Misalignment Of Organizational Values Among Employees And Its Impact On Communication System Within Algerian Institutions -An Analytical View of the Obstacles from a Socio-Cultural Perspective-

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ARTICLE INFO	ABSTRACT
Received:12/05/2024, Published: 05/09/2024	The study aimed to identify the impact of the imbalance of organisational values as one of the significant cultural barriers hindering the effectiveness of internal communication. An analytical overview was given of the nature, sources, types, importance and role of organisational values in the life of an institution. The study showed that the imbalance and contradiction in the organisational values espoused by the institution and the values, behaviours of individuals, such as disregarding the value of time, hiding information, relying on secrecy and lack of transparency, and favouring personal relationships over official ones, can negatively affect the quality and effectiveness of internal communication. This can lead to the spread of rumours and conflicts within the organisation. **Keywords:** Internal communication; organisational values; value imbalance; cultural barriers; social barriers.

1. Introduction

Achieving the effectiveness of an economic institution requires the availability of numerous factors and elements, such as qualified human resources, modern technology, capital, raw materials, a suitable market, scientific organisation of tasks, organisational values and a communication system that includes both external and internal dimensions. The latter operates at the level of the institution, just like the circulatory system, which plays a central role in the health of the human body. It is responsible for transporting nutrients and supplying blood to all the body's organs. Any imbalance in this system disrupts the internal and external world of the institution. Similarly, internal communication in the life of the institution is the main link for its five components: logistic function, technical structure, strategic summit, hierarchical line and active centre. The functioning of these structures in harmony and coherence, with mutually supportive functionalities, determines the long-term stability and steadfastness of the institution in its quest for high effectiveness. In other words, local and national economic growth can only be achieved if the institution enjoys a good internal social climate that enables it to face internal and external challenges and fulfil its role to the full.

At this level, experts stress the need for the institution to have an effective and robust internal communication tool that is not affected by social problems at work that may arise from time to time. However, the possession of this strength is ultimately determined by the nature of the organisational values and socio-cultural values held by all individuals at the base and top of the organisational pyramid, as well as adherence to the prevailing culture within the institution as a guide to individual actions and behaviours. The issue of values in the organisational field is considered to be one of the most important topics that has gained significant importance among experts in organisational behaviour and those with a cultural approach to the study of organisations, particularly due to its connection with this field and its enormous impact on the life of the institution, individuals and groups. Values regulate the relationships between employees and their colleagues and superiors. The also play an important role in establishing the culture of the institution as a whole, especially if all users share, understand and adopt the working values, the culture of the institution, its principles and philosophy. It is likely that they will recognise the importance of this and that these values will ultimately become the decisive factor in determining the level of success achieved by the institution at all times and in all

situations.

Based on the above, the institution, as a living organism that is born and dies, should remain aware, alert and highly open to the environmental, cultural and social obstacles that threaten it. We are particularly concerned here with the pressures and threats arising from the value contradictions between the behaviour of individuals and their socio-cultural values in general, and the value system advocated by the organisational culture. The results of several recent studies that have focused on the study of cultural and value patterns and their impact on organisational behaviour in Algerian institutions, such as the studies by Ahmed Henni, Ali EL kenz, Said Shekhi, Ghayath Boufelja and others, have shown that there are imbalances and contradictions among workers in terms of their perception of work, the value of time and their interest in work culture.

The cultural and social factors that individuals bring with them to the workplace play a key role in determining their behaviour, interactions and communication patterns within the institution. The researcher el Mehdi Ben issa, in his study and analysis of the reality of the Algerian economic institution, observed that individual behaviour at work is not governed by the balanced determinants of collective action within the institution, which operates in three main domains: the organisational domain, the strategic domain and the cultural value domain. Official organisational rules and regulations usually do not clarify and explain the criteria and values for achieving effectiveness and efficiency. The individual behaviour of employees and their superiors is not determined by the general objectives included in the overall strategy of the institution, but is subject to their partial mindset, which serves their personal objectives.

