

**MINISTRY OF HIGHER EDUCATION AND SCIENTIFIC RESEARCH**  
**NATIONAL HIGH COLLEGE OF MANAGEMENT**  
**ENSM, KOLEA**



**End of Studies Dissertation**  
**Master's Degree in Human Resources Management**

**INTERNAL COMMUNICATION MANAGEMENT: A TOOL TO LIFT  
THE EMPLOYEE ENGAGEMENT**

**(Case: Operational Directorate of Telecom, East Hussein-Dey)**

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**Academic Year:2022/2023**

## Abstract

With more than 115 billion Algerian Dinars capital and around 250 thousand employees, Algeria Telecom is considered as the dominant company of telecommunications in our country that plays an essential role in the citizen's life, however; it may still have to develop communication practices and strategies within the back-office.

The internship took place in the Operational Directorate of Telecom (ODT), East-Hussein Dey, the aim of the study is based on how could the organization increase the level of employee engagement through internal communication practices.

A qualitative research was adopted to identify internal communication challenges and propose practical changes to enhance employee engagement, the results reveals that transparent and honest internal communication fosters a sense of partnership, belonging, and commitment among staff. The study was limited by the subjective nature of qualitative method of research.

Further research is needed to identify broader organizational sample, a mixed-methods approach, and an exploration of cultural influences on internal communication.

**Keywords :** internal communication, employee, engagement, organisation, strategies.

## Résumé :

Avec un capital de plus de 115 milliards de dinars algériens et environ 250 mille employés, Algérie Télécom est considérée comme la principale entreprise de télécommunications dans notre pays, jouant un rôle essentiel dans la vie des citoyens. Cependant, elle doit encore développer des pratiques et des stratégies de communication au sein de son back-office.

Cette recherche se déroule au sein de la Direction Opérationnelle de Télécom (ODT) à East-Hussein Dey et vise à comprendre comment l'organisation peut accroître le niveau d'engagement des employés grâce à des pratiques de communication interne.

Une approche de recherche qualitative a été adoptée pour identifier les défis de la communication interne et proposer des changements pratiques pour améliorer l'engagement des employés. Les résultats révèlent que la communication interne transparente et honnête favorise un sentiment de partenariat, d'appartenance et d'engagement parmi le personnel. L'étude était limitée par la nature subjective de la méthode de recherche qualitative.

Des recherches ultérieures sont nécessaires pour identifier un échantillon organisationnel plus large, adopter une approche mixte et explorer les influences culturelles sur la communication

**Mots clés :** communication interne, engagement, employée, organisation, stratégies.

## ملخص:

برأسمال يتجاوز 115 مليار دينار جزائري وحوالي 250 ألف موظف، تُعتبر اتصالات الجزائر الشركة الرائدة في مجال الاتصالات بالجزائر، حيث تلعب دورًا أساسيًا في حياة المواطنين، ومع ذلك؛ قد تحتاج لتطوير ممارساتها داخل المكاتب الخلفية. تم اجراء هذه الدراسة بالمديرية العملياتية للاتصالات شرق حسين داي وتهدف إلى فهم كيف يمكن للمنظمة زيادة مستوى التفاعل لدى الموظفين من خلال ممارسات الاتصال الداخلي.

تم اعتماد نهج البحث الكيفي لتحديد تحديات الاتصال الداخلي واقتراح تغييرات عملية لتعزيز الالتزام لدى الموظفين، حيث تكشف النتائج أن الاتصال الداخلي الشفاف والصادق يعزز الشراكة والانتماء والالتزام بين الموظفين. كما كانت الدراسة محدودة بسبب الطابع الذي يعتمد على الشخصية في البحث الكيفي.

تتطلب الأبحاث المستقبلية تحديد عينة منظمة أوسع، واعتماد نهج مختلط، واستكشاف التأثيرات الثقافية على الاتصال الداخلي. الكلمات المفتاحية: الاتصال الداخلي، الموظف، التفاعل، المنظمة، استراتيجيات.

## ACKNOWLEDGMENTS

*I would thank Allah the Almighty for giving me courage and patience to complete this chapter of my life.*

*My deepest gratitude to my parents for supporting me from day one, my brother Hakim and my sister Sarra for being there in my weakest, to my grandmother may her soul rests in peace.*

*I would like to thank my supervisor Dr. Belaidi Ali for guiding me during this long journey and helping me to complete this humble work.*

*My special thanks to Algeria's Telecom staff.*

*Finally, I extend my appreciation to every single person who has a hand in completing this work.*

**LAZGHEM Somia,**

## Table of Contents

ABSTRACT .....	I
ACKNOWLEDGEMENT .....	II
TABLE OF CONTENTES .....	III
LIST OF FIGURES .....	IV
LIST OF TABLES .....	V
LIST OF ABRIVIATIONS .....	VI
GENERAL INTRODUCTION.....	1
Research objective .....	4
Research question .....	4
Research methodology .....	4
Research field and relevancy .....	4
Research plan .....	6
<b>CHAPTER01: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK ....</b>	<b>5</b>
<b>I-Literature review.....</b>	<b>7</b>
<b>II-Conceptual Framework .....</b>	<b>9</b>
1-Internal communication.....	9
1-1-Internal communication definition .....	9
1-2-Internal communication functions.....	10
1-3-Internal communication dimensions.....	10
2-Employee engagement.....	12
2-1-employee engagement as concept .....	12
2-2-employee engagement drivers .....	13
2-3-employee engagement strategies .....	14
3-Link between internal communication and employee engagement.....	16
<b>CHAPTER02: HOST ORGANISATION AND METHEDOLOGY OF RESEARCH .....</b>	<b>17</b>

1-Host organization presentation.....	18
1-1-Historical Overview of Algeria East Telecom Corporation.....	18
1-2-Operational Directorate of telecom East of Algiers.....	20
1-3-Internal Communication tools used in ODT.....	24
2-Methodology of research.....	26
2-1-Methodological approach.....	26
2-2-Research method.....	26
2-3-Data collection tools.....	27
<b>CHAPTER03: FINDINGS AND DISCUSSION.....</b>	<b>31</b>
1-Thematic Analysis.....	36
2-Thematic Synthesis Analysis Stages.....	36
3-Analysis Conclusion.....	38
Conclusion.....	40
Bibliography.....	42
Appendices.....	46

### List of Figures

<b>Figure01:</b> The structure of Dissertation.....	6
<b>Figure02:</b> Laswell’s Formula and Helgesn (2004), freely reconstructed.....	9
<b>Figure03:</b> Aon Engagement Drivers.....	14

### List of tables:

<b>Table01:</b> Interview Details .....	29
<b>Table02:</b> Interview Patterns.....	32

### List of Abbreviations:

**IC:** Internal Communication

**HR:** Human Resources

**HRM:** Human Resources Management

**EE:** Employee Engagement

**ODT:** Operational Directorate of Telecom

**HRD:** Human Resources Director

**ST:** Superior Technician

**FTP:** File Transfer Protocol

**ICT:** Internal Communication Technologies

# **General Introduction**

In today's rapidly changing and highly competitive business landscape, organizations are recognizing that their most valuable asset is not just their products, services, or technologies, but their people—their employees. It is the workforce that propels innovation, drives productivity, and ultimately determines an organization's success. Algeria, like many nations, grapples with the challenges posed by a rapidly changing business environment, driven by technological advancements, globalization, and shifting employee expectations. Within this context, organizations across Algeria, are confronted with the imperative of nurturing a highly engaged workforce.

Here comes the interference of internal communication as a tool to enhance employee engagement through several applications that should be considered in the work atmosphere.

Internal communication encompasses the flow of information, feedback, and dialogue within an organization, shaping employees' perceptions, attitudes, and behaviors. When thoughtfully orchestrated, it has the potential to foster a culture of transparency, trust, and shared purpose, thereby serving as a catalyst for higher levels of employee engagement. It is the lifeblood of organizations, is also the conduit through which information flows. It is the process by which messages are shared, understood, and acted upon. It encompasses formal channels such as emails and reports but also the informal exchanges that occur in hallways, break rooms, and virtual chat rooms. It is the vessel through which organizational culture is conveyed, values are instilled, and strategies are aligned.

On the other hand, the concept of employee engagement has emerged as a vital factor in sustaining and enhancing organizational performance. Engaged employees are not merely satisfied with their jobs; they are emotionally connected to their work and the organization, going above and beyond to contribute to its success. Consequently, organizations across sectors are keenly focused on strategies, functions and dimensions to elevate employee engagement.

