, which enhances collaboration and teamwork remotely.

6. Flexibility and productivity: Image communication allows access to information and conducting meetings instantly and flexibly, which increases the productivity of teams and organizations.²²

3- Disadvantages of photographic (illustrated) communication:

1. Communication technology and stability: Video calls may experience connection or stability problems, affecting the quality of communication and causing delays or interruptions in sound or video.

2. Camera and audio technology: Participants in video communication may have to deal with technical issues such as camera or audio quality, which may affect the communication experience.

3. Boredom and visual fatigue: Some people may feel bored or visually fatigued as a result of participating in long video meetings, especially if the screen is crowded with participants or data.

²² *"Visual Communication: Images with Messages"* Paul Martin Lester Ron A. Ostman - Cengage Learning
عام 2016، ص 68-70.

4. Limitations of verbal communication: Graphic communication may not be appropriate for some types of verbal communication, such as in-depth discussions or sensitive dialogues, as people can miss important non-verbal details.
5. Lack of interest and focus: The presence of many participants or preoccupation with technical details may lead to a lack of interest and focus on the topic at hand during the video communication.
6. Shyness and discomfort : People can face the problem of shyness during video communication, as they may feel uncomfortable or embarrassed to speak or appear in front of the camera, which may affect their ability to communicate confidently and effectively.²³

²³ **Visual Communication: Images with Messages** Paul Martin Lester و Ron A. Ostman - Cengage Learning عام 2016 ، ص 142-144.

The second requirement: Obstacles to organizational communication:

Hierarchical structure: When communication channels are strictly vertical, flowing from the top to the bottom or the bottom to the top, it can hinder lateral communication and hinder the exchange of ideas between different levels of the organization.²⁴

1. Information overload: It occurs when individuals are exposed to too much information than they can handle, which makes them unable to process it effectively, and thus leads to difficulty in identifying important messages and extracting relevant data.²⁵

2. Lack of clarity of goals: When an organization's goals are vague or not clearly stated, this can lead to confusion among employees regarding their roles and responsibilities, which hinders effective communication.²⁶

3. Cultural differences: Differences in cultural backgrounds, customs, and communication styles among employees can lead to misunderstandings and misinterpretations and present obstacles to effective communication.²⁷

4. Physical Barriers: Geographic dispersion, remote work, or organization layout can create physical barriers that hinder face-to-

²⁴ **"Organizational Communication: Approaches and Processes"** Katherine Miller و Joshua Barbour، -
Cengage Learning .213-210 ص عام 2019،

²⁵ **"Information Overload: An International Challenge for Professional Engineers and Technical Communicators"**
Judith A. Hermanson و Janis Fisher Chan، - IEEE Press .17-15 ص عام 1998،

²⁶ **"Management: Tasks, Responsibilities, Practices"** Peter F. Drucker، - Harper & Row ،1973 عام
ص 70-68.

²⁷ **"Intercultural Communication in the Global Workplace"** Linda Beamer و Iris Varner، McGraw-Hill
عام 2008، ص 133-130.

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face communication and promote reliance on less effective forms of communication such as email or phone calls.²⁸

5. Technology problems: Communications technology that does not work well or is outdated can disrupt the information flow process within the organization, leading to delays, errors, and frustration among employees.²⁹

6. Lack of feedback mechanisms: When there are insufficient opportunities for employees to provide feedback or express concerns, it can hinder open communication and contribute to a culture of silence or apathy.³⁰

7. Interpersonal conflicts: Interpersonal conflicts or tensions between individuals or teams within an organization can disrupt communication channels, create suspicion and hinder cooperation and information exchange.³¹

8. Language barriers: Differences in language skills among employees, especially in multinational organizations, can hinder effective communication and lead to misunderstandings or lack of communication.³²

9. Resistance to change: When employees are resistant to organizational changes or new initiatives, this can lead to a

²⁸ ***"The Virtual Manager: Cutting-Edge Solutions for Hiring, Managing, Mo'ivating, and Engaging Mobile Emplo"ees"*** Kevin Sheridan، منشور عن Career Press .45-42 ص عام 2012،

²⁹ ***"Managing Technology in the Hospitality Industry"*** Michael L. Kasavana، Educational Institute of the American Hotel & Lodging Association .98-95 ص عام 2005،

³⁰ ***"Feedback and Organizational Development: Using Data-Based Methods"*** David A. Nadler، Addison-Wesley .60-57 ص عام 1977،

³¹ ***"Conflict Management in the Workplace: How to Manage Disagreements and Develop Trust and Understanding"*** Shay McConnon، How To Books .23-20 ص عام 2008،

³² ***"Communicating Across Cultures"*** Stella Ting-Toomey، - Guilford Press .78-75 ص عام 1999،

breakdown in communication, as individuals may be reluctant to share information or participate in discussions regarding the proposed changes.³³

10 . Psychological Obstacles :

a. Perceptual discrepancy : Individual perceptions can distort the interpretation of messages, leading to misunderstandings or misinterpretations within the organization.³⁴

B. Selective attention:

People may focus only on information that confirms their existing beliefs or biases, ignoring contradictory information, hindering effective communication.³⁵

C. Emotional barriers :

Emotional states, such as stress, anxiety, or anger, can hinder effective communication by clouding judgment, leading to defensive responses, or inhibiting openness.³⁶

D. Ego and power dynamics:

Ego-driven behavior and power struggles within an organization can hinder open and honest communication, as individuals may prioritize maintaining status or power over sharing information.³⁷

³³ **"Leading Change"** John P. Kotter, Harvard Business Review Press .90 ص عام 1999

³⁴ **"Organizational Behavior"** Stephen P. Robbins و Timothy A. Judge - Pearson Education .142-140 ص عام 2019

³⁵ **"Social Psychology "** Elliot Aronson, Timothy D. Wilson, و Robin M. Akert- Pearson Education.89-87 ص عام 2018

³⁶ **"Emotional Intelligence: Why It Can Matter More Than IQ"** Daniel Goleman - Bantam Books .113-110 ص عام 1995

³⁷ **"Power and Influence: Beyond Formal Authority"** John P. Kotter - Free Press .68-65 ص عام 1985

10. Organizational obstacles:

a. Lack of communication between departments:

- It occurs when there is a gap in communication between the organization's departments that leads to diminished understanding and cooperation between the departments, which negatively affects the organization's performance in general.

B. Overlapping internal politics

It occurs when there are discordant policies or conflict between various departments which can lead to confusion and ambiguity in implementing decisions and procedures within an organization.

C. Inconsistent management trends:

Occurring when there are discrepancies in management vision and goals between different leaders within an organization, this conflict can create an unstable and turbulent environment, making it difficult for employees to understand the correct direction of the organization and work efficiently.

D. Lack of use of effective communication techniques:

It occurs when an organization lacks modern tools and technologies that facilitate the internal communication process.

This lack of effective technologies can restrict the quick and smooth exchange of information, negatively impacting work efficiency and decision-making.

F. Lack of an open communication culture:

- It occurs when there is a fear of expressing opinions and problems within the organization.
- This situation can lead to problems accumulating and not being resolved effectively, affecting team spirit and the overall performance of the organization³⁸ .

Third requirement: Characteristics of effective communication:

Organizational communication is considered one of the most important factors for success in any organization, as it constitutes the basic foundation for coordination, cooperation, and achieving common goals. Effective communication within an organization is key to maintaining productivity, promoting innovation, and developing a positive organizational culture. Effective communication is represented by a set of key characteristics that contribute to its effectiveness.

1 - Clarity and brevity:

Effective organizational communication is characterized by clarity and conciseness. Messages should be easy to understand and free from ambiguity or ambiguity. Clear, effective communication reduces the possibility of misunderstanding and ensures that all

³⁸ "**Organizational Communication: Approaches and Processes**" Katherine Miller و Joshua Barbour - Cengage Learning .233-231 ص، 2019، عام

parties are on the same page. In addition, concise communication respects the recipients' time and attention, and avoids chatter or use of jargon.

2 - Consistency and cohesion:

Consistency and cohesion are essential features of effective organizational communication. Messages must be consistent across different channels and contexts to avoid mixed signals or contradictory information. Cohesive communication means that messages are organized logically and systematically, allowing recipients to easily follow the flow of information. Consistency and cohesion build trust and credibility within an organization.

3 - Openness and transparency:

Effective organizational communication promotes openness and transparency. Employees should feel able to share their thoughts, concerns, and provide feedback without fear of retaliation. Transparency involves openly sharing relevant information, including the successes and challenges facing the organization. Openness and transparency foster trust, participation and a sense of responsibility among employees.

4 - Active listening and providing feedback:

Active listening and providing feedback are an essential part of effective organizational communication. Leaders and employees alike must practice active listening, which includes fully understanding and empathizing with others' viewpoints. Providing

feedback encourages two-way communication, enabling continuous improvement and adaptation within the organization. Active listening and providing feedback shows respect for diverse opinions and fosters a culture of collaboration.

5 - Adaptability and flexibility:

Effective organizational communication is characterized by the ability to adapt and be flexible to meet the changing needs of the organization. Communication strategies must be responsive to changes in technology, industry trends, and organization priorities. Adaptable communication involves choosing the most appropriate channels and formats for different audiences and situations. Flexibility allows an organization to deal with challenges and take advantage of opportunities effectively.

Effective organizational communication is characterized by clarity, consistency, openness, active listening, and adaptability. By embodying these characteristics, organizations can enhance productivity, foster innovation, and cultivate a positive work environment. Investing in effective communication practices is key to achieving long-term success and sustainability in today's dynamic business landscape.³⁹

³⁹ **"Organizational Communication: Approaches and Processes"** Katherine Miller و Joshua Barbour - Cengage Learning . عام 2019، ص 98-100.

Fourth requirement: Theories and schools of organizational communication:

1. the systematic school :

A - Definition: The systemic school emphasizes the importance of understanding organizations as complex systems, where their various components interact and are affected by each other, and considers communication a vital element in maintaining balance within the organizational system. It is also known as the systemic school.

B - History: This school appeared in the middle of the twentieth century, influenced by the works of early systems theorists such as Ludwig von Bertalanffy and Norbert Wiener.

C – Ideas and philosophers: The main thought in this school comes from Karl Weick and W. Barnett Pearce, who explored how communication processes contribute to the functioning of organizations as dynamic systems⁴⁰ .

2. The systems school :

A – Definition: The systems school focuses on organizations as systems with interconnected components. Emphasizes the importance of feedback loops and adaptation to environmental changes.

⁴⁰ **"Organizational Communication: Perspectives and Trends"** Michael J. Papa, Tom D. Daniels, و Barry K. Spiker, عام 2019، ص 45-47. - SAGE Publications

B - History: The systems school gained fame in the 1960s and 1970s, benefiting from cybernetics (computing and programming science) and general systems theory.

C - Ideas and philosophers: Prominent scholars such as Niklas Luhmann and Gregory Bateson contributed to this school by studying communication patterns within organizations and their broader contexts.⁴¹

3.The school of Frankfurt :

A - Definition: The Frankfurt School, or critical theory, studies organizational communication from a critical perspective, focusing on the dynamics of power, ideology, and social justice within organizations.

Frankfurt School thinkers suggested that social theory and systems and systemic theories were insufficient to explain the political factionalism and reactionary politics occurring in liberal-capitalist societies in the twentieth century. In its criticism of capitalism and Marxism-Leninism as philosophically inflexible systems of social organization, the Frankfurt School's research in critical theory pointed to alternative paths to achieve social development for society and the nation.

B - History: It arose in the 1920s and gained strength in the wake of World War II, and was influenced by scholars associated

⁴¹ **"Organizational Communication: Perspectives and Trends"** Michael J. Papa, Tom D. Daniels, و Barry K. Spiker, - SAGE Publications عام 2019، ص 114-112.

with the Frankfurt School such as Max Horkheimer and Theodor Adorno.

C - Ideas and philosophers: Critical thinkers such as Jürgen Habermas expanded the ideas of the Frankfurt School, exploring how communication shapes social reality and its role in maintaining or challenging existing power structures within organizations.⁴²

4. the neo classical school :

A - Definition: The neoclassical school emphasizes the human aspect of organizations, focusing on individual behavior, motivations, and interpersonal communication within organizational contexts.

B - History: It arose in the middle of the twentieth century as a response to the limitations found in classical theories of management, and benefited from psychology and sociology to better understand the dynamics of organizations.

C - Ideas and philosophers: Scholars such as Elton Mayo and Mary Parker Follett were essential in forming this school, emphasizing the importance of social relations and employee care in organizational effectiveness.⁴³

⁴² "**Organizational Communication: Perspectives and Trends**" Michael J. Papa, Tom D. Daniels, Barry K. Spiker, SAGE Publications, عام 2019, ص 76-78.

⁴³ "**Organizational Communication: Perspectives and Trends**" Michael J. Papa, Tom D. Daniels, Barry K. Spiker, SAGE Publications, عام 2019, ص 89-91.

5.scientific management (classical school):

A - Definition: The practical school, also known as the classical school, emphasizes the efficiency, standardization, and rationalization of work processes within organizations. Communication is a means of conveying instructions and coordinating tasks.

B - History: It arose in the late nineteenth century and the beginning of the twentieth century, and was presented by Frederick Taylor and Henri Fayol, who sought to achieve the best organizational performance through purely academic scientific methods.

C - Ideas and philosophers: Taylor's principles of scientific management focused on studies of time and movement, while Fayol's management theory highlighted the importance of administrative functions such as planning, organizing, directing, coordination and control.

This school has had a significant impact on organizational development, as it has contributed to building the foundations for understanding and improving organizational processes over the past decades.⁴⁴

⁴⁴ **"Principles of Scientific Management"** Frederick Winslow Taylor - Harper & Brothers 1911 عام ، ص 15-17.

Chapter summary:

Organizational communication is a field of study that focuses on how information and knowledge are exchanged within and outside organizations, and how this exchange affects employee behavior and overall organization performance. This field includes understanding the internal and external communication processes of organizations, including communication between employees and between the organization and between the organization and external audiences.

It addresses a group of important characteristics that go into its formation, such as organizational culture, which is the shared values, beliefs, and behaviors within the organization that affect communication and interaction among its members. In addition to the ability to manage conflicts and solve problems within organizations, in addition to public relations, external communication, and communication with customers and the public.

The importance of organizational communication centers on understanding how to improve the flow of information within organizations, and how to improve the effectiveness of communication between members of the organization to better achieve its goals. By studying organizational communication, management researchers and practitioners can understand the challenges facing communication processes within organizations, and develop effective strategies to improve interaction and communication in organizational settings.

Chapter Three

Chapter Three : Production process

Introduction

The first topic: What is the production process?

The first requirement: the concept of production throughout history

The second requirement: types of production

The third requirement: dimensions and determinants of production

Fourth requirement: The importance of production

The second topic: The production process within institutions

The first requirement: theories of production within institutions

The second requirement: methods of production within institutions

The third requirement: Obstacles to production within institutions

Fourth requirement: Ways to improve production within institutions

Chapter summary

Intro :

In our contemporary industrial human society, production stands as the cornerstone that has shaped everything we see. He is the silent force that drives the wheels of industry, yet the secrets of his work are often shrouded in mystery for the common people. From the humble craftsman who makes goods with his hands to the huge factories that produce goods at a huge pace, production appears in many different forms and ways, each of which has a special story.