This is where the confrontation and conflict between general goals and personal strategies occurs. In addition, the researcher believes that the link between the individual and the goals and values of the institution can only be achieved if the culture of the institution can achieve harmony and balance between the personal values and goals of the users and the values adopted by the institutions. Consequently, the latter becomes one of the tools of social control exercised by the institution, which works to unify the values of individuals and to base their behaviour on a unified framework (benaissa, 2005, p. 153).

The hawthorn studies have highlighted thé rôle of internal factors relate to the psychological and social aspects of individuals, which often present obstacles to the management and development of thé institution. Will institution often focus on external communication .There us nothings to stop them from also addressing the problems that undermine the organisation internally, as no institution Is immune in addition to what has been mentioned mentionein This regard, many problèmes in the institution, are often attributed,

Whether implicitly or explicitly, to two important factors: the prevailing system of work values within it, and its internal communication system. Leaders and managers frequently lament the presence of discrepancies in the organisationnel value system, noting a substantial disparity between the declared organizational values and certain négative values and behaviours embraced by users. "Our institution lacks values That Foster employée engagement wide work", and the absence of commitment to positive work values inhibit moral and often serve as barries to coordinating individual efforts, resulting in poor internal communication, "Our institutions suffer from the spread of personal relationships and the predominance of initial communications over formal professional communications absent internal communication Is a significant challenge".

Therefore, this research contribution aims to study the persiste problem that economic institutions have long struggled with, which is as a follows: what are the effects of organisational values misalignment on the effectiveness of internal\ communication?

2.   Values and organisational values

It is a fundamental principle of scientific research that researchers follow methodological steps when conducting any scientific study, regardless of its nature. It is essential to define the concepts that the researcher presents within the framework of his or her research, as these concepts act as a compass to guide the researcher and prevent him or her from getting lost.

Firstly, it is not our intention to delve into the history of this concept, as the scope does not allow for such an extensive discussion. It is widely recognised in the social sciences and humanities that concepts often lack precision and clarity. They can be broad at times and narrow at others. With all due modesty, we do not intend to engage in a dispute over these definitions. It has been noted that the concept of values alone lacks a consistent and accepted definition in terms of the meaning and connotations presented in its definition.

Before defining values, it is important to distinguish between two closely related but distinct concepts: values and attitudes. The concept of values is strongly linked to individuals, as they differ in many aspects such as their attitudes, values, personalities, perceptions and positions. There is also a difference between those who integrate and combine the concept of attitudes and values and those who do not differentiate between them. In this regard, Ali Al-Salami argues that "there is no scientific benefit in distinguishing and separating these two concepts - values and attitudes - because both express personal perspectives that individuals form through their perceptions and evaluations of things" (Assaf, 1999, pp. 122-123). On the other hand,rokeach emphasises the need to distinguish between values and attitudes and to recognise the crucial differences between them. Values shape the behaviour of individuals, can be identified and limited, and have a distinct and unique place in the personality of individuals. They also have the ability to influence attitudes, either solidifying or changing them and directing them towards the desired goal. Attitudes, on the other hand, do not provide a guide to individual behaviour. They are primarily associated with specific positions and goals. Furthermore, attitudes

cannot be defined because of their diversity and their association with different phenomena. They do not have a prominent status in the lives of individuals in terms of distinction, position or sensitivity.

rokeach (1973) defines values as the standard that governs and directs the behaviour and attitudes of individuals towards issues, positions, beliefs, evaluations, judgments, justifications and comparisons with others, and also attempts to influence them (M'rokeach, 1973, p. 15). Nobes defines values as "the set of ethical norms and principles of behaviour that guide the actions of individuals and communities along particular paths, bringing them into confoµ*rmity with the traditions, customs and practices of society" (Nobbs, 1979, p. 298). Parsons sees values as an element within a common symbolic framework and one of the basic criteria that exist in a social position in which members of society participate and contribute to achieving integration and organising members' activities (Ghaith, 2014, p. 629).