Additionally, the connection between internal communication and employee engagement is profound. Effective communication nurtures a sense of belonging, of being part of something larger than oneself. It keeps employees informed about the organization's goals, successes, and challenges. It provides a platform for feedback and voice, empowering employees to contribute their ideas and concerns. It fosters transparency, trust, and a shared understanding of the organization's purpose.

However, our research will not be confined to the abstract; it will delve into the practical realms of organizational life. We shall dissect the internal communication strategies employed by organizations to elevate employee engagement. We shall navigate through this study shedding light on the triumphs and tribulations faced by organizations as they traverse the path toward engagement excellence.

In this regard, this study aspires to contribute both theoretically and practically, offering insights that can inform organizational leaders, human resource practitioners, and communication professionals in their efforts to create and sustain a workforce that is not just productive but passionately engaged in the pursuit of shared goals. In essence, this dissertation seeks to illuminate the power of effective internal communication management

as a tool that has the potential to transform organizations into environments where employees are not just contributors but enthusiastic champions of organizational success.

### **Research Objective:**

The primary objective of this research is to investigate the role of internal communication functions and dimensions in enhancing employee engagement within the ODT, East-Hussein Dey. This study seeks to comprehensively analyze the various facets of internal communication, including its methods of delivery, to understand how they can lift employee 'engagement levels. By employing a qualitative research approach, this research aims to uncover the key drivers and barriers associated with effective internal communication and its relationship to employee engagement. Furthermore, the study aspires to provide actionable insights and practical recommendations that ODT can implement to optimize their internal communication practices, ultimately fostering higher levels of employee engagement and, in turn, enhancing overall workplace productivity and motivation.

### **Research question:**

In light of this context, we have found it valuable to frame the focus of our study with the following problem statement: **How can internal communication lift employee engagement in the Operational Directorate of Telecom, East-Hussein Dey?**

From this question, I have found it valuable to demonstrate the following sub- questions to ~~my~~ my research:

- What is internal communication? What are its functions and dimensions?
- Are there specific challenges or obstacles that hinder internal communication efforts aimed at improving employee engagement?
- What simple changes can the organization make in their communication practices to enhance employee engagement?

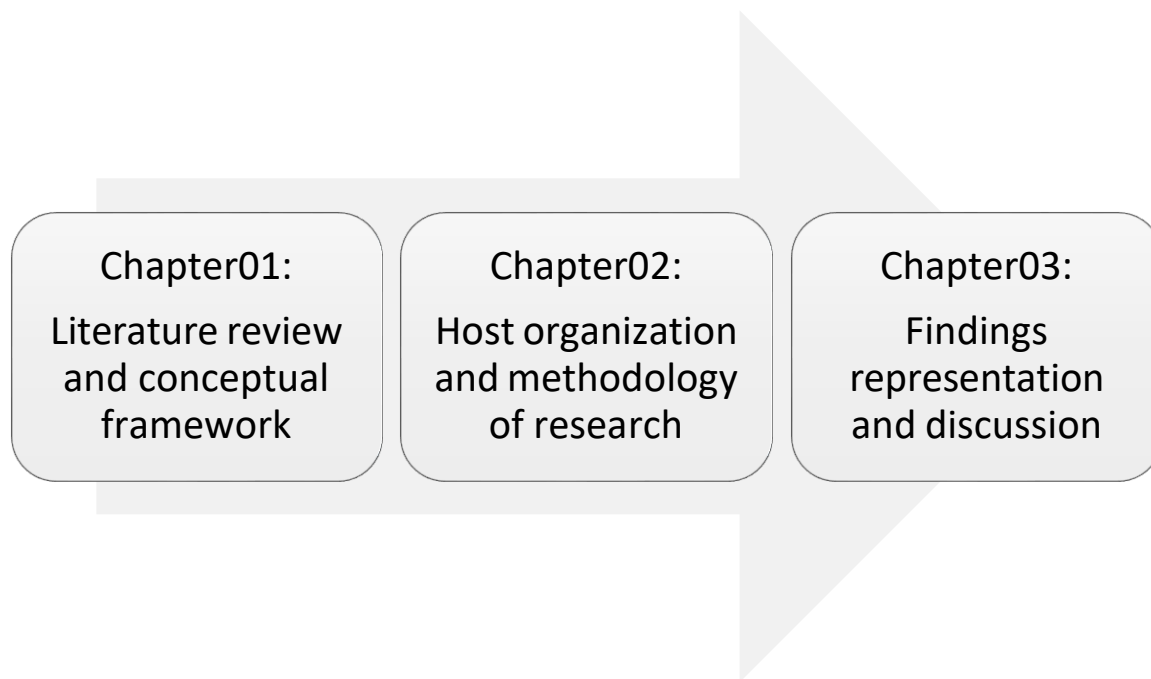
### **Research methodology:**

In this current study, I have opted for a qualitative approach using: documentary research, observation and interviews as a tools in order to collect the wanted data to be analyzed.

### **Research field and relevancy:**

Internship takes place in Algeria Telecom, exactly in the operational directorate of telecom, located in East-Hussein Dey in the capital, Algiers, as a student of human resources management, I had the opportunity to explore the real work environment in a such well-known organization in order to acquire more about the field and to have a clear vision about the assumptions I have for this study.

**CHAPTER 01:**  
**LITERATURE REVIEW AND**  
**CONCEPTUAL FRAMEWORK**

**Research Plan:****Figure01:** the structure of dissertation

**Source:** done by the student

The first chapter named „literature review and conceptual framework“, I will try to link internal communication with employee“ engagement based on the previous studies, in the other hand there is the conceptual framework in which I will try to present the main concepts of the research, as following: internal communication“ definition, functions and dimensions, employee“ engagement concept, challenges and drivers.

The second chapter named host organization and methodology“ is done for the presentation of the host organization and the used methodology in this research.

In the third and last chapter named „findings representation and discussion „I will represent the findings of the study, its discussion and their interpretation.

## **I-Literature Review:**

This literature review underscores the essential role of internal communication in driving and maintaining employee engagement within organizations. It draws from four significant studies that illuminate different aspects of this intricate connection. These studies emphasize that internal communication is the keystone for fueling and sustaining employee engagement, calling for holistic communication strategies that prioritize leadership, transparency, and reciprocity to actively involve employees in the organizational mission.

Internal communication stands as a foundational pillar in the realm of organizational dynamics, playing an instrumental role in fostering and sustaining employee engagement. This pivotal connection is vividly exemplified through the synthesis of findings from four seminal studies, each illuminating distinct facets of this intricate relationship.

(Karanges, E. Johnston, K. Beatson, A.2015) amplifies the resonance of internal communication by demonstrating a profound positive correlation between strategic communication endeavors and elevated levels of employee engagement. A core revelation resides in the necessity for a meticulously orchestrated alignment between communication strategies and the overarching organizational objectives, offering a poignant reminder that effective internal communication is a strategic lever for enhancing engagement.

In a parallel exploration, (Balakrishman, C.Dr. Masthan, D. 2013) delves into the very crucible of organizational life, unveiling the direct impact of internal communication on the intricate tapestry of employee engagement. The research discerns that organizations fortified with robust internal communication systems invariably manifest higher echelons of employee engagement. Additionally, it emphatically underscores the significance of open and transparent communication channels as conduits for nurturing engagement.

A panoramic view, (Mishra, K. Boynton, L. Mishra.A.2014) offered a multidimensional role of internal communication emerges as a focal point. This study transcends traditional boundaries, exploring the expansive sphere of internal communications encompassing leadership messaging, feedback mechanisms, and employee involvement. The research unfurls the paramount role of leadership as torchbearers in kindling engagement through efficacious communication strategies, encapsulating the essence of an engaged workforce.

(Karanges, E.R.2014) brings a fresh dimension to the discourse, infusing social exchange theory into the relationship between internal communication and employee engagement. The study posits that employees gravitate towards engagement when they perceive a fair and reciprocal exchange of information and support within the organizational ecosystem. This perspective accentuates the interdependent nature of the employee-employer relationship, illuminating the need for organizations to proactively meet the evolving communication needs of their workforce.