But in essence, production is the heart of industry in every field. It is the process of transforming raw materials into tangible goods that can be sold and traded. Given the importance of production in the success of companies, this topic raises questions about how it has a profound impact on the performance of institutions and directs them towards success and prosperity. Through the following chapter, I aim to explore the secrets of production and analyze its mysterious role in industrial processes, focusing on how it integrates with other factors to achieve production goals and achieve sustainable development.

The first topic: the nature of production

The first requirement: the concept of production throughout history

From prehistoric times to classical times:

In the annals of human history, the origin of the concept of production dates back to the dawn of the days of civilization. Production was a primitive matter, characterized by primitive tools and techniques aimed at satisfying basic human needs, especially after the emergence of the first organized human societies near major rivers such as Sumer, Egypt, and the Indus Valley Civilization. Which relied on techniques that migratory tribes from the Stone Age used to hunt natural resources to maintain their existence.

As societies shifted from nomadic lifestyles to settled agricultural societies, the concept of production developed. The wheel, which today is considered one of the greatest inventions, was the transition that took humans from societies dependent on hunting to purely agricultural societies. Agriculture was essentially a decisive moment in human history, as it allowed for the harvest of crops, the abundance of food, and the taming of animals in a systematic way. This shift from a hunter-gatherer lifestyle to agricultural production made the basis for the development of ancient civilizations such as Mesopotamia, Egypt and the Indus Valley.

In these ancient civilizations, production took on new dimensions as skilled artisans and craftsmen emerged to produce goods

Chapter Three : The production process

beyond basic needs. Skilled workers made pottery, weaving, and metalwork, while agricultural surplus allowed trade networks to grow and the specialization of labor. The growth of urban centers and the establishment of markets encouraged the expansion of production, laying the foundation for the economic systems of antiquity.

One of the oldest organizing concepts for production came from the ancient Greeks, who contributed to laying the foundation stone for the concept of production, and perhaps the first to know and classify production was Aristotle. In his iconic book *Politics*, Aristotle discusses the concept of production within the framework of his analysis of the ideal state, while working on a critique of Plato's *Utopia*. Aristotle emphasized the importance of managing the home, or what he called (*oikonomia*), meaning that the ideal state must be like its smallest cell, which is the family's loom. Aristotle separated production into two types: natural and artificial.

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Aristotle argues that natural production involves processes rooted in nature, such as the growth and birth of plants and animals, while industrial production involves human intervention on nature to transform raw materials into useful goods. Production is fundamental to meeting human needs and achieving self-sufficiency within the home and wider community.⁴⁶

One of the Roman philosophers who contributed to changing the concept of production was Cicero, or what Arab historians called

⁴⁵ *"The Evolution of Production: From Prehistoric Times to Classical Ages"* John Smith · ABC Publishing 2010 عام ، ص 10-15.

⁴⁶ *"The Politics"* للفيلسوف أرسطو ، ABC Publishing. ص 10-15 عام 2010،

Qusair. Although primarily known for his works on rhetoric, politics, and ethics, Cicero also addressed economic concepts in his writings.

In his philosophical work *De Officiis* (on duties), Cicero discusses the moral obligations of individuals in society, including their responsibilities in economic matters. He defined production as the joint solidarity of human activities such as agriculture, trade, and craftsmanship to provide the well-being of society.

Through his writings, Cicero emphasizes the virtues of effort, diligence, and honesty in productive activities, reflecting his understanding of production as an essential aspect of human activity. Although Cicero's contributions to the concept of production may not be to the same extent as those of some other philosophers, his insights into moral philosophy provide valuable perspectives on the ethical aspects of production for the ancient Romans.⁴⁷

The middle ages :

During the Islamic Golden Age, a number of Arab philosophers and scholars made important contributions in various fields, including economics and production. But the best definition of production came from one of the greatest figures who did not live during the

⁴⁷ "Cicero: *On the Nature of the Gods, On Divination, On Fate, On the Republic, On the Laws*، ABC للفيلسوف سيسيرو، عام 2010، ص 10-15. Publishing.

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Golden Age of Islam! He is Ibn Khaldun, a historian, philosopher, and sociologist who lived in Tunisia.

In his famous work “The Introduction,” Ibn Khaldun discusses the principles of economics and social organization. Emphasizes the role of production, labor, and technology in shaping the wealth and prosperity of societies. His concept of “asabiyya,” or social cohesion, highlights the importance of collective effort in enhancing productivity and achieving economic growth.

Furthermore, Ibn Khaldun explores the relationship between economic activities, population dynamics, and the rise and fall of civilizations. Discusses the impact of agricultural production, trade, and industry on the overall wealth and stability of societies.

Ibn Khaldun also sought from other Arab scholars from the Islamic Golden Ages, such as Al-Farabi, Ibn Sina (Avicenna), and Al-Ghazali, to include economic and production concepts in their works. He used it in his book, and according to him, the state begins with nomadism and then with urbanization, that is, it adopts the religion of civilization and luxury. Where both its income and spending are small, then they begin to expand, and this expansion is based on production and the expansion of markets. As the state's purchase of goods and services expands. It also addresses the role of fiscal policy, whether with regard to spending or imposing taxes, and how unbalanced spending leads to an increase in taxation. Which leads to a slowdown in economic activity and recession. Therefore, Ibn Khaldun is considered the first to

establish (Optimum rate of taxation), the optimal standard for tax rates and the role of production in raising and lowering this tax.⁴⁸

The modern era :

During the Enlightenment Age, European philosophers and economists explored various aspects of production and its role in society. One of the important figures during this period is Adam Smith, who is often considered the father of modern economics.

In his landmark work *The Wealth of Nations*, published in 1776, Adam Smith laid out the principles of free capitalism and the division of labor. He stressed the role of self-interest and competition in driving economic activity, stressing that individuals who pursue their own interests will unintentionally work to promote the public interest through the “invisible hand” of the market.

Smith's ideas influenced economic thought and provided a theoretical framework for understanding production within the capital system. He stressed the importance of specialization and efficiency in production processes, calling for the removal of government interference and trade restrictions to achieve maximum wealth.

Production is defined as the driving force behind changing raw materials into commodities that are more valuable than their initial value.⁴⁹

⁴⁸ "المقدمة" لابن خلدون، منشور عن ABC Publishing عام 2005، ص 50-70.
⁴⁹ - آدم سميث، "ثروة الأمم"، دار الفكر الحديث، 1776، ص 30-45.

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Other Enlightenment philosophers, such as David Hume and John Locke, explored concepts of property rights, labor, and the role of government in regulating economic activities.

In general, the Renaissance saw the flowering of ideas about production, economics, and the organization of society. Philosophers during this period laid the foundations for modern economic theory and contributed to the emergence of the Industrial Revolution .

During and after the Industrial Revolution, the world witnessed a tremendous transformation in the concept of production, its methods, and its role in economic development. The Industrial Revolution began in the eighteenth century in Britain, specifically in Scotland, and led to a radical change in production and manufacturing methods.

One of the major outcomes of the Industrial Revolution was the adoption of automated technologies and machines in production processes. Thanks to the use of machinery and machinery, production efficiency has increased significantly and the pace of economic growth has accelerated. The industry transformed from traditional handicrafts to mass production based on modern machines and technologies, which facilitated the transition of societies from poverty and food scarcity to what they look like today.

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The Industrial Revolution contributed to changing the economic and social structure of societies, as demands for industrial labor increased and major industrial cities were formed. The relationship between the owner of production and the worker in production changed, which affected the economic and social conditions of the working classes.

In the post-industrial revolution period, technological development has continued to improve and develop production processes. Traditional industries witnessed a transformation into more advanced and complex industries, which increased the diversity of products and expanded the scope of production.

In addition, economic and technological developments have given rise to new sectors of the economy such as the chemical, electrical, and electronic industries. The nature of work has changed and new employment opportunities have emerged in modern industries and services.

During the Industrial Revolution and after it, philosophers and thinkers addressed the issue of production, its development, and the effects it had on society and the economy. Although not all philosophers focused explicitly on production, many discussed related concepts such as labor, capitalism, and social organization.

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The first example that comes to mind is Karl Marx. Marx, along with Friedrich Engels, provided a critical analysis of capitalism and its impact on production and society. In works such as *Das Kapital* in

50 كتاب "فلسفة الاقتصاد" لديفيد هيوم ، من إصدارات دار الفكر الحديث عام 1768، ص 50-65.

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Arabic (Capital), Marx examined the exploitation of labor within capitalist production processes, emphasizing the deviation of workers from the products of their labor and the concentration of wealth in the hands of the bourgeoisie.⁵¹

John Stuart Mill, a supporter of utilitarianism and classical liberalism, discussed economic principles in works such as the Principles of Political Economy. He stressed the importance of free markets and competition in driving production and innovation, while supporting social policies to mitigate the negative effects of capitalism on workers.⁵²

Bentham, the last of the utilitarian philosophers, contributed to debates about production with his ethical framework. He called for achieving maximum benefit and happiness in society, noting that production should serve the largest possible number of people.⁵³

Finally, Thomas Malthus, in his work "An Article on the Principle of Population," Malthus discussed the relationship between population growth and production , He warned of potential limits to production resulting from population growth, calling for measures to control population growth to avoid resource scarcity.⁵⁴

⁵¹ كتاب "Capital" (رأس المال) لكارل ماركس، منشور عن ABC Publishing عام 1867، ص 50-65.

⁵² "The Principles of Political Economy" عام 2010، ص 10-15. ABC Publishing - جون ستيفارت ميل،

⁵³ "Bentham's Contribution to Production Ethics" adam Johnson - XYZ Publishing .25-20، ص عام 2015،

⁵⁴ "An Essay on the Principle of Population" عام 1803، ص 30-35. XYZ Publishing - توماس مالتوس

The second requirement: types of production

1. Manufacturing Production:

-Involves converting raw materials or components into finished goods.

-Includes processes such as assembly, manufacturing, and shaping to produce products.

- Requires special equipment and specialized production lines.

2. Service Production:

-Involves creating and providing intangible goods or services to customers.

- Includes a wide range of sectors such as healthcare, education, banking, and entertainment.

- Requires specialized skills and direct interaction with customers.

3. Agricultural Production:

-Includes growing crops, raising livestock, and harvesting natural resources.

- Depends on factors such as weather, soil and water.

- Includes various agricultural practices such as irrigation, fertilization and harvesting.

4. Mining and Extractive Production:

- It includes extracting minerals, ores and other natural resources from the earth.

- Requires specialized techniques and heavy equipment to extract resources.

5. Construction Production:

- Includes the construction of infrastructure, buildings and other structures.

- Includes processes such as engineering design, planning, and construction.

- It requires coordination and cooperation between various technicians and engineers.

6. Utilities Production:

- Includes providing basic services to the community such as electricity, water and gas.

- It includes complex infrastructure and advanced technology to ensure continuous provision of services.

7. Creative Production:

- Includes the creation of artistic and cultural works such as music, literature, films and visual arts.

- It depends on the creativity, uniqueness, artistic talents and artistic skills of artists and creators.

The third requirement: dimensions, determinants and indicators of production

Dimensions:

1. **Quantity** : Measuring production quantity is fundamental to evaluating an organization's performance. This quantity can be affected by several factors such as worker efficiency, equipment efficiency, and available production resources.

Indicators such as daily or monthly production are used to measure the amount of production, and can be compared with pre-set goals to determine the extent to which the organization achieves its goals.

2. **Quality** : Quality is an important indicator to determine the extent to which products are accepted by customers and how they stand out from their competitors. Product quality can affect an organization's reputation and market opportunities.

Product quality is measured using criteria such as defect rate, rejection rate, and customer satisfaction ratings. Improving product quality can increase customer satisfaction and improve an organization's reputation.

3. **Efficiency** : Efficiency reflects an organization's ability to achieve goals with the least possible amount of resources and effort. This is about how to use the available resources in an efficient manner.

Efficiency can be measured using indicators such as productivity ratio, permeability ratio, and expense ratio compared to the production rate, and improving efficiency can reduce costs and increase profits.

4. Costs : Costs are an essential part of the production and marketing process of products. This relates to the expenses required to purchase raw materials, operate equipment, hire workers, and market products.

Costs can be measured by indicators such as the total cost of production, the average cost per unit of product, and the ratio of costs to revenues. Reducing costs can increase an organization's profitability and improve its competitiveness in the market.

5. Time : Time is a critical factor in the production process, as production and delivery time can affect customer satisfaction and an organization's market opportunities.

Time can be measured using indicators such as the production cycle, delivery time to customers, and waiting time. Reducing production time can contribute to increasing production efficiency and improving customer satisfaction⁵⁵.

⁵⁵ *"Production Management: Concepts and Practices"* Adam J. Ellington and James P. Murphy, ABC Publishing عام 2015، ص 25-30.

Determinants:

1. Human Resources :

It refers to the skills, knowledge and experience that workers have in an organization. Workers' efficiency and effectiveness affect production performance significantly.

Human resource management requires effective recruitment, training and motivation of workers to ensure an organization's superior performance in the market .

2. Physical Resources :

It includes equipment, machinery, and raw materials that are used in production processes. The quality and efficiency of these resources affect production performance.

Managing material resources requires maintaining, updating, and operating equipment in an ideal manner to ensure the safety and quality of production.

3. Financial Resources :

It includes capital, investments, and financing that are available to the organization to finance production and marketing operations. Having adequate financial resources is essential to ensure continuity of production operations.

Managing financial resources requires planning, control, and financial analysis to ensure that resources are used effectively and that targeted profits are achieved.

4. Technology and Innovation :

Technology and innovations used in production processes are a crucial factor in improving production efficiency and achieving market competitiveness.

Benefiting from technology and innovations requires continuous modernization and development of production processes and investment in research and development to achieve progress and continuous improvement in performance.⁵⁶

Indicators:

- **Productivity Indicators:**

Measures the effectiveness of using resources in producing products. This is done by comparing production with the resources used such as labor and equipment.

Productivity indicators can include the number of units produced per hour of work or per unit of resources.

⁵⁶كتاب "مبادئ الإنتاج والتشغيل" للمؤلف محمد عبد الرحمن، من إصدارات دار النشر العلمية عام 2015، ص 50-55.

- **Product Quality Indicators:**

It measures the extent of excellence of the products produced by the organization and the extent to which they conform to the required specifications.

Indicators of product quality include percentage defects, rejection rates, and customer satisfaction ratings.

- **Cost Indicators:**

It measures the financial expenditures associated with production and marketing operations. These indicators aim to determine the efficiency of use of financial resources.

Cost indicators include the total cost of the product, the average cost per unit of the product, and the ratio of costs to revenues.

- **Time Indicators:**

It measures the time periods taken for production and marketing operations, and this aims to determine the efficiency of using time in production operations.

Time indicators include the production cycle, delivery time to customers, and waiting time.⁵⁷

⁵⁷ كتاب "مبادئ الإدارة الإنتاجية" للمؤلف أحمد محمود، من إصدارات دار النشر العالمية عام 2018، ص 80-85.

Fourth requirement: The importance of production:

The economic importance of production:

1. **Growth and Development:** Production acts as a catalyst for economic growth and development, stimulating increases in production, income, and employment. By creating goods and services, production stimulates aggregate demand, investment, and consumption, which drives economic expansion.
2. **Innovation and technological advancement:** Production processes often require innovation and technological developments to enhance efficiency, reduce costs and improve product quality. Investments in research and development (R&D) are essential to foster innovation, drive gains in productivity, and maintain a competitive advantage in global markets.
3. **International trade and competitiveness:** Production plays a crucial role in determining a country's competitiveness in international trade. Countries specialize in producing goods and services where they have comparative advantages, leading to efficiency gains, increased exports, and enhanced access to foreign markets.⁵⁸

⁵⁸ كتاب "أساسيات الاقتصاد" للمؤلف محمد علي، من إصدارات دار المعرفة عام 2019، ص 120-125.

