
The Impact of Organizational Communication on Human Resources Performance into Algeria Post Corporation in Batna

L'impact de la communication organisationnelle
on Human Resources Performance dans Algeria Post Corporation à Batna

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Abstract:

Organizational communication is effective when the managers' message reaches from top to bottom, through the communication channel, clearly, enabling human resources to understand what is required of them and perform the work effectively, and when the upward communication channels are effective. This study investigates the impact plays by organizational communication through downward and upward communication in influencing employee performance components known as (AMO) i.e., Ability, Motivation, and Opportunity to perform in Algeria Post Corporation in Batna.

The study findings show that upward communication has significant positive effects on human resources performance; however, the effect of downward organizational communication is stronger and more impactful on human resource performance than the effect of upward communication. Results confirmed both hypotheses.

Keywords: Organizational Communication; Upward Communication; Downward Communication; Human Resources Performance; AMO.

Résumé:

La communication organisationnelle est efficace lorsque le message des managers parvient de haut en bas, via le canal de communication, clairement, permettant aux ressources humaines de comprendre ce qui est attendu d'elles et d'effectuer le travail efficacement, et lorsque les canaux de communication ascendants sont efficaces. L'impact joue par la communication organisationnelle par le biais d'une communication descendante et ascendante en influençant les composants de performance des employés connus sous le nom de (AMO), c'est-à-dire la capacité, la motivation et l'opportunité de travailler dans la société algérienne des postes à Batna.

Les résultats de l'étude montrent que la communication ascendante a des effets positifs significatifs sur la performance des ressources humaines ; cependant, l'effet de la communication organisationnelle vers le bas est plus fort et plus impactant sur la performance des ressources humaines que l'effet de la communication vers le haut. Les résultats ont confirmé les deux hypothèses.

Mots-clés : Communication organisationnelle ; Communication ascendante ; Communication descendante ; Rendement des ressources humaines ; OMA.

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1-Introduction:

Communication is one of the topics that have received great attention from specialists and researchers in the field of human behavior in general and organizational behavior in particular. Organizational communication is one of the branches of public communication, as it is an important tool through which performance reviews are conducted and used to support decisions related to recruitment, career development and training, compensation, promotions, transfers, termination of employment. In general, organizational communication provides formal and/or informal periodic feedback on the employee's performance in relation to the stated goals.

And Employee performance is that activity, skill, or effort made by the individual, whether this effort is muscular or intellectual in order to complete the tasks of the job entrusted to him, where this behavior makes a change efficiently and effectively through which it achieves the goals set by the organization. Employee performance is one of the crucial factors that provide significantly in organizational success. The key to an organizational success depends entirely on the performance of employees.

Organizational communication is still one of the most widely discussed topics because of its great effects on the performance of employees, and this study seeks to clarify its impact within Algeria Post in Batna (Algeria), by focusing on the impact of two types of it, which are the upward and downward communication on the three components of employee performance known in short as (AMO) i.e. Ability, Motivation, and Opportunity to perform.

From the foregoing, the main question around which the study revolves is:

What impact does organizational communication play through both downward and upward communication in influencing employee performance components known as (AMO) in Algeria Post Corporation in Batna?

This problem is divided into the following two sub-questions:

- ✓ What is the role that organizational communication plays through downward communication in influencing the components of employee performance known as (AMO)?
- ✓ What is the role that organizational communication plays through upward communication in influencing the components of employee performance known as (AMO)?

1.1- Research Model & hypotheses: The researcher designed the research model according to what is shown in Fig 1 and formulated the main hypothesis as an answer to the previous main question, and the sub-hypotheses as an answer to the previous sub-questions.

1.1.1-Research Model:

The conceptual model of research is illustrated in Fig. 1 as follows,

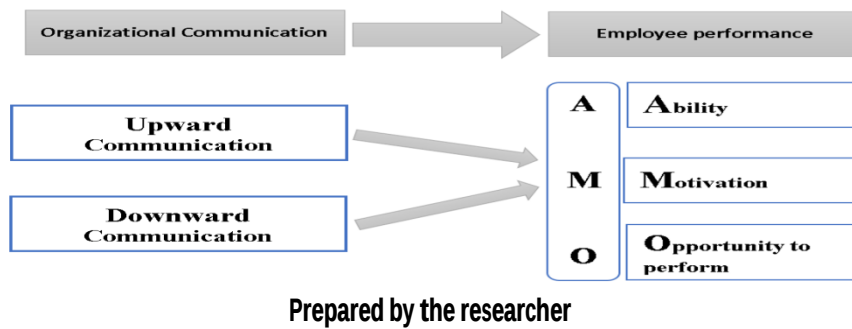
Fig. 1 The conceptual model of research

Figure 1 shows that organizational communication and downward communication and upward communication affect human resources' performance across the three components of organizational performance known in short as (AMO) i.e., Ability, Motivation, and Opportunity to perform.