Collectively, these studies weave a tapestry of insights that profoundly resonate with the explored question: The resounding response emanates from a profound recognition that internal communication is not merely a cog in the organizational machinery but rather the lynchpin that

fuels and sustains employee engagement. It articulates the need for organizations to craft holistic internal communication strategies that embrace both formal and informal communication channels, thereby ensuring that employees not only receive information but also feel valued, informed, and intrinsically motivated to actively participate in the organizational mission. These studies underscore that the pursuit of employee engagement is not an abstract aspiration but an attainable reality, navigated through the strategic orchestration of internal communication, wherein leadership, transparency, and reciprocity serve as guiding stars on this transformative voyage.

## II-Conceptual Framework:

The purpose behind the conceptual framework of this work is to identify the essential terms that designate the content of the research which helps to provide answers to the proposed problematic.

The first part is designed to identify the meaning of internal communication in management through several authors' definitions to the concept, its functions and dimensions, the second part identifies the concept of employee engagement, its drivers and the best strategies to be used to enhance it. The third and final part of the conceptual framework is the link and the interrelation between the two variables.

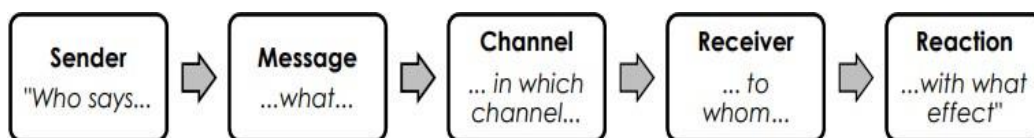
### 1-Internal Communication:

#### 1-1-Definition:

(Men, L.R, Vercic, A.T.2021, pp03) From a stakeholder approach, both Welch and Jackson (2007) defined internal communication as "the strategic management of interactions and relationships between stakeholders within organizations". This definition is considered as one of the earliest definitions of internal communication from a public relations perspective.

(Men, L.R, Vercic, A.T.2021, pp03) On the other hand, Men and Bowen conceptualize internal communication as a collaborative process involving both the organization and its internal stakeholders. They define internal relations as "the strategic management of internal communication in managing interdependence and building mutually beneficial relationships between the organization and its employees"

**Figure02:** Lasswell's formula and Helgesen (2004), freely reconstructed



**Source:** Hungnes, M. (06/2014). „Internal Communication Crossing Borders-An Exploratory and Quantitative Approach on what employees find important“. Auesland University College, p04

## **2-Functions of internal communication:**

(Lalicic, L. 2018, pp12-72) Internal communication within companies can serve various purposes, internal communication can be categorized into five distinct functions:

### **Work Communication:**

This type of communication facilitates the day-to-day tasks and activities of employees within the organization.

### **News Communication:**

News communication involves keeping employees informed about the latest developments and news within the organization.

### **Control Communication:**

Control communication is essential for steering the company toward its established goals and objectives.

### **Change Communication:**

This type of communication comes into play during unplanned events or changes in goals and strategies, which fall outside the scope of regular news communication.

### **Culture Communication:**

Culture communication deals with how the organization manages leadership, equality, and related cultural aspects.

## **3- Internal communication ‘Dimensions:**

(Lee, T.J.2022, pp3) there are twelve dimensions of internal communication:

### **Strategic orientation and imperative:**

According to Lee effective communication is vital, for an organizations success. Without communication an organizations strategy is bound to fail. Therefore, the communication team should focus on conveying the organizations priorities.

### **Integrity and integration:**

It is crucial to ensure that communication aligns, with the organizations behavior. Is perceived as trustworthy. If words are not supported by corresponding actions, it will undermine the integrity of all communication. Consistently matching rhetoric to action, over time will build trust within the organization.

**Dignity and respect:**

Dignity and respect are elements of communication. According to Lee, when dignity and respect are consistently upheld in all forms of communication it fosters trust and accountability within an organization.

**Flow of strategic information:**

It's crucial that information circulates promptly within an organization. This includes both upward communication. In fact, how well an organization handles feedback from ups can be seen as a test of its resilience.

**Clarity and power of messages:**

Clarity holds importance in communication. In its absence, confusion and uncertainty prevail. A clear message should encompass completeness provide a rounded perspective address any information gaps. Respond to any questions that arise from the message.

**External perspectives:**

An organization cannot operate in isolation when it comes to communication. All messages must consider an external viewpoint. Lee contends that for information to be engaging and meaningful, it must be conveyed through a communication system deeply connected to the company's external surroundings, placing it within a valid context.

**Roles and responsibilities:**

Each member of an organization bears the duty of effective communication and should be recognized for fulfilling this role. These obligations should be explicitly outlined both in hierarchical and peer-to-peer dimensions within the organization.

**Listening and visible presence:**

Feedback is an essential component of all communication processes, necessitating strong listening skills at both personal and organizational levels. Listening is not only a means of acquiring knowledge but also a valuable tool for fostering relationships among individuals.

**Training and support:**

Since every employee bears a responsibility for communication, it's crucial to offer the necessary training and assistance to enable them to fulfil their duties. This support should encompass making sure that all employees are familiar with the communication channels and mechanisms for providing feedback to higher levels in the organization.

**Structure and process:**

Internal communication primarily serves the purpose of aiding the organization in achieving its objectives. Consequently, the structure and procedures related to communication should be distinctly geared towards this aim. The ultimate measure of success in communication lies not in the act of communication itself but in the influence it has on those who receive it. To achieve

this, the communication department should establish strong partnerships with line managers throughout the organization.

### **Measurement systems:**

Measurement is an essential component for the effectiveness of any strategic communication system. Without proper measurement, it becomes impossible to gauge the success of past communication efforts and to strategize for future messages. When measuring, the emphasis should be on evaluating the results and impact of the communication rather than merely assessing the inputs and outputs of the communication process.

### **Continuous improvement:**

Sustained progress is essential to ensure that the communication processes and systems keep evolving to meet an organization's requirements. Organizations are in a perpetual state of change, and the communication system must be adaptable to address these evolving needs and expectations. Additionally, regularly benchmarking against best practices in communication activities elsewhere can be highly beneficial.

## **2-Employee Engagement:**

### **2-1-The concept of employee' engagement:**

(Chowdhury, R. 2019, pp16-38) The recognition of the significance of individuals in the realm of business management has been present in various guises since the post-Taylor era. Nevertheless, it wasn't until 1990 that the concept of employee engagement emerged as a management concept, defined as: "... the harnessing of organization members" selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" (Kahn 1990; p. 694). Kahn pioneered a comprehensive perspective on engagement, emphasizing that an employee's beliefs about the organization, alignment with its values, and connection to its leaders and work processes profoundly influence their ability to perform and meet role expectations. This marked a significant shift, as it introduced emotional elements such as values, leadership, and culture into the concept of engagement. It transformed engagement from a mere state of physical involvement to one where individuals are emotionally invested and psychologically connected to the organization.

(Chowdhury, R. 2019, pp16-38) Addressing employees' physical, emotional, and psychological needs in the right balance enables them to make positive contributions to their organizations. Attending to employees' emotional needs can foster better attitudes and equip them to cope with workplace stress. Positive emotions empower people to think more openly and flexibly, resulting in increased creativity and energy, ultimately enhancing efficiency and workplace productivity.

In this context, Seijts and Crim (2006) stress the importance of creating and implementing targeted organizational plans that incorporate physical and emotional interventions to facilitate behavioral change. Similarly, Robinson et al. (2004) advocate for fostering an employee-centric environment, cultivating attributes like positive emotions and workplace pride. According to Robinson, this approach contributes to organizational performance and helps mitigate employee turnover. (Chowdhury, R. 2019, pp03-38)

Last but not least, I'd like to quote The Conference Board, which provides a concise and accurate definition of employee engagement as follows: "a heightened emotional connection that an employee feels for his or her organization, that influences him or her to exert greater discretionary effort to his or her work". (Chowdhury, R. 2019, pp16-38)

## **2-2-Employee engagement drivers:**

(Chowdhury, R. 2019, pp16-38) The core of Aon's engagement model revolves around six "Engagement Drivers" that delineate the work experience. These drivers are outlined below:

### **Quality of Life:**

People aspire to attain a high quality of life, characterized by job security, a safe and stress-free environment, and a healthy work-life balance. This quality of life enables individuals to value their personal time and develop into well-rounded individuals, unburdened by constant worries about basic life necessities, thanks to the stability provided by their employment.