The social importance Of production :

1. **Job creation:** Production activities generate employment opportunities in various sectors of the economy, which contributes to improving livelihoods, social stability and alleviating poverty. Which enhances the expansion of production to develop skills, accumulate human capital and move forward, for individuals and societies.

2. **Standard of living:** The abundance of diverse and high-quality goods and services as a result of production enhances living standards and enhances the well-being of consumers. Access to basic goods such as food, shelter, health care and education is facilitated through efficient production systems.

3. **Social cohesion and inclusiveness:** Production is considered a means of promoting social cohesion and inclusiveness by providing opportunities for participation, cooperation and mutual benefit. Promoting inclusive production practices promotes diversity and social justice, addressing disparities and empowering marginalized groups.⁵⁹

The environmental importance of production

1. **Use and conservation of resources:** Production activities have a significant impact on the use of natural resources and environmental sustainability. Sustainable production practices aim to reduce resource depletion, environmental pollution and degradation, while promoting efficient use and conservation efforts.

59 - أحمد علي، "أساسيات الاقتصاد والاجتماع"، من إصدارات دار النشر المعرفة عام 2020، ص 85-90.

2. **Circular economy and waste management:** By adopting circular economy principles, production systems can reduce waste production, enhance resource recovery, and encourage recycling and reuse. Circular production models aim to close the material cycle, reduce dependence on finite resources, and promote sustainable consumption and production patterns.⁶⁰

The second topic: The production process within institutions

The first requirement: theories of production within institutions

Production theories have developed over centuries, under the influence of various philosophical investigations and economic schools. Therefore, I aim to provide a comprehensive examination of the various production theories proposed by different philosophers and economic schools. Through detailed analysis, each theory will be explored in terms of key concepts, basic assumptions, and implications for understanding the dynamics of production processes

⁶⁰. جمال الدين حمادة، "التنمية المستدامة والبيئة"، من إصدارات دار النشر الوطنية عام 2018، ص 120-125.

The Classical economic theory

A - Overview of the theory: Classical economists, such as Adam Smith, David Ricardo, and John Stuart Mill, laid the foundations for modern economic thought. Classical theories of production focus on factors such as labor, capital, and land, emphasizing the role of markets in allocating resources efficiently.

B - Main concepts: The practical theory of value, which says that the labor expended in producing the good and its duration. The definition of the value of work requires that this work be “socially necessary,” meaning that the value of the commodity is proportional to the amount of work if we assume that this work is done by average skill and average productivity.

In addition to the comparative advantage that is represented by a country's ability to produce a certain good at a lower cost and with a higher quality than any other country, it may nevertheless be advantageous to produce with the second country if it has a lower opportunity cost, and the Law of Diminishing Return or the Law of Diminishing Productivity Diminishing Returns In the economic concept, if we make one input or user a fixed amount and increase the other user, the marginal material product of this variable user will decrease after a certain point at the very least. All of these are the basics of classical production theories.

C - Implications: Classical economics influenced policies that called for free trade, minimal government intervention, and the importance of productivity in driving economic growth.⁶¹

The Marxist theory:

A - Overview of the theory: Karl Marx developed a criticism of capitalism, emphasizing the exploitation of labor and the contradictions inherent in capitalist production relations. Marxist theories of production focus on the concepts of surplus value, class struggle, and historical materialism.

B - Main concepts: The theory of practical value that I mentioned previously, and the theory of class conflict, which is a social and economic theory that represents a Marxist point of view for analyzing the social structure and economic interactions in society. It was developed by Karl Marx and Friedrich Engels in the nineteenth century.

Class conflict theory is based on the assumption that societies consist of opposing social groups that compete for resources and power. This theory divides society into social classes that differ in the level of power, wealth, and opportunities, and these classes struggle with each other for resources and control over the means of production.

The theory of class conflict focuses on the conflict between the main social classes, namely the working class (proletariat) and the ruling class (bourgeoisie), and considers the conflicts between

⁶¹ *"Principles of Economics"* N. Gregory Mankiw، الطبعة 7، Cengage Learning .35-30 ص، 2014 .

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these two classes as a major driver of social and economic change. The theory says that the proletariat, which owns the labor force and exerts physical effort in production, strives to achieve social justice and control the means of production, while the bourgeoisie, which owns the means of production and wealth, seeks to maintain its control and advance its interests.

Under the theory of class struggle, Marx predicts that this struggle will eventually lead to the collapse of the capitalist system and the emergence of a new system based on collective ownership of the means of production, leading to the achievement of economic and social equality.

Class struggle theory remains important for critical understanding of social and economic structures, and forms a fundamental part of modern social philosophy and economic analysis. However, this theory has been strongly criticized for its simplification of social relations and its ignoring of other cultural and political factors that may influence social conflicts, and the tendency of profitability to decline is the essence of Marxist theories of production.

C - Implications: The impact of Marxist economics on discussions about income inequality, workers' rights, and the role of the state in organizing the capitalist economy.⁶²

⁶² " **Marxist Economics: Theory and Practice**" Michael Charles Howard، ط 3، Palgrave Macmillan .ص 45-55، 2016،

The Neoclassical economics Theory :

A - Overview of the theory: Neoclassical economists, such as Alfred Marshall and Leon Walras, introduced marginal analysis and the theory of interest to explain consumer and producer behavior. Neoclassical theories of production focus on optimality, equilibrium, and market efficiency.

B - Main concepts:

Marginal Productivity: Marginal productivity is a concept in economics that refers to the increase in output that occurs as a result of an increase of one unit of a productive factor, such as labor or capital, in the production process. This increase indicates the additional contribution made by the additional worker or additional unit of capital to the productivity of the process.

In other words, marginal productivity is a measure of the efficiency of using additional productive resources. For example, when a firm increases the number of workers on a production line, marginal productivity reflects the increase in output resulting from each additional worker. Since this increase may decline over time due to factors such as the law of diminishing returns, companies must carefully evaluate the benefits and costs of employing more productive resources.

Understanding marginal productivity helps companies make sound economic decisions about employing productive resources and improving production efficiency. Understanding this concept is important in physical economics and macroeconomics to analyze

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the behavior of companies and their impact on the total output of society.

Perfect Competition: Perfect competition theory is a theory in economics that assumes the existence of a market characterized by many small sellers and buyers, and in which the good or service is freely exchangeable at homogeneous prices between sellers. This theory is based on several basic assumptions, including:

1. **The presence of a large number of sellers and buyers:** It is assumed that there is a market in which many sellers and buyers compete, without any of them having market power that significantly affects the price.
2. **Product matching:** Buyers consider the available products to be completely identical in terms of quality and characteristics.
3. **Freedom to enter and exit:** Any individual or company can enter or leave the market freely.
4. **Complete information:** It is assumed that all parties participating in the market have complete information regarding prices and products.
5. **Lack of government interference:** There are no government restrictions or interventions that affect market operations.

Perfect competition theory aims to study the behavior of markets characterized by these conditions, and explains how prices are formed and resources are distributed in such markets. The end result of this market is supposed to be economic efficiency, where resources are used completely efficiently and goods and services are distributed in a way that meets the needs of consumers in the best possible way.

However, the real world often exceeds these assumptions, and markets...

C - Implications: Neoclassical economics is based on careful economic analysis and economic policies aimed at enhancing market efficiency and improving the distribution of resources.⁶³

The Keynesian economic theory :

A - Overview of the theory: John Maynard Keynes challenged classical economic doctrine with his theory of effective demand and macroeconomic policy management. Keynesian production theories focus on aggregate demand, forced unemployment, and the role of government intervention in stabilizing economies.

B - Main concepts :

Aggregate Demand: Aggregate demand theory is a concept in economics that refers to the total amount of goods and services that consumers are willing to buy in the market in a specific period of time. It represents one of the main elements in the theory of

⁶³ *Microeconomic Theory: Basic Principles and Extensions* ,Walter Nicholson , 13 ط Cengage Learning ص ،2016 ، .90-80

Chapter Three : The production process

demand and supply, which explains the mechanisms for determining prices and quantities of goods sold in markets.

Aggregate demand theory assumes that demand is affected by several factors, including:

1. **National income:** An increase in an individual's national income usually leads to an increase in his ability to purchase, which increases the overall demand for goods and services.
2. **Commodity prices:** A change in commodity prices can affect the level of aggregate demand, as higher prices can reduce demand and vice versa.
3. **Distribution of wealth:** The unequal distribution of wealth can affect aggregate demand, as individuals with higher incomes tend to spend more.
4. **Expectations:** Expectations about the future can affect current spending behavior, as positive expectations may increase spending, while negative expectations may reduce it.
5. **Government policies:** Government policies, such as tax cuts or increased government spending, can affect the level of aggregate demand in the economy.
6. **Fiscal Policy:** Fiscal policy theory is a set of theories and concepts that relate to the government's role in controlling economic activity through the use of fiscal policies, such as tax distribution, government spending, and public debt management.

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Fiscal policy theory aims to analyze how fiscal policies affect the economy in general, and how they are used to achieve certain goals such as economic stability, economic growth, and achieving budget balance.

Theories in the field of financial policy are diverse and include a variety of ideas and trends, including:

1. **Monetary theory:** It focuses on the role of monetary policy in determining interest rates and inflation by changing the quantities of money in circulation.
2. **Public Expenditure Theory:** It considers that government spending can be an effective means of stimulating economic activity and achieving economic growth.
3. **The Most Useful Capitalism Theory:** Proposes that tax cuts for low-income individuals can stimulate economic activity and promote an equitable distribution of wealth.
4. **Public debt theory:** It focuses on the economic effects of increasing public debt and how to finance it, including the effect on interest rates and inflation.

C - Implications: Keynesian economics is a form of macroeconomic policies that aim to achieve full use of resources, price stability, and economic growth through government intervention and demand management.⁶⁴

The second requirement: methods of production within institutions:

Chronological production (monotonic production): In this method, the production process is divided into successive stages that are carried out in a specific time sequence. For example, in automotive assembly lines, the vehicle is assembled in sequential steps starting from body assembly through final manufacturing.⁶⁵

Mass production (collective payment): This method is commonly used in the construction and infrastructure industries. Workers are employed in small groups to accomplish specific tasks at the same time, allowing progress to be achieved more quickly.⁶⁶

Vertical integration production: In this method, the organization owns multiple stages of the production process, starting with raw materials and ending with the final product. For

⁶⁴ -**Macroeconomics: Principles, Applications, and Tools**" Arthur O'Sullivan ،Steven M. Sheffrin ،Stephen J. Perez، منشور عن Pearson 2018 ، ص 100-120.

⁶⁵ "**Operations Management: Sustainability and Supply Chain Management**" للمؤلفين Jay Heizer و Barry Render، Pearson Education 208-205 ص 2016، عام

⁶⁶ "**Production and Operations Management**" William J. Stevenson ،Ceyhun Ozgur، McGraw-Hill Education ،2018 ، ص 321-323.

example, an automobile manufacturer that has an engine plant and a body assembly plant.⁶⁷

Horizontal integration production: In this method, an organization expands its operations to include additional production steps or different products. For example, a car manufacturer that is expanding its operations to include motorcycle production as well.⁶⁸

Continuous assembly production (continuous production): This method is used in industries that require continuous production of goods, such as the food and beverage industry. Production lines run continuously without stopping, allowing for increased productivity and reduced cost.⁶⁹

Production by specialization (custom production): In this method, the organization manufactures customized products according to the individual needs and preferences of customers. This approach requires the ability to meet customer requirements accurately and flexibly.⁷⁰

Production in cooperation (productive cooperation): In this method, organizations cooperate with each other to produce joint products or to achieve specific goals. This collaboration can

⁶⁷ -Supply Chain Management: Strategy, Planning, and Operation” (Sunil Chopra & Peter Meindl, Pearson Education , 2016, ص 172-174.

⁶⁸ ” -Strategic Management: Concepts and Cases” (Fred R. David & Forest R. David, Pearson Education , 2017, ص 221-223.

⁶⁹ -Manufacturing Engineering & Technology” (Serope Kalpakjian & Steven Schmid, Pearson Education , 2014, ص 517-520.

⁷⁰ ، -Mass Customization: The New Frontier in Business Competition” .B. Joseph Pine II, Harvard Business Review Press 46-44, ص 1999.

be between organizations in the same industry or in different industries.⁷¹

Production with modern technology (smart production):

In this method, modern technology such as artificial intelligence and massive analytics are used to improve production processes and increase efficiency and quality.⁷²

The third requirement: Obstacles to production within institutions

1. **Outdated technology:** Using outdated technology can be a drag on productivity, as it can cause increased costs and reduce efficiency⁷³.

1. **Lack of human resources:** The lack of availability of skilled and qualified workers can be an obstacle to achieving optimal productivity within organizations.⁷⁴

2. **High costs:** Raw material, energy and labor costs can negatively affect productivity if they are unjustifiably high.⁷⁵

⁷¹ -**Collaborative Manufacturing: Using Real-Time Information to Support the Supply Chain**" ،Michael McClellan، CRC Press .92-89 ص، 2003

⁷² -**Smart Manufacturing: The Lean Six Sigma Way**" ،Anthony Tarantino، John Wiley & Sons 115-112 ص، 2018

⁷³ -**Managing Technology and Innovation for Competitive Advantage**" ،V. K. Narayanan- Pearson Education 65-67 ص، 2001 عام

⁷⁴ -**Human Resource Management**" ،Gary Dessler، Pearson Education 143-140 ص، 2017 عام

⁷⁵ -**Cost Management: A Strategic Emphasis**" ،Edward Blocher، David Stout،Paul Juras - McGraw-Hill Education ، 91-89 ص، 2018

3. **Storage and disposal of inventory:** Effectively managing inventory and minimizing losses can be a challenge to production operations, especially in industries that require large storage of goods.⁷⁶

4. **Problems in the supply chain:** Supply chain instability, such as delayed deliveries or low quality raw materials, can hinder production operations.⁷⁷.

5. **Laws and regulations:** Government restrictions and legislation may impose restrictions on production operations, which increases costs and reduces flexibility.⁷⁸

6. **Changes in demand:** Changes in demand for products can cause difficulties in planning and determining production levels, affecting efficiency and cost.⁷⁹

Fourth requirement: Ways to improve production within institutions:

1. **Improving production processes:** Production processes can be improved by simplifying the processes involved in them from the beginning, reducing costs, and increasing efficiency by reviewing

⁷⁶ -*Inventory Management and Production Planning and Scheduling*" ،Edward A. Silver ،David F. Pyke - Wiley ، 2017، ص 193-195.