1.1.2-Research hypotheses

1.1.2.1-Main hypothesis

H: Organizational Communication through both downward and upward communication has a significant positive effect on employee performance components known as (AMO) in Algeria Post Corporation in Batna.

1.1.2.2-Subhypotheses

H1: Organizational Communication through downward communication has a significant positive effect on employee performance components known as (AMO) in Algeria Post Corporation in Batna.

H2: Organizational Communication through upward communication has a significant positive effect on employee performance components known as (AMO) in Algeria Post Corporation in Batna.

2. Literature review

2.1-Organizational Communication:

According to Rosengren, K. E. (2000, p.1) the word communicate is historically related to the word common. It stems from the Latin verb **communicare**, which means to share, to make common, and which in turn is related to the Latin word for common: *communis*. When we communicate, we make things common. While Pearson, J., & Nelson, P. (2000) define communication as the process of understanding and sharing meaning. Wandberg (2001, p.5) states communication is the sending and receiving of messages, is more than just words, it involves both listening and speaking. It can involve words, gestures, facial expressions, and any other ways we express meaning. The World Book Dictionary (1980, p.420) defines communication as "a giving of information or news by speaking or writing".

For this we can say that communication revolves around the process of exchanging sentiments, ideas, and opinions through words, letters and symbols between two or more people.

Whilst The field of organizational communication has undergone an interesting history over the past century. Starting out as simple how-to manuals for business speaking and developing into the full-fledged discipline that it is today, Barker & Angelopulo (2006, p14) state that "Although organizational communication entails the communication of organizations in a holistic sense, there is some disagreement on the definition of the field. The most common division in the definition lies along the functional -interpretive divide. And they said organizational communication is often seen, on the one hand, as the diffusion of meaning and information throughout the organization and its environment. On the other hand, it may be described as the process of interaction through which the meaning and experience of the organization is constructed, maintained, transacted and adapted". Whilst Mumby (2012, p.38) defines organizational communication as being "the process of creating and negotiating collective, coordinated systems of meaning through symbolic practices oriented toward the achievement of organizational goals". The difference in definitions is due to the presence of differences in disciplines and backgrounds of scholars.

2.2-Essential Types of Organizational Communication:

Classifications of communication differ according to the basis followed in classification, Communication can be Formal, Informal, Internal, External, Upward, Downward, Lateral, Interactive, Mass, or Grapevine. Classification of communication on the basis of the relationship is formal and informal, on the basis of expression is written, oral, gestural, on the basis of direction is downward, upward, horizontal, diagonal. communication is multidimensional or multidirectional (Sehgal, & Khetarpal, 2006, p.32). In this study we will focus on both downward and upward communication.

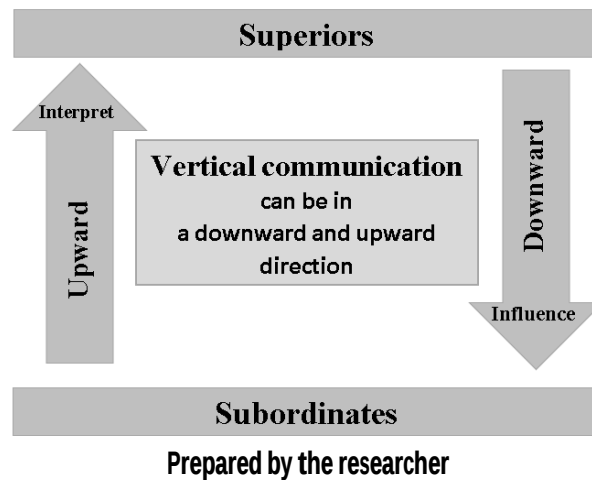
2.2.1-Downward Communication:

According to Kumar, (2011, p.162) downward communication deals with providing directions and control from higher managerial levels to lower ones. Every organization has an inbuilt hierarchical system, and in the first instance, communication invariably flows downwards. (Sehgal, & Khetarpal, 2006, p.34). The downward channels of communication are largely controlled by management and are exercised at management's option (McConnell, 1993, p.73).

2.2.2-Upward Communication:

This kind of communication flows from bottom to top, or which is from lower hierarchical level to higher level. (Sehgal, & Khetarpal, 2006, p.34), that communication is from the subordinates to the superiors. (Kumar, 2011, p.162). In the same context McConnell, (1993, p.73) states upward communication moving a message up the chain of command - is often like attempting to make a physical object rise in defiance of gravity.