### **Work:**

Work transcends the notion of a mere job, which often implies a contractual obligation. Work signifies a qualitative sense of engaging in activities one enjoys, activities that not only benefit the individual but also contribute positively to the organization and society as a whole. Autonomy, independence, and the ability to apply one's skills and strengths in meaningful ways are key components of fulfilling work experiences.

### **People:**

Organizations are fundamentally about people. Effective leadership is instrumental in creating an environment conducive to employee growth and learning. Colleagues and team members play a crucial role in uplifting spirits and transforming a contractual employment arrangement into a substantial and meaningful association.

### **Opportunities:**

Everyone harbors a desire for learning, personal development, and career progression. The vision of a brighter future serves as a powerful motivator, driving individuals to strive for excellence. Organizations can significantly enhance their success by providing the right opportunities to the right individuals, benefit

ng both the organization and the individual.

### Total Rewards:

Total rewards extend beyond mere monetary compensation. They encompass the comprehensive set of benefits that individuals accrue through their affiliation with an organization, encompassing tangible elements like pay and benefits, as well as intangibles such as the overall experience, brand reputation, personal development, and the quality of life that the organization offers to its employees.

### Company Practices:

Company practices form the essence of an organization, encompassing its systems and processes, infrastructure, communication methods, and overall organizational culture. They define the organization and determine its authenticity, making it a tangible and meaningful entity.

**Figure03:** Aon engagement drivers



**Source:** Chowdhury, R. “Systems Thinking for Management Consultants”, India, 2019, p284.

### 2-3-Employee engagement strategies:

(Easwaramoorthy, M. Zarinpoush.F,2006, pp01) There are five basic strategies that are used as a tools to improve employee engagement in the workplace:

#### Encourage the employees ‘involvement in companywide initiatives:

Perhaps employees have outgrown the challenges in their current roles. This is a frequent cause of disengagement, particularly when there are no immediate prospects for advancement. Encouraging their involvement in broader organizational initiatives can introduce fresh challenges, revitalizing their interest in the job.

**Encourage creativity and innovation:**

Have you ever witnessed the delight on a toddler's face when they ingeniously use a toy to reach a light switch or master the mouse on a laptop to click and explore? It's truly remarkable! Adults share this same sense of joy when they conquer significant challenges. Encouraging creativity and innovation not only yields fresh perspectives but also fosters a profound sense of accomplishment and satisfaction.

**Encourage open communication:**

You can gain a deeper understanding of an employee's priorities by utilizing surveys, suggestion boxes, and team meetings. Maintain an open-minded approach, fostering an environment where they feel free to share their ideas and perspectives without fear of criticism. This involves applying the principles of effective listening that you've learned. Endeavour to address their concerns to the best of your ability.

**Provide educational opportunities:**

Prevent employees from perceiving their current positions as limiting their growth potential. Instead, offer cross-departmental career development programs encompassing certifications, seminars, and workshops. These initiatives are designed to foster both professional and personal growth, and they play a significant role in boosting retention rates.

**Share information:**

Share with them the inner workings of the company and illustrate how their roles contribute to the broader organizational objectives. When employees are kept informed, they generally experience an enhanced sense of value. Maintain communication that is both optimistic and truthful. Don't shy away from conveying unfavorable news; instead, adopt a strategic approach to delivery. For instance, when advancement opportunities are currently limited, use language like "currently," "in the future," "new technologies," and "job rotation" to instill hope. It's crucial to follow through when these opportunities arise. Always bear in mind that your aim is to retain your top performers.

### **3-The link between internal communication and employee engagement:**

The link between internal communication and employee engagement is the cornerstone of a thriving and productive workplace. At its core, effective internal communication acts as a guiding light, illuminating the path for employees within an organization. It begins with providing clarity, ensuring that employees understand not only their individual roles but also how those roles fit into the larger tapestry of the organization's mission and objectives. When this clarity exists, employees can see the direct impact of their contributions, fostering a sense of purpose that is integral to engagement.

Transparency is another vital dimension. It's the assurance that no doors are closed when it comes to information sharing. Open and honest communication builds trust, and trust is the bedrock upon which engagement is constructed. When employees trust that they are privy to important organizational matters and changes, they feel valued and included, further solidifying their engagement.

Effective internal communication also acts as a two-way street. It's not just about information dissemination; it's about creating a channel for feedback and recognition. Employees need to know how they are performing and where they can improve, and they also need recognition for their accomplishments. Regular feedback and recognition are powerful tools for keeping employees engaged and motivated.

Involvement and empowerment are closely linked to communication. When employees are encouraged to express their opinions, ideas, and concerns, and when they are given a voice in decision-making processes, they feel a sense of ownership and commitment. This involvement empowers them to take initiative and be more engaged in their roles.

Furthermore, the quality of workplace relationships is heavily influenced by communication practices. Effective communication fosters camaraderie among employees and contributes to a positive workplace culture. When employees feel connected to their colleagues and sense a supportive work environment, they are more likely to be engaged and motivated to contribute their best.

During periods of change or uncertainty, the importance of clear, consistent communication cannot be overstated. Transparent communication helps employees understand the reasons behind changes, reducing anxiety and resistance. When employees are well-informed and understand how changes align with the organization's goals, they are more likely to adapt positively.

In summary, internal communication is not merely a conduit for messages; it is the lifeblood that nourishes employee engagement. It creates an environment where employees feel valued, connected, and committed to the organization's success. When communication is strategic, open, and supportive, it transforms employees from mere spectators into active participants, ultimately leading to higher levels of engagement and organizational prosperity.

## **Chapter02:**

# **Host organization and methodology**

## 1-Host Organization Presentation:



### 1-1-Historical Overview of Algeria East Telecommunications Corporation:

Regarding Algeria, we can say that telecommunications via telephone emerged during the French colonial period in 1882 through the "General Telephone Company." After Algeria gained independence, it inherited an insufficient telecommunications infrastructure in this field.

Recognizing the challenges posed by the remarkable advancements in information and communication technologies, the Algerian state embarked on significant reforms in the postal and telecommunications sector since 1999. These reforms were embodied in a new law for the sector in August 2000, aimed at ending the state's monopoly on postal and telecommunications services, emphasizing the separation of regulatory activities from network operation and management.

In line with this principle, an independent regulatory authority was established, both administratively and financially, to oversee operators. One of these operators focused on postal activities and postal financial services, represented by "Algeria Post," while the other was dedicated to telecommunications, represented by "Algeria Telecom."

As part of opening up the telecommunications market to competition, in June 2001, a license was granted for the establishment and operation of a mobile telephone network. The market liberalization program continued to encompass other sectors, including the sale of licenses for VSAT networks and local interconnection networks in rural areas.

Market liberalization also extended to international circuits in 2003 and urban local interconnection in 2004. Consequently, the telecommunications market became fully open in 2005, with a precise adherence to the principles of transparency and competition. Simultaneously, a comprehensive program was initiated to upgrade the level of essential infrastructure, addressing the accumulated backlog.

On January 5, 2000, the decision 03/2000 marked the independence of the postal and telecommunications sector. According to this decision, "Algeria Post" was established to manage the postal sector, and "Algeria Telecom" took on the responsibility of developing the telecommunications network in Algeria. After over two years and studies conducted by the Ministry of Post and Information and Communication Technologies following decision 03/2000, "Algeria Telecom" became a reality in 2003.

The official launch of "Algeria Telecom" took place on January 1, 2003. "Algeria Telecom" and its staff had to wait until that date to begin their journey, which had started since independence. However, this journey had a completely different vision from what it was before this date. The company became independent in its management from the Ministry of Post and

was forced to prove its existence in a competitive and unforgiving world, where fierce competition reigns, especially with the opening of the telecommunications market to competition.

In order to efficiently manage the increasing demands and media programs, the Ministry of Post and Telecommunications introduced the automated information system, which became a vital necessity. There are two types of communication within this system:

**Transmission:**

It examines the movement's evolution and network expansion, giving exchanges electronic signals for transmission and reception.

**Communication:**

This involves studying the relationships and connections between lines and signal transmission and reception devices with the aim of linking network users. It has undergone significant advancements in terms of speed and quality.

**Legal Framework for Algeria Telecom:**

Algeria Telecom is a state-owned enterprise with share capital (SPA) operating in the wired and wireless network and communication services market in Algeria.