⁷⁷ -*Logistics and Supply Chain Management*" ،Martin Christopher - Pearson Education .160-158 ص 2016 ،

⁷⁸ -*Regulatory Impact Assessment: Towards Better Regulation?*" ،Colin Kirkpatrick ،David Parker - Edward Elgar Publishing .69-67 ص 2007،

⁷⁹ -*Demand Management Best Practices: Process, Principles, and Collaboration*" ،Colleen Crum ،George E. Palmatier، J. Ross Publishing .48-45 ص 2003، عام

current processes and using methods such as Total Quality Management (TQM) or continuous improvement (Kaizen).⁸⁰

2. Applying modern technology: Productivity can be improved by using modern technology such as robotics, artificial intelligence, and massive analytics to improve production processes and increase efficiency.⁸¹

3. Developing workers' skills: Productivity can be improved by developing workers' skills and training, which helps them carry out tasks more efficiently and improves the quality of products.⁸² .

4. Total Quality Management: Productivity can be improved by applying principles of total quality management, such as identifying customer needs, improving processes, and analyzing data for continuous improvement.⁸³ .

5. Reducing the level of waste: Productivity can be improved by identifying and reducing waste in production processes, such as reducing unnecessary inventory, and improving production processes to reduce waste and losses.⁸⁴

6. Supply chain improvement: Productivity can be improved by optimizing the supply chain, including improving the timing of

⁸⁰ -**Operations Management: Sustainability and Supply Chain Management**" Jay Heizer وBarry Render، Pearson Education " .325-320 ص، 2016، *The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer* Jeffrey Liker- McGraw-Hill .85-80 ص، 2004، عام

⁸¹ -**Industry 4.0: The Industrial Internet of Things**" Alasdair Gilchrist، Apress .55-50 ص، 2016،

⁸² -**Training and Development: Enhancing Human Performance**" Robert L. Craig وLyle M. Spencer- McGraw-Hill ،2004 .115-112 ص

⁸³ -**Quality Control**" Dale H. Besterfield- Pearson Education 140-134 ص، 2012،

⁸⁴ -**Lean Thinking: Banish Waste and Create Wealth in Your Corporation**" James P. Womack وDaniel T. Jones - Free Press 105-100 ص، 2003،

delivery, increasing the quality of raw materials, and reducing costs.

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7. Encouraging innovation and creativity: Productivity can be improved by encouraging innovation and creativity in production processes, and providing a work environment that encourages the exchange of ideas and the development of new solutions.⁸⁶

Summary of the chapter

Production, in its many forms, occupies a central position in economic theory and practice. It involves transforming inputs into outputs, including goods, services and intangible assets. Through this chapter I aim to comprehensively illustrate the importance of production across different fields, from its economic implications to its broader implications for society and the environment. By delving into the complex interaction between production processes, market dynamics, and political interactions, providing a comprehensive understanding of the causation and importance of production.

⁸⁵ -**Supply Chain Management: Strategy, Planning, and Operation**" ،Sunil Chopra ،Peter Meindl- Pearson Education .255-250 ص ،2016،

⁸⁶ -*The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*" ،Clayton Christensen· Harvard Business Review Press .125-120 ص ،2016

Chapter Four

Chapter Four: Methodological procedures for the field study:

I - Methodological procedures

1 - Study methodology

2 - Study sample

3 – Data collection tools

II- Field study

fields of study

Presentation of data, analysis, and interpretation of results

Show general results

Recommendations and suggestions

I- Methodological procedures

1. Study methodology:

The study curriculum is the backbone on which everything is based

Successful academic scientific research, where the method provides the working strategy for investigating any chosen scientific topic .

The study methodology can be defined as the comprehensive plan or theoretical, applied, or field plan that explains the methods and strategies used to collect, measure, and analyze data related to the research question. It includes the entire process that aims to design scientific research, from theoretical conception to data collection and analysis, and all the way to... The final presentation and interpretation of the results. This methodological framework ensures that the research is organized, consistent, and capable of producing valid and reliable results.⁸⁷

Therefore, the main purpose of the study methodology is to provide a clear and transparent plan of action for how the research will be conducted and recorded .

This transparency allows other researchers to replicate the study, verify the results, and build on those results. In addition, the clear and specific approach enhances the credibility of the research by showing that the study is based on well-established scientific principles and practices.

⁸⁷ حمدي عمير اوي، مراحل الضوابط المنهجية لإعداد البحث العلمي، جامعة منتوري، قسنطينة، العدد 1، 2002 ص 96

But the approach differs from one study to another depending on the nature of the research problem, the circumstances surrounding the research sample, and the capabilities and capabilities of the researcher. Taking into account all of the above in mind and based on the experiences of researchers before me who dealt with similar topics, the descriptive approach is the most efficient in revealing About the phenomenon to be studied from both sides, and the most appropriate approach is in collecting accurate data and data about it. The descriptive approach reflects the phenomena and interprets them as they exist in reality, expressing them qualitatively and quantitatively, and comparing the final results.

Accordingly, the descriptive method in scientific research can be defined as: “A method used to study and describe phenomena as they are in reality without the intervention of the researcher. This method aims to collect accurate and comprehensive data about the phenomenon studied in order to describe it in detail, analyze it, and understand its characteristics and the factors affecting it in its circumstances.” Natural.

It is a set of research procedures that are integrated to describe phenomena, classify the data recorded about them, process them, and analyze them accurately, to extract their significance and ultimately arrive at purely scientific results.⁸⁸

The descriptive approach includes several tools for collecting data, such as questionnaires, interviews, observations, document analysis, and a content analysis tool, as the researcher seeks to collect accurate and objective information that reflects the actual

⁸⁸ بشير صالح الرشدي، مناهج البحث التربوي، رؤية تطبيقية مبسطة ، الكويت، دار الكتاب الحديث ، عام 2000 ، ص 59

reality of the phenomenon. This approach can be used in many studies, such as studying the habits and behaviors of a specific group of people. In a given space, describing specific physical features and conditions, or analyzing statistical data about a social or economic phenomenon.

In general, the descriptive approach is an essential tool in scientific research that helps researchers understand phenomena and identify prevailing problems, needs, and trends, enabling them to make data-based recommendations to improve the conditions studied or to solve the problems at hand.

The study sample :

Given the size of the total study population, which is represented by about 2,000 employees in the industrial complex (production department) in Hassi R'Mel, I took a sample of 0.5%, which is 100 employees working in the complex. This sample was selected selectively. Thanks to the Sonatrach Foundation, which You kindly informed me about the number of workers in each department involved in the production process, and also helped my employees within the Supply Department, les Approvisionnement, reach the employees and take some time from their work hours to fill out the questionnaire.

Data collecting tools :

1. Scientific research depends on various methods in order to obtain the largest possible amount of data with the greatest possible accuracy. These tools are observation, interviews, questionnaires, and content analysis. However, during my study, I decided to rely on only two tools, which are the questionnaire and the interview, because they are among the most important tools. Scientific research, which is the most effective and easiest to apply in the process of collecting information, is one of the most appropriate methods for this type of study, as the questionnaire was used as the main tool and the interview as an auxiliary tool.

A - The Questionnaire :

A questionnaire is a research tool consisting of a set of questions designed to collect information from respondents. It is commonly used in various fields such as social sciences, market studies, health studies, and educational evaluations.

Rensis Likert (1903-1981) defines it as: "An organized set of questions that are presented to a group of individuals to obtain statistically useful information about a specific topic. With the aim of collecting data that can be measured and analyzed to understand trends, opinions, behaviors, or any information that can be measured and analyzed." "For measurement."⁸⁹

⁸⁹ 'Rensis Likert - A Technique for the Measurement of Attitudes' 'Archives of Psychology .1932 '

Among its characteristics:

1. : The questions are usually presented in a fixed order and in a standardized format to ensure consistency in responses.
2. Types of questions:
 - Closed questions: provide pre-defined answer options (e.g. multiple choice, yes/no, Likert scale)
 - Open-ended questions: allow respondents to answer in their own words, providing richer qualitative data.
3. Administration methods:
 - Self-administration: distributed to respondents to complete on their own (e.g. paper questionnaires or online questionnaires).
 - Interviewer-administered: conducted by the interviewer who asks questions and records answers (such as face-to-face or telephone interviews).
4. Design:
 - Clear and concise wording to avoid ambiguity.
 - Logical sequence of questions to maintain a natural flow.
 - Pre-testing (pilot testing) to identify potential problems and improve reliability and validity.
5. Data collection:
 - Responses are collected and recorded in a systematic manner.
 - Data can be numerical (quantitative) or descriptive (qualitative).

Among its advantages :

- Cost-effective: Relatively inexpensive to design and distribute, especially with online platforms.
- Scalability: It can reach a large number of respondents in various locations.
- Privacy: Respondents may feel more comfortable providing honest answers if confidentiality is guaranteed.
- Uniformity: ensures that all respondents are exposed to the same questions, which facilitates comparison and analysis.

Restrictions

- Response bias: the risk of respondents providing socially desirable answers or guessing the answers.
- Limited depth: May not capture the full complexity of respondents' thoughts and feelings, especially with closed questions.
- Non-response: Possibility of low response rates, which could affect the representativeness of the data.

Applications:

Social research: understanding societal trends, public opinion, and human behavior.

- Market research: measuring consumer preferences, product feedback, and market trends.
- Health studies: collecting data on health behaviors, patient satisfaction, and epidemiological research.
- Educational evaluations: evaluate student performance, teaching methods, and educational outcomes.

In short, a questionnaire is a versatile and effective tool for collecting data from a specific group of individuals. Its effectiveness depends on careful design and appropriate management to ensure that the data collected are valid, reliable, and useful for the intended research purposes.

When I prepared the questionnaire form, I tried to make the questions asked characterized by clarity and objectivity, and to be direct and far from ambiguity, in addition to taking into account the levels of the respondents so that the answers to the questionnaire form are accurate and lead to logical conclusions. I also tried my best to make the vocabulary accessible to the capabilities of the employees. Educational.⁹⁰

⁹⁰ *Research Methods: The Essential Knowledge Base" ·William Trochim ·Cengage Learning ·2016 ·*

Chapter Four : Methodological procedures for the field study

During the design of this questionnaire, I relied on the following methodological stages :

1. Think about the questionnaire questions based on the research problem and study questions.
2. Formulating the questionnaire questions, where I varied between closed-ended and multiple-choice questions, because they helped me obtain the required information. After formulating the questions, and reviewing them to ensure their clarity and accuracy, it was verified that each question served a specific purpose and was in line with the objectives of the study .
3. The questions were evaluated by experts in the field to ensure their credibility and validity. They were presented to the supervisor, evaluated, and then presented to several experts, including professors from foreign and local universities.
4. Designing an experimental prototype of the questionnaire: I created an experimental prototype of the questionnaire and distributed it to a sample of 10 individuals working (model 2) far from the place of my field study, and I made only one amendment to the questionnaire regarding the fifth question.
5. Designing the final form of the questionnaire: Based on the proposed revisions and modifications, the final form of the questionnaire was prepared and the questions were arranged logically to ensure easy transition between questions and maintain the respondent's interest.

6. In distributing the questionnaire, we relied on the method of distributing it by hand, and retrieving it manually as well. The number of questionnaires distributed reached 100, and the entire number was retrieved. The questionnaire contained 33 questions, directed to the study sample, and these questions were divided into three axes

B - The interview (assisting tool)

The interview is a research tool that allows collecting information from participants through direct dialogue. The interview is based on direct interaction between the interviewer and the participant, which provides an opportunity to absorb more details and clarifications about the topic studied.

Among its characteristics :

- a. Structure: A structure for the interview is determined in advance to ensure that the dialogue is directed towards the specific objectives of the study.
- b. Interactive: The dialogue is characterized by direct interaction between the interviewer and the participant, which enables deeper absorption of information and clarifications.

- c. Establishing the context: Dialogue provides the opportunity to understand the participant's context and clarify details about their background and experiences.
- d. Asking the question: The interviewer can ask questions directly to obtain the required information according to the objectives of the study.
- e. Data recording: The course of the interview and the information extracted from it are accurately recorded for use in future analyses.

Among it's advantages :

1. Providing in-depth information: Direct dialogue provides an opportunity to absorb more details and a deep understanding of the topic studied.
2. Clarifying the context: The dialogue provides an opportunity to clarify the participant's context, which helps determine the factors influencing his opinions and experiences.
3. Interactive: The participant can freely express his opinions and experiences, which enhances his participation in the research process.

Limitations:

1. Bias in administration: The interview administration style may affect the answers provided by the participant, which makes the analysis require high professionalism.
2. Reliance on memory: The success of the interview depends on the participant's ability to accurately remember and describe the details of his experiences and opinions.

It's applicatios :

1. Psychological and social research: understanding individual experiences, opinions and beliefs.
2. Academic research: exploring complex phenomena and concepts through direct interaction with participants.
3. University studies: Graduation questionnaires and doctoral dissertations often rely on interviews to collect data.

In short, the interview is an effective tool for gathering in-depth information and clarifying context in scientific research processes. Its effectiveness requires high communication and analytical skills to ensure the quality of the extracted data.

II - Field study

Intro :

With the aim of understanding organizational interactions and the nature of the production process, it is time to link what was discussed in the theoretical aspect to the lived reality, within the context of Sonatrach, which is the leading energy company in Algeria, and thus this field study will delve into understanding the complex interaction between organizational communication strategies and efficiency. Production operations in this institution. While highlighting the pivotal role of communication in enhancing productivity, enhancing cooperation, and shaping the practical landscape of Sonatrach, by collecting data on this topic or by using methodological tools in order to understand the various statistical aspects of this study.

In this chapter, I touched on a definition of the Sonatrach Foundation, specifying the areas of space-time and human study, after distributing the questionnaire form to the respondents, analyzing and interpreting it to arrive at a set of results.

1. Fields of study

Defining the fields of study is considered an essential step in the methodological construction of any objective scientific academic research, as it helps the researcher measure the extent to which his theoretical knowledge has been achieved in the field and on the ground of living reality. The fields of this study are divided into:

A - Spatial frame :

The spatial field in any study refers to the actual environment in which the research or field study was conducted, and this includes the specific geographical locations in which data were collected and experiments or surveys were carried out, and in the context of my study on the role of organizational communication on the production process process at Sonatrach DP, The spatial scope here includes the company's main headquarters in Hassi Rmel, factories, and logistical sites such as wells, distribution and monitoring centers, maintenance workshops, and various technical directorates, where production operations and daily interactions between employees and management take place. My study will be in the Sonatrach Hassi Rmel Production Directorate.

Sonatrach is an Algerian national energy company, and is considered one of the largest oil and gas companies in Africa. Sonatrach was founded in 1963 after Algeria's independence from France, as a result of the enactment of the Hydrocarbons Law approved by the Algerian National Assembly in the same year. This law aimed to regulate the oil and gas industry in the country and

make the most of Algeria's natural resources. The company was established under this law as a joint stock company, and has worked for decades to explore, develop, produce and market oil and natural gas in Algeria and abroad. Since its emergence, Sonatrach has played a decisive role in developing the energy sector in Algeria and enhancing energy production.

Growing up circumstances:

The National Company for the Transport and Marketing of Hydrocarbons, Sonatrach, was established. Its name means: The National Company for Research, Production, Transport, Transformation and Marketing of Hydrocarbons in French: “Société Nationale pour la Recherche, la Production, le Transport, la Transformation, et la Commercialisation des Hydrocarbures .”

The end of 1963 was an embodiment of the Algerian authorities' desire to control the petroleum wealth of the then newly independent Algeria.

The authorities aimed to establish the company to direct petroleum wealth to serve economic and social development, and to make it a bridge for the nationalization of the oil sector, which was then subject to France, the former colonial power.