As for organisational values, they refer to "the beliefs on which tasks and work within organisations are based, which help to distinguish between right and wrong, important and unimportant matters, and which guide the behaviour of individuals within the organisation" (Deff, 1995, p. 17). Mustafa Asfour defines organisational values as "the set of values that users within the organisation consistently apply and consider as the core of the organisational culture. These values are intangible and invisible, but they become evident when setting goals, making policies, planning and determining working methods. Therefore, senior management plays an important role in reinforcing these values by consistently adopting them. In addition, the culture of society also plays a role in establishing organisational values, as organisations are an extension of the society in which they exist (Mustafa Asfour, 2008, pp. 99-100) ".

With regard to the concept of organisational value incongruence, in our study we refer to the existence of a gap between the adopted values of a particular organisation and the actual behaviour of individuals within that organisation. This incongruence can occur when there are contradictions between the officially stated values and the individual behaviours of the organisation's members, leading to a lack of alignment between what the organisation stands for and what is actually done in practice*.

On the basis of the above, we understand values to be a set of principles and beliefs that govern an institution and determine its philosophy or how its employees are expected to behave. One of the important general characteristics of values, including organisational values in particular, is comprehensiveness. This means that values are not limited to specific situations, but serve as a guide to help organisations in their interactions and behaviours. In addition, values, like other social phenomena, exhibit the characteristics of change, dynamism and lack of rigidity. They evolve and change with the evolution of patterns and administrative management methods within organisations. This evolution of organisational thought and theory has moved from classical management, including the scientific management pioneered by Frederick Taylor, to more contemporary approaches.

Taylor's definition, for example, focused on the material aspects of motivating employees and viewing them as cogs in the machine, while other management approaches, such as the human relations school, emphasised the social and psychological aspects of employees. These factors have an impact on the success of the organisation and the satisfaction of employees' needs. They are also seen as tools that help to determine the paths of effort to achieve the strategic vision of management. There is also an emphasis on spiritual morale and achieving harmony through an open communication system, training and participation in decision making. Then there is the shift to the values-based leadership style, which is another distinctive leadership approach that aims to develop the capabilities of individuals by focusing on their values, humanity and spirituality, as well as their contribution to decision making. It also emphasises organisational values in the workplace (Abu Zeid & Jazia, 2011). Francis and Woodcock summarise the stages of organisational values development in the following table:

Table N°01: the stages of development of organization values

Stage	Type of value	Fixed value
Classical Approaches Stage	Rationality	Scientific analysis of work is important; it yields results.
Human Relations School Stage	Emotion	Individual attention leads to positive outcomes.
Trade Unions Intervention Stage	Confrontation	Strong defence Is necessary.
Behavioural Approach	Consensus	Political matters in organisations
Management by Objectives	Individuel/Organisationnel Balance	Achèvement and excellence.
Organisationnel Développent	Potentiel	Potential for individual development.
Intégration of Previous Stages	Realism	Difficulty in obtaining new things

The source is: Francis, Woodcock (1995). P. 23.

From the above presentation of the concept of values and organisational values, we can conclude that the concept of organisational values has received several definitions to encompass it, each according to its

intellectual affiliation or the purpose of its use. Despite these differences, they agree on the importance of the values that constitutes this important area of organisational behaviour in the management of institutions.

2.1. The importance of organisational values for the institution and the internal communication system:

Despite the tremendous economic development that the world experienced after the Second World War, accompanied by extensive advances in organisational and management theories, especially the behavioural theories that focused on explaining the behaviour of individuals in factories and workshops, the discovery of the cultural and values dimension and its significant role in achieving economic results and the overall goals of the institution, commonly referred to as "organisational culture" and its values, was delayed for various reasons that cannot be mentioned here. However, in the late 1970s and early 1980s, this area of knowledge gained increasing importance and strategic significance, on a par with economic and social action, due to its pronounced impact on the personality of the institution. Discussions about culture and organisational values became more widespread.