It was established according to Law 03/2000 dated August 5, 2000, which outlines the general rules for postal and telecommunications, in addition to the decision of the National Council for State Shareholding (CNPE) dated March 01, 2001. This decision mandated the creation of a state-owned economic enterprise named "Algeria Telecom" under the legal framework of a state-owned economic enterprise with a share capital of 50,000,000.00 Algerian Dinars. It is registered in the National Commercial Register under number 0018083B02, dated May 11.

In order to enhance and diversify its activities, Algeria Telecom formulated a well-structured plan to create specialized branches that keep pace with developments in both wired and wireless communications. Consequently, two branches were created:

- Algeria Telecom Mobile "MOBILIS": An enterprise with a share capital estimated at 100,000,000 Algerian Dinars, specialized in mobile telephony.
- Algeria Telecom Satellite "ATS REV": An enterprise with a share capital of 1,000,000,000 Algerian Dinars, specialized in satellite and satellite communication networks.

## **The General Directorate:**

It is headed by the General-Director appointed by decree. The General-Director is responsible for implementing the directives and decisions of the Board of Directors and has full authority at the national level to manage the administrative, technical, and financial aspects of the institution. The General-Director's responsibilities include:

- Preparing and proposing the general organization of the institution to the Board of Directors for approval and endorsement.
- Exercising authority over all employees of the institution.
- Signing contracts, conducting transactions, treaties, and agreements in accordance with applicable laws and regulatory procedures.
- Opening and operating accounts for the benefit of Algeria Telecom and managing them at postal centers within banking institutions.
- Representing the institution in legal disputes.
- Ensuring compliance with the internal regulations of the institution.
- Preparing the budget for the results table, the annual statement of the institution's rights and debts.
- Proposing to the Board of Directors the general programs for operation, projects, plans, investment programs, the estimated budget, the use and distribution of results, job position schedules, salary systems, and expansion projects

## **1-2-The Operational Directorate of Telecom East of Algiers:**

### **Direction presentation:**

The operational directorate of telecom (ODT) is controlled by the general directorate of Algeria telecom and ruled by the East-Algiers' operational director, assistant director and heads of departments, according to organization chart.

### **Objectives of Algeria Telecom East:**

Starting from January 1, 2003, the organization outlined the following objectives:

- Efficiency.
- Profitability.
- Service quality.

### **Functions of Algeria Telecom East:**

The main function of Algeria Telecom is to provide information and communication services that allow for the transmission and exchange of calls, written messages, and digital data for audio-visual media. It also manages public and private networks.

### **Activities of Algeria Telecom East:**

The activities of the group revolve around:

- Financing communication services, enabling the transmission of images, sound, written messages, and digital data.
- Developing and maintaining public and private communication networks.
- Establishing, investing in, and managing internal communications with all network operators.

### **The organizational structure of Algeria Telecom East:**

The operational directorate for telecommunications(ODT) in Central Algeria consists of three operational units for telecommunications: The Eastern Operational Unit, the Central Operational Unit, and the Western Operational Unit. The ODT contains the following departments:

#### **Wage Department:**

This department comprises the following offices:

#### **Salary Office:**

This office consists of a head and two administrative assistants, and its main tasks include:

- Disbursing employee salaries on a monthly basis.
- Addressing complaints submitted by employees regarding wages.
- Coordinating the monthly payment of family allowances in conjunction with the Social Security Fund.
- Distributing individual and collective performance bonuses.
- Distributing professional allowances on a monthly basis.
- Handling transportation allowances.
- Settling dues for officials on behalf of their assignments.
- Deducting from salaries for justified absences (e.g., sick leave) or unjustified ones.
- Remitting employees' contributions to the Social Security Fund on a monthly basis.
- Paying seniority bonuses to employees every year.

#### **Retirement Office:**

Concerning employees who have reached the age of 60, they are counted at the beginning of each year and then summoned to complete the administrative procedures, including retirement application and a salary statement for the past 60 months. Additionally, they must provide the administrative documents required by the Retirement Fund, including:

- Birth certificate.
- Family certificate.
- Certificate of non-employment for a housewife.

- Copy of the national ID card.
- Copy of the social security card.
- Individual certificate for the spouse.
- Retirement application form.
- The Sub directorate for Employee Management receives monthly payments by mission for employees whose mission exceeds 5 km but does not exceed 50 km. Likewise, the Sub directorate for Employees receives monthly payments by transportation for distances exceeding 50 km. Hence, the clear distinction between mission payments and transportation payments is the distance between the workplace and the mission or transportation destination.

### **Social Services Department:**

This department is responsible for:

- Professional outings: It is responsible for organizing and arranging professional outings and trips for managers and employees.
- Hajj/Umrah lottery.

### **Human Resource Development and Training Department:**

This department is tasked with monitoring the professional life of employees and their daily activities. Its main duties include:

#### **Referral to detention:**

it can be made upon request from the concerned party, accompanied by the documents proving the need for referral to detention. This can be done for the following reasons:

- Caring for a child under 5 years old, renewable up to 4 times.
- A personal reason for one year, not renewable except after 5 years.
- Pursuing studies, renewable once.
- Joining a spouse abroad.
- Caring for a family member with a chronic illness.

#### **Transfer:**

- Transfer is carried out upon request from the concerned party and with the approval of both parties.

#### **Delegation:**

- Delegation occurs when there is a need on the part of the relevant entity and with the consent of the concerned party, for a specific and limited period. After the delegation period, the concerned party (the delegate) returns to their place of work. The delegation period is limited to six months and can be renewed once.

#### **Unauthorized Absence:**

- After an employee is absent for 48 hours without justification, the absence is considered unauthorized. Therefore, upon returning to work, the reason for this absence must be justified and accompanied by supporting documents.

**Employment:**

- The Employment and Training Office prepares employment contracts for a specified or unspecified period with authorization from the Central Directorate of Human Resources.
- Monitoring and informing the contractor about the need to complete the annual leave period and days off.
- Informing the contractor about the contract's expiration date.
- Preparing dispatches by the relevant authority for the renewal of the contract period.
- Submitting and preparing job requests by the competent authorities to the Central Directorate for Employee Management to reinforce their workforce with employees.

**Employee Probation Monitoring:** it involves tracking the probationary period for permanent employees with the aim of confirming them in their positions.

**Training:** The administration provides a training plan for the upcoming year at the end of each semester of the current year. The Training Office is responsible for: Gathering the training needs of each employee in their respective field of work within the framework of Algeria's Telecommunications to make it more effective and efficient.

- Studying and approving work requests based on the required criteria before ending them to the supervisory authority.
- Encouraging employees to submit training requests in their field of work to address any deficiencies in their work area, whether in the technical, commercial, or administrative field.
- Identifying institutes related to the scope of work of the employees under their jurisdiction and coordinating with them to schedule training programs tailored to the employees' needs.

### **1-3-Internal Communication tools used in ODT East:**

The telephone is one of the most widely used means of communication in the Regional Directorate of Telecommunications. It allows for internal communication with departments and offices within the organization, as well as external communication with other institutions. It serves as both an internal and external means of sending and receiving calls.

The secretary receives numerous phone calls daily, both from within the organization and external sources. Some callers may request appointments, inquire about their annual leave duration, or have questions related to various areas concerning themselves or the institution. The secretary responds according to the instructions of their supervisor. Each office is equipped with two types of phones:

- An internal phone used for internal communication only (four-digit extensions), facilitating inquiries about workflow and addressing issues employees may encounter during their tasks.
- An external phone for communication with various branches of the Directorate, controlled centers, and even personal calls within the defined boundaries.

Additionally, the Regional Directorate of Telecommunications provides another communication tool, namely mobile phones. It offers free SIM cards with free monthly top-ups worth 2000 Algerian Dinars to office heads. This service is provided by 'MOBILIS', a subsidiary of Algeria's Telecommunications company. This measure enables officials to contact office heads at any time to inquire about or discuss the progress of work within the Directorate, even when they are not present at their workplaces. This facilitates direct communication and saves time.

The telephone has played a significant role in the Regional Directorate of Telecommunications, as it is responsible for providing telephone services. Its first use dates back to the colonial era in 1882 by the General Telephone Company. The introduction of the telephone has streamlined many tasks and operations, bringing about financial, moral, and physical benefits. It spares callers the effort of coming to the Regional Directorate of Telecommunications, saving effort, time, and information transfer costs, in addition to its ease of use.