In an effort to prove its existence, in 1964, the emerging company launched its first oil pipeline project with a distance of 800 kilometers, linking the points of Arzew and the Hamra Basin. In the same year, Algeria launched its first exploratory projects to exploit natural gas, so the Algerian Company for Liquid Methane was

established with an initial production capacity. It reached about two billion cubic meters per year.

In 1965, Algeria and France reached an agreement on the hydrocarbons file, which included the establishment of an industrial cooperative between a company representing the French party and the Algerian government, which allowed the Algerian state to expand its production activities and give it a greater degree of participation in the management of the hydrocarbons sector.

In light of this agreement, Sonatrach launched its first exploratory projects after its role had previously been limited to transportation and marketing. Based on this expansion, its capital was multiplied ten times to reach 400 million Algerian dinars.

At that time, production operations expanded from the Hassi gas field, which is considered the fourth largest gas field in the world. The Hassi Rmel gas field is one of the most important oil and gas projects in Algeria, and it was developed in cooperation with international companies in the field of energy. Commercial production at the field began in the 1970s, and since then it has witnessed continuous growth in productivity and expansion of the scale of operations. Hassi R'Mel is an important source of natural gas that is exported to many countries around the world, which contributes to enhancing Algeria's national income and supporting its economy.

Sonatrach Board of Directors in Hassi Rmel :

Regional Directorate:

Central Directorates:

1. Directorate of Production Engineering
2. Directorate of Exploitation
3. Maintenance Directorate
4. Technical Directorate
5. Logistics Directorate
6. Directorate of Security and Prevention
7. Directorate of Informatics

sections

1. Human Resources Department
2. Finance Department
3. Legal Department
4. Supply and Logistics Department
- 5. Food and Shelter Department**

B – Human frame :

Study population: This means the research community, which is the workers (employees) in the production department of the Sonatrach Foundation, Hassi R'Mel DP branch.

Therefore, this research community consists of 1,700 employees out of (employees) working in the Sonatrach industrial complex in Hassi Rmel.

Study sample: We relied on purposive sampling, which is also known as non-probability sampling, and is defined as a sampling technique in a process that does not give all individuals in the research community equal opportunities to be selected. This type of sampling depends on the researcher's self-judgment instead of Random selection. Common methods of non-probability sampling include convenience samples, judgemental samples, quota samples, and snowball samples. Our study sample consisted of 100 individuals, representing 5.88% of the total research population.

C - Time frame :

This includes the period of time it took to conduct this academic study theoretically and practically, and reach its results:

Starting on December 14, 2023, I began collecting information and theoretical scientific material related to the subject.

All the way to the end of the month of April, where I began my field study at the Sonatrach Foundation, where a questionnaire form

was completed, presented to the supervisor, and distributed to 100 employees and workers at the Sonatrach Hassi Rmel industrial complex, from May 12 to May 19, and a number of interviews were also conducted. With a number of those responsible for the production, maintenance, storage, installation, monitoring and purchasing operations of the boat.

Through it, I reached the results of the study, and finally the memorandum was written in its final form on **June 23rd 2024** .

2 - Presenting, analyzing, and interpreting the results:

Personal Data :

Table (1) shows the distribution of respondents by gender:

Percentage	Reps	Category		
86%	86	Male	Gender	A
14%	14	Female		
100%	100	the total		

From Table 1, it became clear to me that the superiority of the number of males over the number of females in the sample is due to several factors. This is due to the working environment and company policies that favor males, due to the nature of the physical work and the experience required in gas production in Hassi R'Mel, which most female employees in the sector may be unable to

perform to the fullest extent due to obstacles such as experience, recent graduation, and physical effort. In addition, the culture and social fabric of Algerian society may play a role in restricting women's participation in some industries such as the oil and gas industry, and it is therefore also possible that these cultural factors influence the development of recruitment policies and promotions within the company .

In general, it can be said that Table (1) reflects the challenges faced by equal participation of both genders in work environments in Algeria, especially those that depend on physical labor and technical expertise, with the influence of traditional Algerian culture that encourages conservatism.

Table (2) shows the distribution of respondents according to educational level:

Percentage	Reps	Category		
3%	3	Elementary	Educational level	B1
13%	13	High school		
84%	84	College		
100%	100	Total		

Percentage	Reps	Category		
22%	4	IT	Other training certificate	B2
6%	1	Supply		
11%	2	Mechanical engineering		
6%	1	accounting		
6%	1	Hydraulic engineering		
6%	1	Management		
6%	1	Welding		
11%	2	Superior technician		
6%	1	Hydrocarbures		
6%	1	Inventory		
6%	1	Chemical engineering		
6%	1	Electrical engineering		
6%	1	Fire engineering		
100%	18	Total		

Based on Table No. (02), we can notice that the sample members are distributed into three main categories. As we can see, the group with university education occupies the largest percentage, as 84% of the respondents have university degrees, which indicates that the vast majority of the sample has higher education. . However, there appears to be a diversity of other formative educational certificates for the participants, as some of them have certificates in

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several fields, most of which are directly related to the production process, such as computer science, chemistry, and mechanical engineering, while others have certificates in fields that support the general production process, such as Accounting, inventory management, and catering.

This diversity in educational certificates and training courses may reflect the diversity of the backgrounds and skills of employees at the Sonatrach Foundation, and the company's strict policy of recruiting only those with a high education and appropriate professional training. The reason for this is due to the fact that the production process and the storage of tools help in the production process. It requires frameworks capable of running this process efficiently, and most employees deal with machines and computers on a daily basis in their field of work, without forgetting that maintenance, storage, refining, and testing operations require great intellectual efforts. However, there is a percentage of 16%. (3% intermediate and 13% secondary) for those with a secondary or intermediate level, but all of them have vocational training certificates that enable them to occupy positions of assistance in managing the production process, given their long experience and good qualifications.

Table (03): shows the distribution of respondents according to seniority at work

Percentage	Reps	Category		
11%	11	Less than 5 years	Seniority at work	D
64%	64	From 6 to 20 years		
25%	25	More than 20 years		
100%	100	Total		

It is clear to me from the results of Table (03) that the distribution of respondents according to seniority at work reflects the organization's orientations and tendencies towards keeping its current workers as they are, as only 11% of the sample have less than 5 years of experience, which indicates a low level of employment. And a lack of human resources renewal. This result reflects stability at work and satisfaction with the performance of the company's current employees. On the other hand, the large percentage of the sample (64%) has experience between 6 and 20 years, and this reflects that the recruitment wave in 2016-2018 was very successful in Bringing change and raising the performance rate in the company, and this can be linked to the work culture and its values within the company currently, and the company is moving towards maintaining this percentage by making its most important and sensitive positions in the hands of those with high university education and good experience, while the remaining percentage and Which is represented by (25%) with more than 20 years of experience, which reflects strong cohesion in employment and the preservation of qualified and experienced labor force. It also

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indicates the loyalty that employees have to the company, and the latter's ability to form long-term professional relationships.

The first axis: shows the role of communication in the daily operations related to production

Table (04) shows whether the type of communication used by management meets the daily needs of workers

Percentage	Reps	Category	Do workers in the production department receive clear directions regarding their daily tasks?	1
51%	51	Yes		
9%	9	No		
40%	40	Sometimes		
100%	100	Total		

Through this table, I can explore the dynamics of power and the process of directives within the work environment at Sonatrach. When the directives are clear and specific, this reflects a strong dominance of management over the organization's communication processes. Where there is direct and clear guidance to employees by management, the processes are more organized and more effective. And more commensurate with the organization's objectives, and when the directives are unclear or ambiguous, this reflects a lack of control or ability to effectively control internal operations, which may lead to disturbances in the work environment, and this may indicate complexities in the organizational structure or Power conflicts within the company. Looking at this table, I can understand the importance of daily guidance for employees and the extent of its impact on the internal dynamics of the company and the interaction between subordinates

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and management. According to the table, if 51% of employees receive clear directions regarding their daily tasks, this means that there is a significant percentage of workers who feel confident. In their understanding of what is being asked of them and how to carry out tasks. Most of those who responded to this answer are employees of sensitive centers in the company and those directly influencing the production process, from maintenance teams to exploitation, storage and monitoring. However, the remaining percentage of employees should not be ignored; As 40% feel that the directions are not clear at times, which indicates that there are challenges that may face their understanding of tasks at times, and that the company's communication system that carries these directions is not completely ideal and that errors can occur sometimes, but when it comes to For the 9% of employees who feel they do not receive clear direction overall, this represents a non-negligible proportion of employees who could be uncomfortable in their positions, or uneasy about the direction they should take in daily work, due to personal issues with managers or Conflict of personal interests or poor position.

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Table (05) shows the type of organizational culture in the organization and the role of informal communication in meeting the needs of workers:

Percentage	Reps	Category		
59%	59	Yes	Can you easily communicate with your co-workers about the problems you face in production?	2
9%	9	No		
32%	32	Sometimes		
100%	100	Total		

By reading the data recorded in the table, it is clear to me that there is a difference in the percentages, but the majority of employees, representing 51% of the sample, answered yes, which means that the majority of employees feel able to communicate easily with their colleagues about the problems they face. This reflects the existence of a work environment that encourages cooperation and open communication. However, we cannot ignore the 9% that answered: No. This small percentage indicates that there is a minority of employees who feel difficulty communicating about the problems they are exposed to, and this may be This group needs more support or training to enhance their communication skills. In fact, most of them may be newly employed, and the reasons for their feeling of isolation may lie in their inability to engage with the rest of the employees due to the difference in age, experience, and even cultures between them and those they are. From an older age in the company, as for the 32% who answered sometimes, this relatively large percentage indicates that there is a discrepancy in the ability of employees to communicate effectively, which means that there are certain situations or circumstances that may hinder

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effective communication between colleagues, such as not having the right ear at the right time, Or sometimes, due to the confidentiality of the information and individuals' reluctance to expand the circle of problems, they choose to reserve sharing it.

Table (06) shows the extent of management's interest in providing information to workers in an appropriate manner to determine their tasks effectively:

Percentage	Reps	Category	Are you provided with the necessary information to carry out your tasks effectively?	3
51%	51	Yes		
12%	12	No		
37%	37	Sometimes		
100%	100	Total		

By analyzing the results in the table, I can understand several psychological and organizational aspects of employees within the company. If 51% of employees feel that the necessary information is available, this reflects a certain level of efficiency in the flow of information within the company. However, the 37% who answer "sometimes" and 12% "no" indicate that there are gaps in this. the system. These gaps can cause frustration and anxiety among employees, as the lack of information affects their self-confidence and ability to make decisions effectively. When employees are not provided with the necessary information, it can create a feeling of hesitation and confusion, which disrupts workflow and leads to decreased overall efficiency. Psychologically, the availability of information enhances employees' feelings of competence and job security, as they feel well equipped to deal with daily challenges. If

the flow of information is irregular, it can lead to a feeling of instability and confusion, which negatively affects morale and performance. An irregular flow of information can also affect the social dynamics within the team. Employees who feel they are receiving less information may feel isolated or marginalized, which can erode trust between them and their colleagues or bosses. In a work environment that relies heavily on cooperation and coordination between teams, these dynamics can have negative effects on teamwork and team spirit, which may explain why some choose to answer no or sometimes to this question. Ultimately, improving the flow of information is a vital component of enhancing... Performance and productivity within the Sonatrach organization, as the regular availability of information can significantly improve efficiency, reduce errors, and increase work accuracy.

Table (07) shows the extent to which employees realize the importance of communication in determining the quality of work:

Percentage	Reps	Category		
96%	96	Yes	Do you feel that good communication contributes to increasing your productivity?	4
1%	1	No		
3%	3	Sometimes		
100%	100	Total		

The results of Table No. (07) show high levels of awareness of the importance of communication in improving productivity within the Sonatrach organization. If 96% of employees answered “yes,” this clearly indicates that good communication is considered a crucial

factor in enhancing productivity and work efficiency. This high percentage reflects a positive and tangible experience among the vast majority of employees, which emphasized the impact of good communication in improving the results of their work, which indicates that the company's current communication policies have a significant positive impact.

On the other hand, the 3% who answer "sometimes" and the 1% who answer "no" indicate that there are some situations or individuals who may not see the same benefit from good communication, perhaps due to negative experiences or personal challenges in communication, Or due to the nature of their isolated personality, and this may also be due to the fact that their daily tasks do not depend primarily on communication, like some analysis laboratory employees, who may not rely heavily on direct communication within their work.

From an organizational standpoint, these results indicate that Sonatrach has succeeded in building an effective communication system that enhances information flow and collaboration between teams. This strong communication infrastructure may be the result of thoughtful policies and strategies aimed at improving internal communication. Good communication can contribute to accelerating the decision-making process, reducing errors, and increasing coordination between different teams, which enhances the overall efficiency of the production process. These results also reflect a positive impact on the social dynamics within the work environment.

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Table (08) shows the effectiveness of the communication process within the company between employees and management:

Percentage	Reps	Category	Do you receive regular feedback and responses to work messages from supervisors or colleagues?	5
55%	55	Yes		
15%	15	No		
30%	30	Sometimes		
100%	100	Total		

By analyzing the results of this table, it is clear to me that there is a relatively positive trend regarding receiving regular feedback, as 55% of employees confirmed that they receive regular feedback from their supervisors or colleagues. This percentage reflects the importance of feedback in improving performance and guiding employees on an ongoing basis. Regular feedback contributes to enhancing a sense of appreciation and belonging, as employees feel that their efforts and contributions are noticed and appreciated, which enhances their job satisfaction and motivates them to perform better. However, the 30% who answered “sometimes” and 15% “no” indicate that there are some gaps in the feedback system. These gaps could be due to organizational or cultural reasons within the company. Psychologically, not receiving regular feedback can result in employees feeling ambiguous about their performance and the company's expectations, which can lead to a decrease in self-confidence and an increase in stress.

For those who chose “no,” this attitude may indicate a gap in the feedback system, which may have previously negatively affected their understanding of their performance and effectiveness at work.

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Therefore, they may feel a lack of confidence in their abilities or that their efforts are not noticed or appreciated, which may lead to a decrease in job satisfaction and reduced productivity. Those who chose “sometimes,” on the other hand, may have had experiences somewhere between regularly receiving feedback and receiving it infrequently, which could reflect variation in the quality and availability of feedback within the company. This category may face challenges in understanding their performance and improving it effectively, which affects their level of job satisfaction and productivity, but in general the majority confirmed that they received feedback, which reflects great job satisfaction with the organization, but the percentages of those who chose to answer no or sometimes cannot be ignored, as This indicates an opportunity to improve the feedback system within the organization to suit employees' needs and expectations.

Table (09) reflects the organizational culture within the institution

Percentage	Reps	Category		
31%	31	Yes	Are regular meetings organized to discuss improvements in the production process?	6
26%	26	No		
43%	43	Sometimes		
100%	100	Total		

The distribution of percentages on this table reflects a discrepancy regarding the regularity of holding meetings within Sonatrach. The employees who answered “yes” and who amounted to only 31% of the total percentage of the sample, their answers indicate that there is a regular process for discussing improvements in the production

process, which indicates the company's commitment to continuously improving and developing the production process. These meetings can be an opportunity to exchange ideas. And experiences between teams and identifying opportunities to improve performance and increase productivity. On the other hand, this percentage is not even equivalent to a third. For those who answered "no" and "sometimes," their answers may indicate that there is no regular organization of these meetings, which may indicate that these meetings take place Only within specific teams and not all teams are assigned to them, which can negatively impact the company's ability to fully utilize employee experiences and opinions in improving operations. This may result in a loss of opportunities to improve efficiency and increase productivity, which affects the achievement of institutional goals in general.