The importance of organisational values seems to lie in their ability to enable self-fulfilment, development and learning for both the community and the individual. It is a well-established principle that the values dimension within work serves as a source of social cohesion and loyalty to the human community - the whole institution - to which individuals belong. The institution is a living entity created to flourish and exist for as long as possible. Its primary mission is to generate wealth, and to achieve this it performs various functions such as social, commercial, administrative, financial and productive. However, this is not always an easy task, as the institution occasionally faces external difficulties, such as a hostile and rapidly changing environment, as well as internal challenges, such as labour disputes between individuals and groups, which hinder the progress of capital. In order to maintain its continuity and stability, the institution confronts these problems in a strategic and meaningful way, using its organisational values as a shield. However, these values are a double-edged sword, as there are both positive and negative values. Irrespective of its size and type of activity, every institution must have its own culture and values, as they are of paramount importance for its continuity and development (Hareem, 1997, p. 26). In this respect, organisational values have a significant impact on the performance of the institution in a number of ways.

They give meaning to strategic directions and orientations, as they are one of the success factors that ensure the improvement of cohesion and harmony among users and the achievement of internal system stability. They enable each employee to achieve his or her goals and to gain a collective vision, allowing them to recognise their potential and limitations. Organisational values are one of the fundamental pillars on which any institution relies to form its unique, positive and strong culture. They promote visions, goals and future plans, foster a sense of community, loyalty and belonging, increase employee participation and guide their behaviour towards the achievement of objectives. Values are therefore an important variable in all aspects of cultural, social and organisational life.

When an organisation's culture is aligned with its core identity, its values are its DNA. The more economically successful an institution becomes, the more its users tend to embody those values and to align their behaviour with the spirit of those values and their noble goals. Values are often inspired by the history and evolution of the institution, and thus these values become general and specific benchmarks for the behaviour of all users. Deviation from them is seen as a violation of the institution's identity and of the economic and social objectives for which it was created. The absence of phenomena such as high turnover, wastage of raw materials and minimal conflicts is a strong indicator of users' compliance with these values and of the sincerity and reality of these values.

With regard to internal communication, the dimension of organisational values highlights its importance as a fundamental criterion for the development of the organisation's plans and policies and as a reference for the communication system between employees and their communication methods. When employees come to work, they bring with them their habits, traditions and social norms, as well as their different responses to professional and interpersonal situations. Their relationships, communication patterns and interactions with each other are therefore inevitably influenced by the type of values they hold. The values dimension within the organisation is therefore a necessary process in the construction of communication messages. These values should define the nature of the organisation's activities, services and the behaviour of its members. They should be specific and known to everyone in the organisation, and senior management should give them considerable weight, especially when formulating and building the communication strategy.

Based on the above, organisational culture and its value system become a distinct way of life within the institution and an integrated pattern of life for employees during their work, helping to retain them and also attract the best talent. As a result, social prosperity and harmony are created, while conflicts and tensions that burden the organisation are reduced. The benefits to the organisation are many and varied: economic, social and cultural. It is a wonderful way to share values, ideas and experiences with others. As a result, employees are provided with tools for achievement, growth and learning, which brings a sense of reassurance and great satisfaction. It can therefore be said that positive work values are indeed a source of fostering a sense of belonging to the community spirit, rejecting individualism, promoting awareness and social cohesion, and mitigating conflict, tension and hostility. On the other hand, they also encourage loyalty to the institution, which ultimately leads to the unity of all and the achievement of success over the years of work.

2.2. Sources of organisational values:

The sources of values vary according to the social and cultural environment to which individuals belong and the time period in which they live. In general, the following are important sources through which values are formed:

a.   Religious principles and teachings: Religious teachings are an important source of organisational values in societies and institutions that rely on religious values as part of their identity and cultural formation. The divine religions contain a wealth of values that glorify and regulate work for the benefit of society (Bouflejeh, 2015, p. 84). There are ethical and religious principles and guidelines that promote work values. These can be summarised as follows:

–   **Honesty, Mercy, Justice, Solidarity and Cooperation**: Religious principles encourage mastery of work, equality and justice among workers, and emphasise commitment to social responsibility and service to the community.

–   **Sacrifice, humility and respect:** Religious teachings urge adherence to these principles for the common good. This helps to build a cooperative and respectful working environment and reinforces the organisational values of teamwork to achieve common goals.