#### **Fax:**

In our advanced world, despite the development of multiple communication means, the Regional Directorate of Telecommunications still utilizes a fax machine. This device can create an image of any paper document and send it to another fax machine anywhere in the world through telephone lines. The time required for this process is the same as the time it takes to make a copy of any document using a document copier machine. Despite the evolution of advanced communication methods such as email, the fax machine remains indispensable for

daily business operations. It is used for contract negotiations, scheduling meetings, sending employee attendance sheets, and transmitting employment contracts.

As communication between departments within the Directorate necessitates dealing with this device, even though the departments are physically close to each other, it is essential to ensure the successful transmission of the intended document. Once you send a document, the fax machine generates a copy of the sent document, providing the date and time of transmission and confirming that the document has reached the intended recipient.

All of the above serves as a simple example of the communication tools used in the Regional Directorate of Telecommunications. In case there is any doubt about the clarity of the message, the sender responds and retransmits it if necessary. Like any other equipment, fax machines have their advantages and disadvantages. Based on feedback from some employees, we can mention the following:

**Advantages of Fax:**

- Quick transmission to various departments.
- Delivery of an exact copy to the recipient.
- Ease of use.

**Disadvantages of Fax:**

- Lack of privacy if it is located in an office with many employees.
- Cost when using it.

**File Transfer Protocol (FTP):**

FTP is an abbreviation for "File Transfer Protocol." It is a software protocol that was connected to the Regional Directorate of Telecommunications in the year 6200 by the General Directorate of Telecommunications in Algeria in order to provide a permanent connection to its various branches and units. The General Directorate sends various documents through this technology to the computers of office managers only. These managers then examine the sent document and ensure it is free of errors, such as employee salaries, allowances, and decisions. This technology is considered one of the best communication methods used in the Regional Directorate of Telecommunications due to its ease of document reception and time-saving.

**Internet:**

Considering that Algerian Telecommunications is the only institution in Algeria that provides internet services and dominates the internet and communication market in Algeria, there are various high-tech internet networks used within the institution. These networks include EASY, ANNIS, FORE, and even internet via modem with an antenna.

Algerian Telecommunications provides internet access to all its employees in all departments of the directorate. Each office in the directorate has two internet connections with speeds ranging from 256 kilobits per second (kb/s) to 1 megabit per second (M/s). Managers enjoy extremely high-speed internet connections, which can sometimes reach 4 M/s. These

offices are connected to each other through this network to facilitate communication using the messaging system (message server) or the global network (web server).

The internet services in the Regional Directorate of Telecommunications are indispensable as they are essential for the organization's workflow. These services include exchanging emails and using the messaging system (La Messagerie), web browsing (Navigator Web), sending files via email, and various other important services.

## **2-Methodology of Research:**

### **2-1-Methodological Approach:**

The study is descriptive in its nature and adopts a qualitative research methodology. The chosen method, deemed appropriate for addressing the research problem and objectives as well as for hypotheses testing, involves conducting an interview within the top-level executives of the ODT, East of Algiers.

### **2-2-Research Method:**

(Soiferman, K. (2010), pp06-23) Qualitative research can be defined as an investigation carried out within an authentic environment. In this context, the researcher essentially serves as the primary tool for gathering data. It becomes the responsibility of the researcher to collect participants' narratives and then analyze them by identifying recurring themes, delving into the significance attributed by the participants, and articulating a process through the utilization of both evocative and convincing language(Creswell,2005). Creswell (2005) characterizes qualitative research as a form of educational investigation where the researcher depends on the perspectives of participants. This approach involves posing open-ended, overarching questions, gathering data primarily in the form of verbal or written expressions from participants, examining these expressions to identify recurring themes, and conducting the inquiry with a subjective, potentially biased stance.

(Soiferman, K. (2010), pp06-23) Qualitative research represents a rigorous method for seeking answers to questions. It entails dedicating a substantial amount of time within the research context, engaging in the intricate and time-consuming task of data analysis, composing lengthy narratives, and participating in a form of social and human science investigation that lacks rigid guidelines or precise protocols. Conclusions in qualitative research are subject to continuous change and development as more data is gathered. Qualitative research is frequently associated with inductive thinking or induction reasoning, as it progresses from specific observations of individual occurrences towards more extensive generalizations and theories. When employing the inductive approach, researchers commence with specific observations and measurements, then proceed to identify recurring themes and patterns in the data. This process enables the formulation of preliminary hypotheses that can be further investigated. Subsequently, the findings from this exploration may eventually give rise to overarching conclusions or theories (Creswell, 2005).

### **2-3-Data Collection Tool:**

### **Documentary research:**

In order to gain credibility to the study“ framework, I exploited data from several genres of documents:

- Books
- Scientific articles
- Journals
- Websites and thesis
- Internal organization documents

### **Observation:**

In order to explore the complex of the research topic that has been chosen, an observation has taken place spontaneously within the company to address the behaviors of employees and the spreading of information in the department. In this sense, Gorman and Clayton has defined observation studies as those that “involve the systematic recording of observable phenomena or behavior in a natural setting” (2005, p. 40).

During the whole period of internship at the ODT especially at the midst of dissertation „preparation, I had the ability to notice and observe, the work atmosphere behaviors and the interactions between simple employees and executives of the HR department, I have seen the determinacy that was made by the whole team to achieve the wanted objectives of the company through specific deeds such as punctuality, the accomplishment of the daily tasks.

Algeria Telecom organization is primarily interested in communications and technologies, nevertheless, I have noticed that there were some struggles in communication strategies, types to be used and some kind of barriers between certain executives and certain employees, age and gender influenced also the transmitting of information, this tends to mean that the organization should adopt some new strategies of internal communication and bear the worldwide development in ICT.

### **Interview:**

In addition to documentary research, conducting interviews in ODT East of Algiers were a base-stone for the collection of essential data on the relationship between internal communication and employee“ engagement in terms of enhancing the latter through organizational communication bases.

(Taherdoost, H. 2022, pp2(3)-14) The interview is defined as the method of asking questions to gain both qualitative and quantitative data. In quantitative questions, interviewees select their choices in a limited range of responses provided by the researcher, on the other hand, qualitative questions aim to obtain the interviewee's descriptions to a specific question. Although

there are different methods for qualitative data collection such as text or document reviews, diaries, and participant observation, interviews are the most commonly used technique for primary qualitative data collection as they provide a natural and comfortable atmosphere for the participants.

In my research study, I have selected to use a semi-structured interview. The objective behind this choice is to offer certain flexibility, participant-centeredness, and the ability to capture diverse view of points, making it a valuable tool for collecting data.

### **Interview guide:**

In order to have a well-established work, I have prepared a semi-structured interview to interview the top-head managers of the human resources department in the ODT, in which I asked several questions based on the strategies and tools of internal communication that would enhance employee engagement in the ODT. The development of my interview guide was conducted by utilizing methods and examples from scientific articles and journals

#### **➤ Means and tools used:**

Voice recording was a tool that I used to collect information, I definitely asked for permission to use it, an interviewee refuse to make voice recording so in this case, a taking notes mean was opted to write down necessary data.

#### **➤ The study population:**

The choice of selection of interviewees is based on their profession and hierarchy knowledge and experience in relation to the topic of research and finally their potential to answer the specific questions presented in the interview guide (Appendix A).

**Table01:** Interview details

Date	Place	Interviewee	Duration	Position
11/06/2023	Operational Directorate of Telecom Hussein-Dey	Zina Bouaaraba	23min	Top-head of Human Resources Department
14/06/2023	Operational Directorate of Telecom Hussein-Dey	R.Kh	18min	Head chief of Human Resources Development and Formation service

**Source:** Done by the student

**Chapter03:**  
**Findings Presentation and Discussion**

## **Introduction:**

The analysis of the findings that were gathered through a semi-structured interview will be through a thematic analysis specifically through a method that is called thematic synthesis analysis in order to describe and synthesize the answers collected from the two executives of HR department, the results spin around effective IC strategies and practices which would enhance employee engagement at the workplace setting.

## **Thematic analysis:**

(Braun, Clarke, V.2006, pp6-41) Thematic analysis is a technique used to discover, examine, and communicate recurring patterns or themes within your dataset. While it primarily involves organizing and providing a comprehensive description of your data, it often extends beyond this to interpret different aspects of the research subject matter.