This discrepancy in the extent of organizing meetings indicates the importance of conducting an internal evaluation of communication and coordination processes within the company, and the necessity of improving organizational processes to enhance communication and enhance interaction between different teams.

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Table (10) reflects awareness of the interrelation between the quality of communication and the results of the production process within the company.

Percentage	Reps	Category		
95%	95	Yes	Do you feel that poor communication negatively affects the quality of production?	7
3%	3	No		
2%	2	Sometimes		
100%	100	Total		

The results of Table No. (10) show a widespread awareness among employees that poor communication can negatively affect the quality of production at Sonatrach. The very high percentage of “yes” responses indicates that most employees see a close connection between the quality of communication and the quality of production. This reflects awareness of the importance of effective communication in ensuring coordination of work, reducing errors, and improving overall performance, in order to achieve the organization’s goals and expectations about the quality of the final product .

On the other hand, the very small percentage of those who chose “no” indicates that there is a very small percentage of employees who do not see the impact of poor communication on the quality of production. This may be the result of certain circumstances within the company or may reflect specific views of some employees, who They may have encountered experiences in the past that changed their view of the effectiveness of communication in ensuring quality. This may also reflect their lack of understanding of the nature of

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communication and its role in their work, or their limited role in the production process .

It is worth noting that the small proportion of those who chose “sometimes” indicates a recognition that poor communication can inconsistently affect production quality. This could reflect variation in the quality of communication within the company, as some departments or teams may have greater influence than other teams on the production process, which may reflect a varying impact of communication on the performance of different teams, while some teams may suffer from challenges in this regard, Either because there are individuals in it who do not realize the importance of communication, or because they have little influence on the production process.

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The second axis: shows the role of communication in coordination within the production team

Table (11) shows the type of communication method prevailing in the institution:

Percentage	Reps	Category	What means of communication do you use within the organization?	8
29%	62	Company's applications		
32%	69	Email		
24%	52	Reports		
12%	26	Informal communication		
2%	4	Audio calls		
0%	1	Radio		
100%	214	Total		

This table reflects the diverse use of communication means within the organization. E-mail is characterized by being the most widely used method, with 69% of participants preferring it to communicate within the company, which reflects employees' reliance on e-mails for immediate and official communication in exchanging information and issuing instructions, especially since this type of e-mails is characterized by its internal nature, as the system is designed by the company. It may indicate that company policy is what stimulates reliance on email because it is easy to track, followed by company-specific applications at 62%, which are mainly used by equipment storage teams and monitoring teams. Choosing this option reflects employees' desire to benefit from custom applications. Which the company provides to facilitate internal communication and the exchange of information between departments in a comfortable and safe way, and the desire of

employees to exploit computer applications, softwares and automated media programs at work to avoid errors and reduce effort, reports come next at a rate of 52%, and choosing this option can be due to the needs. Employees receive specific and detailed information about operations and results, which may be better available through written paper reports, especially those reports that track the movements of goods and products and are called BMM (bon de movement material), followed by informal communication at 26%, this. The choice reflects the desire of some employees to use personal means of communication, such as instant chat or personal communications, to communicate with their colleagues in an informal and unstructured manner. This may sometimes be due to the fact that workers are very mobile and therefore communicating with them by email or applications may not be sufficient. Without forgetting that these programs do not carry emotions, and therefore in most cases direct and voice communication may be more successful in conveying messages, 4% of telephone calls were another means of communication mentioned by some of the sample members, as direct and voice communication via fax provided by Company to express important matters or to get immediate feedback, it is more effective in some cases .

Finally, radio is 1%, which is related to special circumstances in some departments or locations within the organization, where the radio is used as a means of rapid communication in emergency situations or to deliver important messages immediately, and only one person is responsible for it in the facility, which explains the reason for choosing one person. From the sample for this option,

this diversity in means of communication reflects the integration between the different technologies that the company provides to its employees to facilitate communication and exchange of information between different departments and teams.

Table (12) shows the extent to which management contributes to stimulating communication between employees:

Percentage	Reps	الفئة	Do managers encourage open and transparent communication between different teams in the company?	9
32%	32	Yes		
27%	27	No		
41%	41	Sometimes		
100%	100	Total		

The results of this table show variation in administrators' encouragement of open and transparent communication within the organization. The higher percentage of those who chose “sometimes” indicates that there is some support for open communication, but that there may be limitations or challenges that hinder full transparency at times. On the other hand, the smaller percentage of those who chose “yes” indicates that there is room for improvement. Communication and its enhancement in the company, and that there are those who are open to improvement and communication, while the low percentage of those who chose “no” indicates the presence of fundamental challenges or a lack of management’s encouragement of open communication and that they are marginalized and almost isolated from management. These results demonstrate the importance of enhancing A culture of open and transparent communication within the organization, as this can contribute to enhancing understanding and cooperation

between different teams, enhancing trust and participating in improving performance and achieving institutional goals.

Table (13) shows the efficiency of the company’s communication system in coordinating between the production department and other departments

Percentage	Reps	Category		
65%	65	Yes	Is there an effective system for exchanging information between the production department and other departments in the company?	10
35%	35	No		
100%	100	Total		

The results of Table No. (13) indicate that there is a high percentage of employees who believe that there is an effective system for exchanging information between the production department and other departments in the company. This reflects the company’s commitment to providing an appropriate infrastructure and mechanisms for exchanging information between different departments, which contributes to improving coordination and cooperation between teams and enhancing efficiency in operations, and because they see the existence of an effective information exchange process between the production department and other departments, which reflects their previous positive experiences with this system. They feel that information is transmitted smoothly and effectively between different departments, which contributes to improving coordination and cooperation and increasing productivity. However, the presence of a significant percentage of employees who see the lack of an effective system

indicates the presence of challenges or weaknesses in the process of exchanging information between departments, which may negatively affect coordination and the general effectiveness of operations within the company. Examples of this may prompt employees to Choosing “no” is the presence of a lack of communication or lack of availability of information between departments, which leads to ineffective coordination and an increase in repetition and error, thus reducing productivity and increasing costs. The reason may also be due to the separation between department employees, such as employees of the equipment department. And the equipment and employees of the production department, or isolating the maintenance and exploration employees from the exploitation employees in order not to mix tasks, and this was confirmed by my interview with the director of the maintenance directorate in the administrative complex of the production department, where he assured me that because the production process is constantly in motion, there are divisions of teams. Separate the sections in order to avoid mixing or duplicating tasks⁹¹

⁹¹ من مقابلاتي مع مدير مديرية الصيانة بالمركب الإداري بتاريخ 21 ماي 2024 .

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Table (14) shows the nature of communication between management and subordinates:

Percentage	Reps	Category		
63%	63	Yes	Do you have the necessary means to communicate with management when needed?	11
10%	10	No		
27%	27	Sometimes		
100%	100	Total		

The results of Table (14) suggest that the individuals who chose “Yes,” which represents a majority of 63%, feel that there are sufficient means to communicate with management when needed, which means that they have the ability to access e-mail systems, employee relations management systems, or ERM and even dedicated sessions for employees to express their needs and problems. For the employees who chose the “no” alternative, who represent (10%) of the research sample, choosing “no” could be due to a lack of means available to communicate with management in their workplaces, and it may These employees feel isolated or unable to communicate easily with management when needed, which may negatively impact their understanding of administrative policies and decisions, and reduce their ability to provide feedback .or even exchange suggestions

As for those who chose “sometimes” (27%) of the research sample, choosing “sometimes” may be the result of a volatile experience in communicating with management. There may be some periods where communication is effective and transparent,

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while there can be other periods where employees lack the means to communicate with management easily.

Table (15) shows the extent of management's contribution in informing employees of the priorities of the production process:

Percentage	Reps	Category		
41%	41	Yes	Are effective meetings conducted to set priorities in the production process?	12
19%	19	No		
40%	40	Sometimes		
100%	100	Total		

Through the results of Table No. (14), a percentage of (41%) of the respondents answered yes, which reflects the presence of effective meetings to determine priorities in the production process. This indicates that the company pays attention to organizing regular sessions to discuss priorities, set goals, and make the necessary decisions to improve the process. Production, permanently. As for those who answered "no," they represent (19%) of the sample. Choosing "no" could be due to the lack of regular or effective meetings to determine priorities in the production process, which negatively affects planning and organization and can lead to loss. Opportunities and an increase in costs. This may be mainly due to the fact that they are not interested in such meetings because they are not related to the nature of their work, such as maintenance and storage workers.

As for those who answered "sometimes," who represented (40%) of the sample, the choice of "sometimes" could be the result of a fluctuating experience in conducting meetings to determine

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priorities. There may be some times when effective meetings are conducted, while there may be Other periods are when employees suffer from a lack of regular or effective prioritization sessions.

Table (16) shows the extent to which management takes into account the aspirations and interests of workers:

Percentage	Reps	Category	Do the instructions usually align with your interests and ambitions within the organization?	13
23%	23	Yes		
33%	33	No		
44%	44	Sometimes		
100%	100	Total		

The results of the table above indicate that there is a small percentage compared to the other percentages who chose yes, which is only (23%) of the research sample. This number indicates that there is a small percentage of employees who believe that the instructions are usually in line with their interests and ambitions within the organization and it can be These employees must work in an environment that provides them with support and opportunities to achieve their personal and professional goals, or they are already in positions that allow them to flourish and develop.

As for those who chose no (33%), which is a large percentage when compared to those who chose yes, the choice “no” reflects the continuity of challenges faced by some employees regarding the incompatibility of instructions with their interests and ambitions. This may be due to a difference in visions or a lack of guidance. There is clarity from management about the organization’s goals, or

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perhaps because of personal problems with management, or even because some subordinates develop rebellious personalities and generate critical judgments about management, due to their dissatisfaction with the limits imposed by the work environment on their ambitions within the organization.

While the percentage (44%) of those who chose Sometimes reflects the variation in their experiences, as they feel that the instructions are sometimes compatible with their interests and ambitions, while at other times they contradict them. This may be due to changes in requirements or priorities within the organization.

Table (17) shows whether there are ways to communicate between subordinates and bosses in the context of work within the organization.

Percentage	Reps	Category	Is the necessary support provided for communication between leaders and subordinates in the work context?	14
35%	35	Yes		
21%	21	No		
44%	44	Sometimes		
100%	100	Total		

The results of the table indicate that (35%) of those who chose agree with the idea of providing the necessary support for communication between leaders and subordinates in the work context. This can include support by providing effective means of communication, clear directions, and supporting subordinates in achieving their goals and solving their problems. However, this percentage is not large enough, which means that there are several challenges in establishing an effective communication system

between subordinates and their work heads, which is evident in This is in the 21% of the sample who chose “no”, which indicates that there is a lack of support for communication between leaders and subordinates for them, and this may negatively affect practical relationships and the general effectiveness of work, as subordinates may suffer from difficulty in communicating with them. Leaders and implement their directives effectively. As for those who chose Sometimes (44%), this choice reflects the variation in employee experience, as they feel that support may be available at times, while they lack it at other times. This could be the result of factors such as differences in priorities or lack of resources, and from my interview with the head of the Supply Department, the latter assured me that in the end the relationship between subordinates and superiors at work remains mostly a top-down relationship, but channels of official communication are provided between them. Employees and their leaders in the context of work through the company’s email system and applications.⁹²

⁹² من مقابلاتي مع رئيس مصلحة الإمداد بتاريخ 20 ماي 2024

Table (18) shows the degree of workers' awareness of the impact of good communication on the production process:

Percentage	Reps	Category		
59%	59	Yes	Do most workers in the sector realize that good communication contributes to reducing errors in the production process?	15
41%	41	No		
100%	100	Total		

Through this table, we notice a discrepancy in the answers, as 59%, which represents the majority, chose yes. This, if anything, indicates that the majority of employees realize that good communication contributes significantly to reducing errors in the production process. This awareness reflects a deep understanding. Employees feel the importance of conveying information clearly and continuous interaction between team members to avoid misunderstandings and errors resulting from lack of information. As for those who answered “no” (41%), this percentage reflects the presence of a large portion of employees who are not aware of the positive impact of good communication on reducing errors and may This may be a result of a lack of training or awareness about the importance of communication in improving the quality of production, or perhaps a result of the lack of concrete experiences linking the quality of communication with a reduced possibility of errors.

Table (19) shows the role of management in clarifying ways to deal with problems in the production process:

Percentage	Reps	Category		
36%	36	Yes	Are clear instructions provided on how to deal with day-to-day problems in the production process?	16
24%	24	No		
40%	40	Sometimes		
100%	100	Total		

It is clear to me from this table that about a third of employees, representing 36%, feel that they receive clear instructions on how to deal with daily problems in the production process. This reflects the company's efforts to provide the necessary guidance and training that helps employees face daily challenges efficiently. However, the 24% who answered "no" cannot be ignored. This percentage reflects that nearly a quarter of employees do not receive clear guidance regarding dealing with... With daily problems, this could be the result of a lack of communication from management or the lack of fixed and known procedures for dealing with problems, but the largest percentage (40%) chose to answer sometimes, and this choice reflects a mixed experience for employees, as they feel that they receive guidance occasionally but not constantly, and this may be the result of variation in the availability of guidance between different departments or fluctuations in the level of communication and direction from management.

Table (20) shows how management deals with the challenges that hinder the communication process in the production department:

Percentage	Reps	Catagory		
29%	29	Yes	Is the necessary technical support provided to overcome communication problems in the course of work?	17
30%	30	No		
41%	41	Sometimes		
100%	100	Total		

From the results of Table (20), it is clear to me that the smallest percentage who chose to answer yes, which is (29%) of the research sample, is that less than a third of employees feel that they receive the technical support necessary to overcome communication problems in the context of work. This may reflect the company's efforts to provide some technical means and technical support to ensure the continuity of effective communication between employees, or the most important ones, while the answer "no" came from about (30%) of the respondents, which reflects that the other third of employees do not receive the necessary technical support. To overcome communication problems, and this may be the result of a lack of technical resources, or their distribution in other centers, according to my interview with the head of the order sending department in the supply department, during any malfunction in computers, technical specialists are contacted to fix the malfunction, which may usually take A day or half a day until the IT Directorate's workers devote themselves to fixing the malfunction due to their constant busyness Also, the lack of training in using the available technical tools ⁹³,

⁹³ من مقابلي مع رئيس مصلحة إرسال الطلبات بقسم الإمداد بتاريخ 22 ماي 2024

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may be a reason for the company's inability to meet the technical needs of employees who answered no, or sometimes the lack of a sufficient technical support team to address problems in a timely manner.

Despite this, there are those who answered sometimes, and they were the majority (about 41%) of the research sample. The fact that this choice is the most preferred answer by the majority is due to the fluctuating experience of the employees, as they found sufficient technical support sometimes, but not permanently. This may be the result of a difference in the quality of technical support provided, or a difference in technical equipment between departments, or even a difference in response to communication problems, or the technical maintenance team being busy with communication equipment such as computers or fixing software problems.