**Fig. 2 Downward and upward communication
as types of organizational communication**



2.1.4-Importance of organizational communication:

Today's managers have to deal with different kinds of communication. (Kumar,2011, p.162).Unlike the downward process, which is directive,The upward communication process is non-directive. It can flourish only in a democratic organizational environment where it can satisfy the need of the upper levels of management to know specifically about production performance, marketing information, financial data and what lower level employees are thinking and feeling about the whole or part of the business. and it includes performance appraisals, seggestions, etc. (Sehgal, &Khetarpal, 2006, p.34).

Problems of Upward Communication. It is quite often seen that higher-ups do not like to be told anything against their wishes. (Sehgal, &Khetarpal, 2006, p.34)

Organizational communication is effective when the managers 'message reaches from top to bottom, through the communication channel, clearly, enabling human resources to understand what is required of them and perform the work effectively, and when the upward communication channels are effective.

Managers with good communication skills can communicate their ideas clearly so that the subordinates understand what is required of them

2.2-Employee Performance:

According to Folorunso et al. (2014) Performance is a kind of outcomes after a job is finished. It represents the levels of achievement of each job and the fulfillment of organizational regulations, expectations, or requirements for an official im. While other researchers believe that term "Employee performance" refers individual's work achievement after exerting required effort on the job which is associated through getting a

meaningful work, engaged profile, and compassionate colleagues/employers around. (Pradhan, & Jena, 2017; Hellriegel, Jackson, & Slocum, 1999; Karakas, 2010). employee performance was also defined as the actions or the completion of errands accomplished by individuals within a specific period of time (Swasto, 1996).

Jiang, et al. (2012) Some researchers suggested that employee performance is a function of three essential components: Ability, Motivation, and Opportunity to perform (AMO). These three determinants are expressed in the following equation:

$$P = f(A, M, O).$$

Job performance is viewed as a function of three factors and is expressed with the equation below (Mitchell, 1982; Porter & Lawler, 1968).

From the previous definitions, we can briefly state that Employee performance is the effectiveness, quality, and efficiency of employees output within a specific period of time in three essential components: Ability, Motivation, and Opportunity to perform (AMO).

3. Methods

3.1. Sample

To test the previous hypotheses, a quantitative survey was conducted with employees from Batna Unit of Algeria Post which is an Algerian company in October 2020, with the assistance of a global provider of sampling services, Dynata (formerly known as Survey Sampling International [<http://www.surveysampling.com/>]).

The study population included 781. A filter question "Does organizational communication in Algeria Post Corporation play a role through both upward and downward communication in influencing the components of your performance: ability, motivation, and performance opportunity?".

The sample included 75 employees comprised of 56 % males and 44 % females , 59 % of the respondents are between 40 and 60 years old, and only 15.5% of them have a university education. Among the respondents, 70% of them benefited from either motivation or training to raise their abilities or even provide opportunities to improve their performance through downward communication, while 52% of respondents benefited from improving performance through motivation, training, and opportunities through upward communication. Where officials have remedied shortcomings .

Table 1: Sample profiles on key demographic variables (N = 75).

	Frequency	Percentage
Gender		
Male	42	56 %
Female	33	44 %
Total	75	100%
Age group		
≤ 30	23	30.67%
31-40	10	13.33%
41-50	16	21.33%
51-60	26	34.67%
Total	75	100%
Years of experience		
≤ 10	24	32%
11-20	06	08%
20-30	20	26.67%
>30	25	33.33%
Total	75	100%
Educational level		
Primary education level	12	16%
Middle education level	14	18.67%
Secondary education level	25	33.33%
University level	24	32%
Total	75	100%
Management level		
Lowest management level	18	24%
Middle management level	06	08%
Top management level	03	04%
Not a part of management	48	64%
Total	75	100%

Prepared by the researcher

3.2. Measures

The study used a five-point Likert scale in which responders specify their level of agreement to a statement typically in five points: (1) Strongly disagree; (2) Disagree; (3) Neutral (Neither agree nor disagree); (4) Agree; (5) Strongly agree, to measure the focal concepts (i.e., The effect of organizational communication through downward/upward communication on employee performance components Ability, Motivation, and Opportunity to perform in Algeria Post Corporation in Batna.).

Table 1 below for a five-point Likert scale in which intervals were created with the majority of the differences are similar except for one which is wider and has a slighter difference of 0.1 among the rest.