## **Thematic synthesis' stages:**

(Thomas, J. Harden, A.2008, pp1-10) explain the process of thematic synthesis, delineating several procedural steps and providing an example of its application in a comprehensive review of health promotion research. Thematic synthesis comprises three key stages: first, the meticulous coding of text on a line-by-line basis; second, the formulation of descriptive themes that closely align with the content of primary studies; and finally, the development of analytical themes. While descriptive themes stay faithful to the primary studies, analytical themes mark a stage of interpretation where reviewers extend their analysis beyond the primary studies to construct new interpretive concepts, explanations, or hypotheses. Utilizing computer software can facilitate the execution of this synthesis method, and we offer detailed guidance on how to accomplish this effectively.

The stages are summarized as following:

(Harden, A. Thomas, J.2022, pp 13-36) There are three main stages of thematic synthesis:

### **Coding findings:**

- Open coding ('line by line')
- Coding study 1 findings; coding study 2 findings; coding study 3 findings etc
- (coding moves into theme building from study 2 onwards)
- Axial coding to capture study context

### **Descriptive themes:**

- Stay 'close' to the text of the primary studies, and seek to summarize them in their own terms – not 'going beyond' what they say

### **Analytical themes:**

- Interpret the descriptive themes in the light of the review question(s)

After an interview with the heads of the HR department and HR development and formation service, here is the descriptive summarize of the answers in this table:

**Table02:** Interview patterns

	Mme. Zina Bouaaraba	Mr.R.Kh
1	<ul style="list-style-type: none"> <li>• She held the position for 10 years.</li> <li>• BA' degree in Law</li> <li>• Diploma in ST</li> </ul>	<ul style="list-style-type: none"> <li>• He held the position for 8 years.</li> <li>• Diploma ST.</li> </ul>
2	The employee is of great importance at work, especially the intellectual and emotional continuity, as it is like a spinning wheel.	Mr.R.KH sees involvement of staff in the management world is a new and highly desirable thing, but there must be conditions in the staff involved, and it has also been commended for its role in increasing production and efficiency.
3	Regarding the significance of IC, the lady responded that it is crucial since it fosters mutual understanding and a favourable work environment among employees.	IC is an exchange of information, messages and ideas within the organization, allowing staff to communicate with different divisions, allowing for the sharing of details and cooperation in achieving objectives.
4	The president claims that IC has a variety of initiatives, some of which include undertaking tasks that enhance employee' productivity.	Strategies that have a positive impact on staff participation used: <ul style="list-style-type: none"> <li>• Social media platforms;</li> <li>• professional mail;</li> <li>• FTP;</li> <li>• visual communication;</li> <li>• Graphics;</li> <li>• videos that help staff understand corporate culture;</li> <li>• values and expectations;</li> </ul>

5	<p>The foundation has undertaken projects such as platform creation and the creation of daily, weekly, and monthly groups.</p>	<p>IC initiatives implemented:</p> <ul style="list-style-type: none"> <li>• use of e-mail to transmit information;</li> <li>• use of graphics;</li> <li>• Videos;</li> <li>• Training and training programmers;</li> </ul>
6	<p>According to the president, IC employs a variety of techniques, such as obstacles that enhance employees' productivity by keeping them abreast of new developments.</p> <p>The primary features and aspects of artificial intelligence that improve energy efficiency are encouraging employee idea sharing, fostering a culture of trust and involvement, and being transparent in conflicting regulatory problems. Through coordinated communications and planned challenges, IC strives to keep this consistency.</p>	<p>The main factors and dimensions of artificial intelligence that contribute to energy efficiency:</p> <ul style="list-style-type: none"> <li>• Transparent communication with career paths, including motivation and encouragement of staff to invest in their work;</li> <li>• A good understanding of the course of the company is that employees are enthusiastically involved.</li> </ul>
7	<p>IC helps staff to feel more involved and connected with the organization work by:</p> <ul style="list-style-type: none"> <li>• promoting understanding;</li> <li>• creating a sense of purpose in their work, coordinated communication;</li> <li>• enabling two-way channels of communication to develop a spirit of partnership;</li> <li>• Trust and contribution to decision-making.</li> </ul>	<p>Effective internal communication plays a central role in enhancing staff participation and is to help staff to feel more involved and to relate to their uncles by:</p> <ul style="list-style-type: none"> <li>• Aligning staff with the Organization mission;</li> <li>• Clear purpose and meaning in their roles;</li> <li>• Encourage participation and create opportunities for staff to influence decisions;</li> <li>• Promoting trust and instilling deep faith.</li> </ul>
8	<p>The chairperson replied that there were no impediments to the implementation of IC or posed by IC.</p>	<p>According to the President, when there is respect and trust among staff, all obstacles are removed.</p>

9	<ul style="list-style-type: none"> <li>• IC impact on staff participation in the organization can be measured by:</li> <li>• Analysis of comments;</li> <li>• Questionnaires;</li> <li>• Organization of clusters to deepen staff voices and knowledge about information technology.</li> </ul>	<p>IC impact on staff participation can be measured by this: conducting anonymous surveys. Measuring staff perceptions. Use open commentary. Through focus groups and individual meetings.</p>
10	<p>Proposals for IC best practices to enhance performance efficiency:</p> <ul style="list-style-type: none"> <li>• Provision of training;</li> <li>• Development of the substantive section;</li> <li>• Provision of tools and platforms;</li> </ul>	<p>I commended the President on the Foundation task force and made a proposal to increase the composition of new communication techniques to better practice IC.</p>
11	<p>Effective internal communication is the bridge that connects staff to the mission, values and objectives of the organization; Understanding, cooperation, staff appreciation and respect for most of the organization members; This enhances and develops the performance of the organization.</p>	<p>Personal thoughts:</p> <ul style="list-style-type: none"> <li>• Staff must participate in decision-making processes, creating a spirit of solidarity;</li> <li>• Development of communication strategies;</li> <li>• Companies that are interested in internal communication have a great deal of luck in strengthening the workforce that reaches the company's success.</li> </ul>
12	<p>IC is important in keeping staff informed and involved in the most important decisions through our channels that enhance staff members sense of belonging.</p>	<p>Internal communication is the cornerstone of a deep sense of belonging and communication among staff members, a bridge that links the Organization to its members and gives staff members a sense of respect and appreciation, which drives them to progress and to grow the spirit of the group.</p>
13	<p>The importance of the compatibility of internal communication messages is to achieve coherence and consistency among staff and to enhance their participation.</p>	<p>Harmonization of internal communication with organizational values is critical to enhancing staff participation. It creates credibility and trust in the common goal, making the staff more committed and motivated.</p>

14	<p>Action taken to sequence communications to maximize staff participation:</p> <ul style="list-style-type: none"> <li>• streamlining complex message;</li> <li>• Using various channels of communication;</li> </ul>	<p>Best practices or strategies to effectively sequence communication messages and maximize staff participation:</p> <ul style="list-style-type: none"> <li>• Clear and coordinated messages;</li> <li>• Use different channels of communication;</li> <li>• Train managers in proper and effective transmission of messages;</li> <li>• Ad hoc discussions;</li> <li>• Promote open communication;</li> </ul>
15	<p>Internal communication has the ability to enable staff to take ownership of their work by:</p> <ul style="list-style-type: none"> <li>• linking individual tasks;</li> <li>• Setting expectations and targets for staff members after understanding their roles and responsibilities.</li> </ul>	<p>Effective internal communication plays a critical role in enabling staff to take responsibility for their work, thus increasing the pace of participation when staff feels their weight in the organization gives everything they have and when there is appreciation, cooperation, teamwork, flexibility and independence.</p>
16	<p>Internal communication contributes to enhancing staff participation by:</p> <ul style="list-style-type: none"> <li>• Creating a positive work environment;</li> <li>• Encouraging collaboration through channels;</li> <li>• Promoting unity and support;</li> <li>• Encouraging staff expression;</li> <li>• Creating a sense of inclusiveness and a sense of staff influence.</li> </ul>	<p>Internal communication is the lifeblood of a positive and supportive working environment that strengthens trust, clarity and the flourishing of cooperation by: its transparency and clarity, leading to staff understanding of their roles and the way in which the Organization operates and its objectives. When a staff member feels his or her value, he or she reinforces his or her sense of belonging, enjoyment, appreciation, and this increases their effectiveness and impact.</p>
17	<p>The role of internal communication in ensuring that staff are well informed and engaged:</p> <ul style="list-style-type: none"> <li>• Providing clear and concise information;</li> <li>• Engaging through activities;</li> <li>• Organizing feedback;</li> </ul>	<p>From the President's point of view, internal communication plays a key role in ensuring that staff feels forward-looking, interactive and motivated.</p>

**Source:** Done by the student

## **Synthesis Analysis of Mme. Zina Bouaaraba 'answers:**

The employee plays an important role in the recycling of enterprises, private and the workplace in general, of which staff are the key to ensuring the proper functioning of an enterprise.