Table (21) shows the extent of management's interest in the quality of communication within the production department:

Percentage	Reps	Category	Are workers directed to reliable sources of information about the production process?	18
42%	42	Yes		
29%	29	No		
29%	29	Sometimes		
100%	100	Total		

From the results of the table above, it is clear that the majority of workers (42%) feel that they are directed to reliable sources to obtain information related to the production process. This reflects

management's efforts to provide effective communication channels and accurate information sources, as nearly half of them, from which it can be said that there is an interest from management in improving the quality of communication and facilitating the flow of information in the sector, which helps employees perform their tasks efficiently and confidently, while (29%) Of them, they answered no, and this percentage reflects that about a third of employees are not directed to reliable sources of information, and this may be the result of a lack of effective communication or the absence of reliable reliable sources within the organization, and this may be due to these employees' reliance on They find themselves in obtaining sources of information to complete their tasks or directing them to sources in French that they may not master completely, which could lead to the spread of inaccurate or contradictory information. Despite this, the same number of respondents (29%) answered sometimes, which reflects the experience Volatile employees feel that they are given directions to reliable sources sometimes but not always, due to the occurrence of errors. This may be the result of disparities in information management between different departments or a lack of continuity in the provision of appropriate guidance.

Table (22) shows the role of management in following up on the implementation of instructions given within the production department:

Ppercentage	Reps	Category	Are the directions given being implemented effectively by employees?	19
50%	50	Yes		
5%	5	No		
45%	45	Sometimes		
100%	100	Total		

Table (22) shows that half of the sample answered yes (50%), and this percentage indicates that the majority of employees feel that the given directives are being followed and implemented effectively. This reflects the management’s efforts in following up on the progress of work and ensuring the employees’ commitment to implementing instructions and directives accurately, according to my interview. With the head of the Inventory Department in the Supply Department, the administration carefully follows up on the implementation of instructions through applications and periodic monitoring of the departments. Despite this, (5%) of the respondents answered no, and this small percentage reflects the small number of employees who feel that there is no effective follow-up to implement the directives, which may indicate the presence of some gaps in the follow-up system or a lack of commitment from some employees or leaders in one of the employees. departments, which negatively affects the achievement of desired goals. As for (45%) of the sample respondents, they

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answered sometimes, and this choice indicates a fluctuating experience among employees, as they feel that following up on the implementation of directives is effective sometimes, but not permanently, and this may be the case. Resulting from a discrepancy in the level of supervision and follow-up between different departments or fluctuations in commitment to follow-up mechanisms.

Table (23) shows the extent of management's interest in ensuring that information reaches workers at all levels:

Percentage	Reps	Category		
28%	28	Yes	Is effective communication between leaders and workers encouraged at all levels of the organization?	20
34%	34	No		
38%	38	Sometimes		
100%	100	Total		

According to the results of Table (23), it is clear that only about a third of employees answered yes, representing (28%) of the respondents. This percentage indicates that less than a third of employees feel that there is effective encouragement for communication between leaders and workers at all levels of the organization and This reflects the efforts of management in some departments or units to promote open and comprehensive communication between all levels of employees and its attempt to build effective communication and build a relationship between subordinates and bosses. Despite this, many people answered “no” (34%) of the research sample, and it reflects This percentage indicates that more than a third of employees feel that there is

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insufficient encouragement for effective communication between leaders and employees. This may be due to a lack of clear policies and instructions that support open communication, or due to the company's strict organizational culture that favors strict hierarchy over open interaction between all levels.

As for the majority, they answered sometimes, representing (38%) of the sample. This choice indicates that many employees feel a fluctuating experience in effective communication. There may be some times when communication is encouraged well, while there may be other periods. There is a lack of support for effective communication. This could be the result of changes in leadership, organizational conditions, or even work pressure.

The third axis: shows the impact of communication on job performance in the production department:

Table (24) shows whether management takes into account employees' suggestions in the decision-making process.

Percentage	Reps	Category		
16%	16	Yes	In addition to implementing instructions, does senior management contact you with the aim of your participation in decision-making?	21
63%	63	No		
21%	21	Sometimes		
100%	100	Total		

According to the results of the table, it appears that only (16%) of the sample answered yes, and this small percentage of the research sample indicates that a small percentage of employees

feel that senior management contacts them and participates in making decisions, and this reflects limited efforts by management. The highest level of involvement of employees in decision-making processes, which can enhance the sense of belonging and motivation among some individuals, who may be considered a source of trust by the company and it is permissible to involve them in such a sensitive process, despite this, the overwhelming majority, which represents (63%), answered “no.” No, what reflects that the vast majority of employees do not feel that they are involved in decision-making by senior management, and this may be a result of the company’s central organizational structure where the decision-making process is limited to the upper levels only, despite this during my interview with the head of the engineering department in the production department He pointed out that the company chooses specific individuals to listen to the employees’ wishes, and therefore these individuals who enter into the decision-making process are the ones who represent the rest of the workers. However, this leaves most employees far from direct influence in the decisions that affect their daily work, but this cannot Ignoring those who answered “sometimes” (21%), this choice indicates that some employees feel that they are involved in making decisions only sometimes, or on special occasions, or about specific decisions only. This could be the result of a discrepancy in Management and forms a multiple image for them of the administration depending on its representatives, or the organizational conditions that allow employees to participate sometimes but not continuously.

Table (25) shows the effect of time on the quality of communication and information exchange.

Percentage	Reps	Category	Do you have enough time to exchange information and communicate with your co-workers?	22
47%	47	Yes		
13%	13	No		
40%	40	Sometimes		
100%	100	Total		

When looking at the table above, it is clear that (47%) chose to answer yes, and this percentage indicates that nearly half of the employees feel that they have sufficient time to exchange information and communicate with their co-workers, which reflects that the organization's work environment allows continuous communication and exchange of information in a regular manner. Effective, which enhances cooperation and increases work efficiency, although (13%) of the sample answered no, which reflects that a small part of employees do not feel that they have enough time to communicate and exchange information with their colleagues, and this may be a result of high work pressures, Or a lack of time organization, or even a work culture, or laziness on the part of the employees themselves, as the organization's culture prefers to focus on individual productivity at the expense of group communication in some departments. Many also chose Sometimes, which represents (40%), and this choice indicates Many employees experience variation in their experience of having enough time to communicate, which means that sometimes they

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may have enough time, while at other times they may feel time constraints and pressures that hinder their ability to communicate effectively.

Table (26) shows the availability of communication tools in the work environment:

Percentage	Reps	Category		
57%	57	Yes	Are the tools provided to communicate effectively in the workplace?	23
9%	9	No		
34%	34	Sometimes		
100%	100	Total		

It is clear to me by reading the table that the majority of the respondents chose to answer yes, as (57%) of them, who represent more than half of the employees, feel that the tools necessary for effective communication are available in the workplace, and this reflects the organization's investment in providing technologies and tools that support effective communication. Such as e-mail, communication programs, and virtual meetings. As for those who answered "no," which is (9%) of the research sample, this small percentage reflects that some employees do not feel that the tools necessary for communication are sufficiently available, and this may be a result of due to a lack of technical resources in their departments, or not being exposed to CAFS training on using the available tools, which can lead to difficulty in communication and low work efficiency, while others answered sometimes, which represented (34%) of the research community, which indicates that

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there is a discrepancy In employees' experiences regarding the availability of tools necessary for communication. This means that employees may feel tools are available at times but experience shortages or problems at other times, which can be the result of changes in the work environment or intermittent technical issues.

Table (27) shows the nature of emergency contact:

Percentage	Reps	Category		
71%	71	Yes	Are there clear procedures for communicating in emergency or critical situations in the production process?	24
9%	9	No		
20%	20	Sometimes		
100%	100	Total		

It is clear to me by reading the table that the majority of respondents chose to answer yes, as (71%) of them, who represent the vast majority of employees, feel that there are clear procedures for communicating in emergency or critical situations, and this reflects the presence of specific plans and strategies for dealing with With emergency situations, which ensures a quick and effective response to potential problems and risks in the communication chain. As for those who answered “no” (9%) of the research sample, this small percentage reflects that some employees do not feel that there are clear procedures for communicating in emergency situations, and This may indicate a lack of awareness or training on emergency procedures, or the absence of specific protocols for dealing with critical situations.

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Others, who represented 20% of the research population, answered sometimes, indicating that there is variation in staff experience of having clear emergency communication procedures. Some employees may feel that procedures are in place but not clear or not available at all times, which can cause confusion and hesitation in responding to critical situations.

Table (28) shows the extent to which the company values the opinions of its workers and their role in the decision-making process:

Percentage	Reps	Category	Does the company value employee opinion and take it into account in its decision-making process?	25
16%	16	Yes		
46%	46	No		
38%	38	Sometimes		
100%	100	Total		

It is clear to me by reading the table that a small percentage of the respondents chose to answer yes, as (16%) of them feel that their own opinion is valued and taken into account in the decision-making process. This reflects limited efforts by management to involve employees in decisions that affect their daily work, and that only a few workers listen to their opinions, which may lead to feelings of frustration and low motivation among employees. As for those who answered no (46%) of the research sample, this large percentage reflects that approximately half of employees do not feel that their opinions are valued in the decision-making process, and this may be a result of the central organizational structure that relies on downward communication, where the process is limited.

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Decision making takes place at senior levels only and those who are specialized in planning processes, leaving employees far from influencing important decisions. While others answered “sometimes,” which represented (38%) of the research population, which indicates that there is variation in employees’ experience regarding their opinions being valued in the decision-making process, which means that employees may feel that they participate in decision-making sometimes, but not constantly. , which could be the result of disparities in leadership and appreciation among the research community, or that the organizational conditions that allow employee participation at some times are not permanent.

Table (29) shows the role of management in addressing the challenges that may face the production process:

Percentage	Reps	Category		
35%	35	Yes	Do you feel there are clear guidelines on how to deal with challenges facing the production process?	26
27%	27	No		
38%	38	Sometimes		
100%	100	Total		

It is clear to me by reading the table that a good percentage of the respondents chose to answer yes, as (35%) of them feel that there are clear directions on how to deal with the challenges facing the production process. This reflects the existence of specific policies and procedures that provide employees with the necessary support to confront problems and achieve the required performance. As for those who answered no, which is (27%) of the research sample,

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this percentage reflects that some employees do not feel that there are clear directions to deal with challenges, and this may be As a result of the lack of clear protocols or lack of communication between management and employees, which leads to a feeling of uncertainty and frustration when facing problems. While others, who represented 38% of the research population, answered “sometimes,” indicating that there is variation in employees’ experience regarding clarity of directions related to productivity challenges. Employees may feel that there is direction at times but experience a lack or ambiguity at other times, which can be the result of changes in the work environment or variation in the management of direction across different departments.

Table (30) shows the extent of management’s interest in solving technical problems that affect the production process:

Percentage	Reps	Category		
56%	56	Yes	Does the company provide technical support to solve technical problems that affect the production process?	27
17%	17	No		
27%	27	Sometimes		
100%	100	Total		

It is clear to me by reading the table that a large percentage of the respondents chose to answer yes, as (56%) of them feel that the company provides the necessary technical support to solve the technical problems they face during the production process, and

this reflects the company's great efforts in providing technical resources. And technical support to ensure smooth workflow and reduce disruption resulting from technical problems .

As for those who answered no (17%) of the research sample, this percentage reflects that a portion of employees do not feel that the necessary technical support is available. This may be a result of a lack of technical resources, insufficient technical teams to cover their departments, or lack of communication. Between technical teams and production teams, which leads to delays in resolving technical problems. While others, who represented (27%) of the research population, answered "sometimes," indicating that there is variation in employees' experience regarding the availability of technical support .

Employees may feel that technical support is available at times but experience a lack or delay at other times, which can be the result of changes in workload or variation in the effectiveness of technical teams across different departments.

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Table (31) shows the effectiveness of the organization's communication tools in conveying information efficiently:

Percentage	Reps	Category		
82%	82	Yes	Are formal communication channels within the company, such as emails, effective in conveying important information quickly?	28
8%	8	No		
10%	10	Sometimes		
100%	100	Total		

It is clear to me by reading the table that the vast majority of respondents chose to answer yes, as (82%) of them consider that official communication channels, such as electronic messages, are effective in transmitting information quickly, and this reflects the efficiency and effectiveness of the company's use of modern technologies in communication, which It contributes to improving the flow of information and speed of response to work requirements. As for those who answered "no" (8%) of the research sample, this small percentage reflects that some employees do not consider official communication channels to be effective. This may be the result of several factors such as slow responses, complications in the electronic system used, or perhaps because .they are not accustomed to using these means efficiently

While others, who represented (10%) of the research population, answered "sometimes," indicating that there is variation in employees' experience regarding the effectiveness of formal communication channels. Employees may feel the effectiveness of these channels at times but experience delays or technical

problems at other times, which can be the result of temporary technical conditions or variation in the response of different departments.

Table 32: Whether management encourages the development of employees' communication skills through training and training programs:

Percentage	Reps	Category		
44%	44	Yes	Does the company encourage the development of employees' communication skills through training programs?	29
32%	32	No		
24%	24	Sometimes		
100%	100	Total		

By reading the table, it seems to me that the company significantly encourages the development of communication skills among workers, as (44%) of the respondents confirmed that the company provides training programs for the purpose of developing communication skills among workers, which reflects the company's interest in developing and enhancing communication skills among its employees. , which may lead to improving the quality of work and increasing the effectiveness of communication within the company. As for those who answered no (32%) of the research sample, this percentage reflects the presence of opportunities to improve training policies within the company to include developing greater communication skills. This may be a result of insufficient focus on this aspect or because some respondents do not believe in the importance of developing Communication skills. Another important thing that must be mentioned is that working in the company depends on the French language only, which may explain

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the obstacles that some may face in developing communication skills. As for those who answered sometimes, who represented (24%) of the research community, this percentage reflects variation in the employees' experience regarding the quality of the training programs provided. This suggests that training programs may be infrequently available or may need improvements to get the most out of them.

Table (33) shows the extent of management's gratitude and appreciation to the employees who contribute to improving the production process:

Percentage	Reps	Category		
24%	24	Yes	Are workers given praise and appreciation for their efforts in improving the production process and rewarded?	30
31%	31	No		
45%	45	Sometimes		
100%	100	Total		

It appears from the table that praising and appreciating workers for their efforts and contributions to improving the production process and rewarding them is not a common practice in the company, as the percentage of answers with "yes" is only 24%, while 31% answered with "no", and this indicates that there is a need to strengthen the culture Recognition and rewards within the company, as rewards and recognition can be a motivating element to enhance performance improvement and increase employee dedication and commitment. While 45% of participants answered "sometimes," which indicates that there are some efforts in this regard, but they are not continuous or regular enough. This could be an indication that the company understands the importance of

recognition and rewards but its implementations may not be consistent enough.

3 - Showcasing general results :

First: The production process at Sonatrach relies heavily on official communication, as the company provides training and programs to enhance communication skills among employees.

Second: Many employees feel that clear directions regarding their daily tasks are available, but a large percentage believe that these directions may be unclear at times, which indicates the need to improve communication and guidance of employees.

Third: Most employees believe that they can easily communicate with their colleagues about the problems they face in production, but there is a small percentage who believe that communication may sometimes be difficult.

Fourth: Most employees in the production department are provided with the necessary information to carry out their tasks effectively, but there is a significant percentage who believe that this information is only available sometimes, which indicates the need to improve the flow of information within the company.

Fifth: The results of the study demonstrated that most employees feel the importance of good communication in improving the quality of work and reducing errors in the production process.