Table 2: Five-point Likert scale

Likert Scale	Interval	Difference	Description
1	1.00 – 1.79	0.79	Strongly disagree
2	1.80 – 2.59	0.79	Disagree
3	2.60 – 3.39	0.79	Neutral
4	3.40 – 4.19	0.79	Agree
5	4.20 – 5.00	0.80	Strongly agree

Sullivan, G. M, Artino, A. R.(2013). Analyzing and Interpreting Data from Likert-Type Scales, *Journal of Graduate Medical Education*, vol. 5(4), pp.541-542.

11 items measured the employees' benefit from either upward or downward communication in improving their performance within Algeria Post in Batna.. Three elements were used to measure the extent to which the descending communication included raising the capabilities of employees, motivating them, and providing opportunities to improve performance. Three elements were also allocated, and three elements were used to measure the extent to which the rising communication included decisions that include raising the capabilities of employees, motivating them, as well as providing opportunities to improve performance.

3.3-Hypotheses testing

Hypotheses 1 and 2 proposed the positive effects of organizational communication through downward/upward communication on employee performance components. Ability, Motivation, and Opportunity to perform in Algeria Post Corporation in Batna..

Table 3 Means, standard deviations, T Test and Sample orientation.

Construct		M	SD	Percentage	T Test	df	Sig	Sample orientation
Downward Communication	A	4.86	0.88	97.2	12.254	74	.000	Strongly agree
	M	4.51	1.07	90.2	18.548	74	.000	Strongly agree
	O	4.33	1.26	86.6	10.254	74	.000	Strongly agree
Upward Communication	A	4.41	1.46	88.2	12.221	74	.001	Strongly agree
	M	3.87	1.51	77.4	3.541	74	.000	Agree
	O	3.51	1.54	70.2	3.254	74	.000	Agree

Table N° 3 shows that the responses of the respondents came concentrated according to Likart's scale on Strongly agree about the effect of the downward communication on each of the Ability by a percentage of 97.2 % (Mean 4.86), Motivation 90.2 % (Mean 4.51), and Opportunity to perform 86.6 % (Mean 86.6).

As for the effect of upward communication on organizational performance, the respondents' answers came to indicate this effect on Ability 88.2 % (Mean 4.41), which is the only one according to Likart's scale that concentrated on Strongly agree, while Motivation 77.4% (Mean 3.87), and Opportunity to perform 70.2 % (Mean 3.51) both concentrated on Agree.

Also table N° 3 shows that according to the values of T and at sig <.05 and df = 74, there are no statistically significant differences regarding the respondents' answers about the role of each of the upward communication and the downward communication on the performance of human resources in Algeria Post in Batna.

Both studied variables, Downward communication and Upward communication are significantly and positively related to Ability, Motivation, and Opportunity to perform ($p < 0.001$). The strongest relationship exists between downward communication and Employee Ability ($r = 0.87$; $p < 0.001$), Employee Motivation ($r = 0.82$; $p < 0.001$), and Employee Opportunity to perform ($r = 0.79$; $p < 0.001$).

Also, there is a strong relationship between upward communication on the three components of employee performance known in short as (AMO), although not as strong as the relationship between downward communication on the (AMO). Ability ($r = 0.74$; $p < 0.001$), Employee Motivation ($r = 0.592$; $p < 0.001$), and Employee Opportunity to perform ($r = 0.51$; $p < 0.001$).

4-Discussion and conclusion

Aimed at addressing the gap in Organizational communication research, this study investigates the role plays by organizational communication through downward and upward communication in influencing employee performance components known as (AMO) in Algeria Post Corporation in Batna.

Downward and upward communication impact employee performance components known as (AMO), i.e., Ability, Motivation, and Opportunity perform., several study findings are elicited. Specifically, the effect on Ability results indicates significant positive effects of downward communication on human resources performance. This effect appears clearly on the Ability component and the two other components, Motivation and Opportunity to perform.

. The study results also show that upward communication has significant positive effects on human resources performance; however, the effect of downward organizational communication is stronger and more impactful on human resource performance than the effect of upward communication. Results confirmed both hypotheses

In the past, upward communication was viewed as a potential obstacle to effective performance. However, this view is no longer prevalent in modern business organizations, as both downward communication and upward communication are necessary to ensure effective organizational performance. In light of statistical results, it transpired that the role of organizational communication had significant impacts on a staff's performance in Algeria Post Corporation in Batna. These results have important theoretical and practical significance for the study of the relationship between organizational communication and the performance of the human resources.

In light of the above, we can say organizational communication is effective when the managers' message reaches from top to bottom, through the downward communication channel, clearly, enabling human resources to understand what is required of them and perform the work effectively, and when the upward communication channels are effective. These findings reinforce results in other studies which indicate a link between all studied variables.

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