IC plays a major role in developing linkages, promoting staff participation and creating an atmosphere conducive to good work, through its many strategies, and among the strategies in place in the institution under consideration: the establishment of daily, weekly and monthly groups and platforms.

It also creates an atmosphere of transparency in competition and regulatory matters, giving staff freedom of expression, participation in decisions and contribution to development.

Its impact on staff is measured in a number of ways. Among those used by the foundation (questionnaire, comments) was found to have no obstacles or disadvantages.

Internal communication is the bridge between staff and the objectives of the organizations and therefore must be developed and followed the most important procedures to ensure its best functioning:

- Providing tools;
- Streamlining messages;
- Excluding tools;
- Streamlining messages;
- Excluding different organizations and activities.

## **Synthesis Analysis of Mr. R, KH'answers:**

According to the head of R, KH, who has had experience in this area for eight years:

Staff involvement in the management world is new but good if it meets certain conditions.

The exchange of information and messages between employees and divisions allows for the development of a spirit of partnership and access to goals and among the strategies that help is communication, whether direct or through the media, which helps to understand the company's values and goals. The Foundation has used other methods, such as graphics and training programs.

If transparent and honest communication makes an employee aware of all the developments and from him, he feels his weight and influence in the institution, and he gives everything he has, so as to increase the benefits of the misery without any obstacles or problems, after measuring his impact on the employee participation in a number of ways.

Finally, the chief made suggestions for a better practice including:

- clear and coordinated messages;
- Promote open communication;
- Training sessions;
- Use various channels.

### **Analysis Conclusion:**

After interviewing the Co-Chairs and analyzing the results of their respective responses, we draw the following conclusions:

Internal communication is the process of sharing information and ideas between staff and divisions, which makes it important and effective in developing a spirit of partnership, and thanks to transparent and honest engagement, the staff member feels his or her belonging and gives everything he or she has to achieve common goals.

The influence of staff members is very important in the institution and their participation is most important and obtained through good and respectful internal communication, understanding and cooperation among the organization members, leading to its progress and growth, thanks to different internal communication strategies and good practice.

## Recommendations:

After concluding the findings and discussion chapter, here are some suggested recommendations to improve both internal communication and employee engagement:

- ❖ **Formalize Internal Communication Channels (Theme: Structure):** Establish structured and well-defined internal communication channels that ensure information flows efficiently. This includes regular team meetings, departmental updates, and cross-functional collaboration sessions.
- ❖ **Invest in Training and Development,** provide training programs for employees to improve their communication skills. Effective communication workshops and courses can equip staff with the tools needed to engage in meaningful and constructive dialogues.
- ❖ **Utilize technology for communication,** leverage modern communication tools and platforms to facilitate quick and efficient information sharing. Implementing an internal communication platform or intranet can streamline communication processes and keep everyone informed.
- ❖ **Support Employee Well-being,** Recognize the importance of work-life balance and employee well-being. Offer support services, such as wellness programs and mental health resources, to help employees maintain a healthy work-life equilibrium.

## **Conclusion:**

In the contemporary landscape of business operations, the notion of employee engagement has taken center stage in organizations' pursuit of sustained growth and success. This study, informed by rigorous research methodologies and enriched by insightful interviews with Co-Chairs, has shed light on the intricate relationship between internal communication and employee engagement within the workplace.

Internal communication, as revealed through the Co-Chairs' perspectives, emerges as the linchpin of organizational dynamics. It is more than just the exchange of information and ideas between staff members and divisions; it is the embodiment of transparency, honesty, and partnership within the organization. At its core, internal communication nurtures a profound sense of belonging among employees, motivating them to contribute wholeheartedly to the collective pursuit of common objectives.

A recurring theme throughout this study is the significant influence wielded by staff members within the institution. Their insights, perspectives, and active participation are not just appreciated but are deemed indispensable for the organization's growth and progress. It is through effective, respectful, and transparent internal communication channels that the institution empowers its staff members, encouraging them to transcend their individual roles and become driving forces in propelling the organization forward.

This research has elucidated the diverse array of internal communication strategies and best practices that contribute to enhancing employee engagement. From formal communication channels to informal dialogues, from leadership messaging to employee involvement, these strategies synergize to connect the organization's mission with the aspirations of its workforce. Their interplay creates an environment where employees are not just informed but are intrinsically motivated to participate actively and passionately in the organizational journey.

As this study concludes, it is crucial to acknowledge that the path to improving internal communication and elevating employee engagement is an ongoing journey. The insights garnered from this research offer valuable guidance to organizations seeking to cultivate a culture of engagement. However, the commitment to fostering an environment of trust, respect, and collaboration remains paramount. Future research endeavors should explore the practical implementation of these recommendations, considering the unique challenges and opportunities specific to various industries and organizations.

## **Limitations and future directions:**

Regardless of the beneficial work that has been done, there are specific limitations that should not be ignored:

- This research primarily centers on ODT, East-Hussein Dey, limiting the generalizability of findings. The organization's unique context and culture may not fully represent the complexities of other industries or organizational sizes. Future research should encompass a more diverse range of organizations.
- While the insights gathered from Co-Chairs' interviews provide rich qualitative data, they are inherently subjective. The interpretations and perspectives of interviewees may introduce bias into the study. Additional data sources, such as employee surveys, could complement these insights.
- This study uses a qualitative research approach, emphasizing depth over breadth. While this approach allows for a comprehensive understanding of the internal communication-employee engagement relationship, it may lack quantitative data for statistical analysis.

Future directions can be summarized as followings:

- Investigating how cultural factors influence internal communication and engagement within diverse workforces is essential. Understanding cultural nuances can guide organizations in adapting communication strategies to specific contexts.
- Explore the direct influence of enhanced internal communication and employee engagement on organizational outcomes such as productivity, innovation, and employee retention.
- Research should shift toward practical implementation and measurement of recommended strategies. Case studies and action research can provide real-world insights into the challenges and successes of adopting improved communication practices.

By addressing these limitations and pursuing these future directions, research in this area can continue to evolve and provide organizations with actionable insights for enhancing internal communication and elevating employee engagement in the pursuit of sustained growth and success.

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**Appendix A**  
**Interview Guide**

## **Interview guide:**

Hello dear interviewee, I am a human resources management student from the ENSM, I am in the process of preparing my Master' degree dissertation under the title 'Internal Communication: A Tool to Lift Employee Engagement', so you are kindly requested to participate in this special interview, to help draw solutions.

### **Introduction and Background:**

- Can you briefly describe your role and experience in the field of internal communication (IC)?

### **Understanding Employee Engagement and IC:**

- In your view, what is the significance of employee engagement in the workplace?
- From your experience, how do you define IC within an organization?

### **Effective IC Practices and Strategies:**

- What are some specific IC practices or strategies that you believe have a positive impact on employee engagement?
- Can you share any examples of successful IC initiatives that have seen or implemented which have resulted in improved employee engagement?
- In your opinion, what are the key dimensions or factors of IC that contribute most significantly to employee engagement?

### **Enhancing Employee Engagement through IC:**

- How do you think effective IC can help employees feel more engaged and connected to their work and the organization?
- Can you share best practices or strategies for effectively cascading communication messages at different levels of the organization to maximize EE?
- In your view, how can internal communication enable employees to take ownership of their work, resulting in higher levels of engagement?

### **Challenges and Measurement:**

- What challenges or barriers have you observed in implementing effective IC practices to enhance employee engagement?
- How do you measure the impact of IC on employee engagement in your organization or in your experience?

### **Alignment and Values:**

- From your perspective, how important is alignment between internal communication messages and organizational values in fostering employee engagement?

**Building Connection and Belonging:**

- How do you perceive the role of internal communication in creating a sense of belonging and connection among employees?
- IC During Organizational Change:
- What role does internal communication play in ensuring that employees feel well-informed, engaged, and motivated during times of organizational change?

**Recommendations and Final Thoughts:**

- Are there any specific recommendations or best practices you would suggest for organizations aiming to leverage IC to enhance employee engagement?
- Do you have any other ideas or thoughts you would like to share on the topic of internal communication and employee engagement?

**Appendix B**  
**Organizational Charts**