Sixth: The results of the study also demonstrated that there are some challenges in providing the necessary technical support to overcome communication problems in the context of work, as many employees believe that this support is not always available.

Seventh: The results also reflect the importance of providing clear instructions on how to deal with challenges in the production process, as many employees feel that these instructions are not always adequately available.

Eighth: The results also show that there is a need to enhance the culture of appreciation and rewards within the company, as many employees do not receive praise and appreciation for their efforts and contributions on a regular basis.

Ninth: It is also clear from the results of this study the importance of having clear procedures for communication in emergency situations or critical situations in the communication process, but there is a small percentage that believes that these procedures are not always sufficiently available.

Some other important results:

Gender employment gap: It is clear that employment within the organization does not follow the expected gender pattern, or gender work placement, as females appear to have a lower level of influence in the production process than males, due to their being fewer in number than males in the organization.

Intergenerational communication: There appears to be a large gap in communication preferences between age groups, which reflects a difference in the use of digital technologies between different generations within the organization.

The psychological impact of technology: It appears that excessive reliance on technology for communication can lead to increased

levels of psychological stress among employees, which indicates the necessity of a balance between technology and human interaction.

The influence of culture on communication: It is clear that cultural diversity within an organization can lead to significant differences in communication styles and preferences, requiring a deep understanding of the orientations of different cultures.

The role of leadership in communication: The study indicates that the role of leadership in promoting effective communication within an organization can be crucial in enhancing trust and cooperation among employees.

4 - Recommendations :

I decided to conclude my study with some suggestions and recommendations that I hope will be taken into consideration by senior management, the most important of which are :

1. Develop training programs on intercommunication for employees of different ages and backgrounds.
2. Create platforms to exchange knowledge and experiences among employees to enhance communication and continuous learning.
3. Organizing workshops and interactive sessions to discuss best practices in the field of communication within the organization.
4. Launching awareness campaigns about the importance of effective communication and providing practical advice to improve communication skills.
5. Providing social media platforms within the organization to enhance interaction and exchange of ideas and suggestions.
6. Enhancing the use of modern technologies and smart applications to facilitate communication and improve employee experience.
7. Promoting a culture of continuous learning and knowledge exchange by creating platforms for distance education and continuous training.

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8. Create forums and work groups to encourage interaction and exchange between employees on various issues.
9. Enhancing interaction between senior management and employees through periodic meetings and sessions that open the door to dialogue.
10. Organizing entertainment events and informal networking opportunities to enhance social ties between employees.
11. Encouraging employees to submit suggestions to improve the communication process within the organization and providing rewards for innovative ideas.
12. Develop transparent and implementable communication policies and procedures to enhance trust and transparency among all levels of the organization.
13. Create a program to address potential communication challenges and provide immediate solutions to improve the performance of the communication process.
14. Motivating employees to use modern communication technologies by providing customized training courses and workshops.
15. Organizing personal skills development sessions to improve employees' personal and social communication skills.

16. Promote a culture of constructive communication and provide regular feedback to improve performance and professional development of employees.
17. Providing platforms for exchanging achievements and praising employees' efforts in improving the communication process and enhancing team spirit.
18. Launching competitions and interactive games to enhance communication and interaction among employees in an innovative and fun way.
19. Encouraging employees to use other languages besides the official French language to enhance cultural communication and diversity, in addition to adopting the English language due to the limitations of the French language and its failure to keep pace with modern developments at the same level as English.
20. Providing designated spaces for creative meetings and group thinking sessions to exchange ideas and refine innovative solutions to improve the communication process.

Conclusion

Conclusion

At the conclusion of our study, which is tagged: “The role of organizational communication in the process of the production process at Sonatrach Hassi R’mel Company DP,” and based on the results reached in this study, it is clear that organizational communication plays a prominent, extremely important, and even necessary role in the process of the production process. At Sonatrach in Hassi Rmel, for example, the survey shows that many employees believe that good communication contributes significantly to increasing productivity and improving the quality of work. In addition, having clear directions, providing technical support, and encouraging effective communication enhances employees’ understanding of the company’s goals and works to achieve interaction and harmony within the production team.

The results of the field study, through which employees in the studied organization were surveyed, revealed that organizational communication is of great importance to the Sonatrach Foundation, as it aims to introduce what is happening within it by linking relationships between members of the organization, whether managers, officials, or employees. Organizational communication today has become a tool. Success and the path to development for any institution is aimed at all its audiences. Informal communication is considered one of the most widely used types of communication. The use of upward communication in a research institution makes the official take emerging information into consideration, which enhances the effectiveness of internal communication. This type also leads to Communication leads to rapprochement and understanding between the subordinate and the boss, in addition to the use of

formal communication through which information flows and affects the worker's performance in his tasks. The means of communication have played their positive role in activating the level of job performance in the organization, as they have contributed to improving communication, as have the services that they produce.

Accordingly, it is recommended to develop effective communication strategies and policies that enhance interaction and harmony within the teams working in the production department. It is also recommended to promote a culture of constructive communication and motivate employees to share their ideas and opinions openly. Furthermore, modern technologies and digital platforms must be utilized to enhance communication processes and improve the exchange of information among employees.

Through these recommendations, Sonatrach Hassi Rmel can improve production processes and enhance work efficiency by enhancing organizational communication and building a work environment that encourages interaction and harmony between the various working teams

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Appendices



وزارة التعليم العالي و البحث العلمي

جامعة عمار ثليجي

الأغواط

Faculty: Humanities and Civilization

Department: Media and Communication Sciences

Specialization: Communication and Public Relations

Questionnaire form on:

**The role of organizational communication in the production process at Sonatrach - Hassi R'mel DP
A field study at Sonatrach Hassi R'mel**

Supplementary note to obtain a Master's degree in
Communication and Public Relations

Prepared by:

Haouam Aberahman

Supervised by:

El madani hadjaj

Academic year : 2023 – 2024

Dear employees of the production department of Sonatrach, your answers about the impact of organizational communication on the production process at Sonatrach are very important for my research, and I would like to inform you that all your answers will be confidential. These answers will only be used within the framework of scientific research and its purposes. Thank you.

Put an X in the box

Personal infos

gender :

male

female

Educational level

Elementary

High school

College

Other training certificate please
mention.....

Seniority at work:

- سنوات 5 أقل من
- سنة 20 – 6 من
- فما فوق 20 من

المحور الأول: دور الاتصال في سيرورة عملية الإنتاج

1. هل يتلقى العاملون في قسم الإنتاج توجيهات واضحة بشأن مهامهم اليومية؟

- نعم
- لا
- أحيانا

2. هل يمكنك التواصل بسهولة مع زملائك في العمل بشأن المشاكل التي تواجهك في الإنتاج؟

- نعم
- لا
- أحيانا

3. هل يتم توفير المعلومات الضرورية لك لتنفيذ مهامك بشكل فعال؟

- نعم
- لا
- أحيانا

4. هل تشعر أن الاتصال الجيد يساهم في زيادة إنتاجيتك؟

نعم

لا

أحياناً

(من المشرفين أو الزملاء feedback. هل تتلقى تغذية راجعة ورد على رسائل العمل (5) بانتظام؟

نعم

لا

أحياناً

. هل يتم تنظيم اجتماعات منتظمة لمناقشة تحسينات في عملية الإنتاج؟6

نعم

لا

أحياناً

. هل تشعر أن التواصل السيء يؤثر سلباً على جودة الإنتاج؟7

نعم

لا

أحياناً

. ما هي وسائل الإتصال التي تستعملها داخل المؤسسة؟8

تطبيقات صلة بالشركة بريد

البريد الإلكتروني إتصال غير ممي

وسائل أخرى أذكرها

. هل يشجع الإداريون التواصل المفتوح والشفاف بين الفرق المختلفة في الشركة؟9

نعم

لا

أحياناً

هل يوجد نظام فعال لتبادل المعلومات بين القسم الإنتاجي والأقسام الأخرى في الشركة؟ 10

نعم

لا

المحور الثاني: دور الاتصال في التنسيق داخل فريق الإنتاج

هل تتمتع بالوسائل اللازمة للتواصل مع الإدارة عند الحاجة؟ 11

نعم

لا

أحياناً

هل تُجرى اجتماعات فعّالة لتحديد الأولويات في عملية الإنتاج؟ 12

نعم

لا

أحياناً

هل تتماشى التعليمات عادة مع إهتماماتك و طموحاتك داخل المؤسسة ؟ 13

نعم

لا

أحياناً

هل يتم توفير الدعم اللازم للتواصل بين القادة والمرؤوسين في سياق العمل؟ 14

نعم

لا

أحيانا

. هل يدرك أغلب العاملون بالقطاع بأن التواصل الجيد يساهم في تقليل الأخطاء في عملية 15 الإنتاج؟

نعم

لا

. هل يتم توفير الإرشادات الواضحة بشأن كيفية التعامل مع المشاكل اليومية في عملية 16 الإنتاج؟

نعم

لا

أحيانا

. هل يتم توفير الدعم الفني اللازم للتغلب على مشاكل الاتصال في سياق العمل؟ 17

نعم

لا

أحيانا

. هل يتم توجيه العاملين إلى مصادر موثوقة للمعلومات حول عملية الإنتاج؟ 18

نعم

لا

أحيانا

. هل تتم متابعة تنفيذ التوجيهات المعطاة بشكل فعال من قبل العاملين؟ 19

نعم

لا

أحيانا

. هل يتم تشجيع التواصل الفعال بين القادة والعاملين على جميع مستويات التنظيم؟ 20

نعم

لا

أحيانا

المحور الثالث: تأثير الاتصال على أداء موظفي قسم الإنتاج

. عدا عن تنفيذ التعليمات ، هل تتصل بك الإدارة العليا بهدف مشاركتك في إتخاذ القرارات 21 ؟

نعم

لا

أحيانا

. هل تتمتع بالوقت الكافي لتبادل المعلومات والتواصل مع زملائك في العمل؟ 22

نعم

لا

أحيانا

23. هل يتم توفير الأدوات اللازمة للتواصل بشكل فعّال في مكان العمل؟

نعم

لا

أحيانا

24. هل توجد إجراءات واضحة للتواصل في حالات الطوارئ أو المواقف الحرجة في عملية الإنتاج؟

نعم

لا

أحيانا

25. هل تُقدّر الشركة الرأي الخاص بالعمالين وتأخذه بعين الاعتبار في عملية صنع القرارات؟

نعم

لا

أحيانا

26. هل تشعر بأن هناك توجيهات واضحة بشأن كيفية التعامل مع التحديات التي تواجه عملية الإنتاج؟

نعم

لا

أحيانا

هل توفر الشركة الدعم الفني لحل المشاكل التقنية التي تؤثر على عملية الإنتاج؟ 27

CHAPITRE 01

REPRESENTATION DE L'ENTREPRISE

نعم

لا

أحيانا

3 Organigramme de la direction régionale :

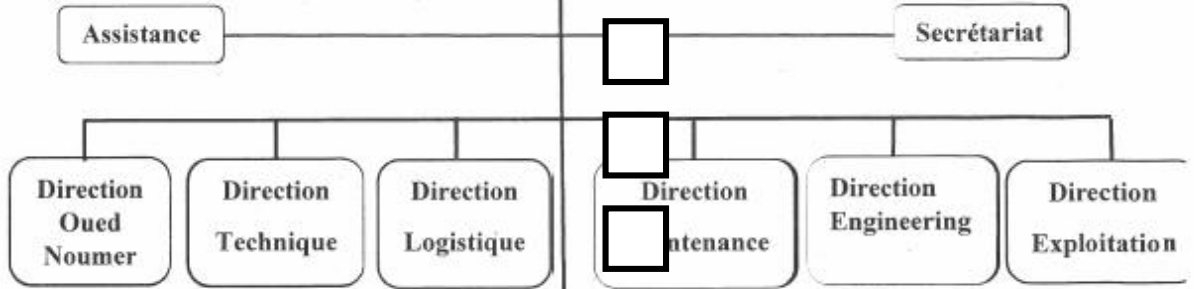
هل تُعتبر القنوات الرسمية للتواصل داخل الشركة مثل الرسائل الإلكترونية فعالة في نقل المعلومات الهامة بشكل سريع؟ 28

Direction Régionale de
HASSI R'MEL

نعم

لا

أحيانا

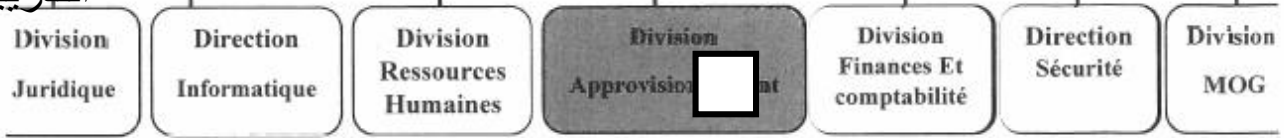


هل تُشجع الشركة على تطوير مهارات التواصل لدى العاملين من خلال البرامج التدريبية؟ 29

نعم

لا

أحيانا



هل يتم تقديم الثناء والتقدير للعاملين عن جهودهم في تحسين عملية الإنتاج و مكافأتهم؟ 30

نعم

لا

أحيانا

4 DIVISION APPROVISIONNEMENT :

La division approvisionnement assure la disponibilité des matières et matériels nécessaires à l'exploitation et la maintenance dans les meilleures conditions économiques et financière possible. Elle est l'organe des opérations qui mettent à la disposition de l'entreprise les biens et les services nécessaires avec un minimum de coût possible.

La division approvisionnement regroupe les services suivants :

FICHE D'ÉVALUATION DU STAGIAIRE

Université / Institut de :	
Année universitaire : 2023/2024	Stage pratique en milieu professionnel HRM

Type du stage : Stage Pratique Période Du : 12/05/2024 Au : 19/05/2024

Nom et Prénom(s) de l'étudiant (e) : HAOUAN ABDERRAHMANE

Spécialité : Communication

Niveau d'Etude : MASTER 2

Appréciation du Stagiaire par le Responsable		0	1	2	3	4
1	Comportement Général					X
2	Intégration dans l'équipe d'accueil					X
3	Motivation, Ténacité au travail					X
4	Communication, Sociabilité					X
5	Curiosité					X
6	Initiative, Imagination, Créativité				X	
7	Connaissances générales					X
8	Esprit Critique & d'analyse				X	
9	Compétence opérationnelle					X
10	Qualité du travail					X
Total des points = note ..38../40						

Code d'appréciation :

- 0 : ne répond pas aux attentes
- 1 : atteint à peine les attentes
- 2 : correspond aux attentes
- 3 : dépasse les attentes
- 4 : exceptionnel

Le Responsable du Structure d'affectation

Nom et Prénom : ACHOUR Youssef

Visa :

(Signature)

Y. ACHOUR
Le Chef Division
Approvisionnement
Le Responsable Intra-divisionnaire

ATTESTATION DE STAGE

Je Soussigné Monsieur, le Chef de Division Ressources Humaines, Direction Régionale Hassi R'Mel, Division Production, atteste que **Monsieur HOUAM Abderrahmane**, 2^{ème} Année Master en Communication Organisationnelle et productivité, à l'Université Amar Telidji de Laghouat, a effectué un stage pratique au sein de notre entreprise, durant la période allant du **12/05/2024 au 19/05/2024**.

La présente attestation lui est délivrée pour servir et valoir ce que de droit.

Le Chef de Division Ressources Humaines



Le Chef Division Ressources
Humaines

N. BOUDOUDA