However, it is important to respect religious and cultural diversity within institutions and to ensure that religious values are not imposed on others.

b. Workgroups: Working groups are an important source of organisational values, especially when these groups have positive work values. They are based on positive interaction, cooperation between members and mutual respect that focuses on solutions rather than problems. In such workgroups, members are motivated and encouraged to perform at their best and to achieve common goals. Workgroups:

–   Encourage openness and friendship, providing opportunities to build strong and lasting relationships.

–   Respect and appreciation for others should be core values within working groups, with a focus on diversity and inclusivity.

–   Encourage communication and the exchange of ideas between members, which builds trust and helps to create a positive working environment.

–   Strengthen organisational identity through ongoing interaction between group members.

–   Support shared values and principles through participation in decision making.

–   Build social links between members, helping to improve communication and cooperation between them.

c. The culture of the institution and the values of its founders: The values of the founders are a fundamental source for shaping the work values and the overall culture of the institution. They are the first element in the development of a strong organisational culture, as they reflect the history of the owner and creator of the institution. With their hopes and diligent efforts, the founders gave birth to the institution and envisioned its growth and strength. Such founders have played, and continue to play, an important role in shaping the values of the institution, drawing on their personal characteristics and aspirations. They often transmit these characteristics to their subordinates through their ideas, principles and management methods, instilling values such as a love of work, order and the preservation of the institution's wealth and assets. This can be done through the publication of a specific guide or booklet on the history and development of the institution and the values it upholds, or through various meetings with staff. In this way, the history of the institution becomes their personal history of success and excellence, making them role models for all employees in qualities such as success, discipline and love of work.

d. Society and its cultural context: Values are part of the cultural framework within which individuals live. The cultural framework represents the set of norms, values, beliefs and judgments that define the different behaviours of individuals. Values are therefore seen as a product of the social context in which the institution operates. Each society has its own set of beliefs, traditions and customs that are imposed on individuals and eventually manifest as societal values through the process of socialisation within various social institutions such as the family, school, clubs, mosques, etc. These institutions determine patterns of relationships among individuals. These institutions determine the patterns of relationships between individuals and groups.

e. Experiences and encounters: Individuals' values are linked to the various experiences they have in their lives and the beliefs they hold as valid. These experiences form the fundamental basis on which different values are constructed and adopted. It is therefore necessary for an individual's values to be reflected in their actions, behaviours and daily interactions with others, as they form the overall framework that determines their patterns of behaviour in the workplace (Al-Tajjam Talq al-Sawwat, 2003, p. 99).

2.3. Classification of organisational values:

Researchers have differed in establishing a unified and comprehensive classification of organisational values because they disagree on the principles that can form the classification framework. However, one of the most famous and appropriate models was proposed by researchers Francis and Woodcock. They classified organisational values into four main dimensions, which help to understand how values are formed and their impact on employee behaviour in the workplace. Each dimension has sub-values as follows (Al-Zahrani, 2010, p. 29).

– **Relationship management values:** This dimension includes values such as fairness, justice, teamwork and order. The institution is concerned with issues aimed at getting the best contribution from its employees.

Achieving work results and performance requires a strong commitment from these employees.

– **Task Management Values:** The values associated with task management include values such as economy, efficiency and effectiveness. Task management aims to focus on issues related to task completion, work performance and the achievement of common goals.
– **Administrative management values:** This dimension includes values such as power, expertise and rewards. The institution should address issues of power, authority and influence. It is essential that the roles of individuals are clearly defined to enable effective coordination within the complex organisational components.
– **Organisational environment Management values:** This refers to the organisation's awareness of the nature and variables (opportunities and threats) of the environment in which it operates and how it can be influenced. Values associated with environmental management include competition, defence and seizing opportunities.

2.4. Factors and elements influencing the promotion of organisational values:

Organisational values and the clear strategies adopted by an institution can be influenced by various internal and external factors, which can be summarised as follows:

a. Internal factors:
– The absence of proactive leaders who embrace the values of the institution or encourage behaviours that are consistent with its culture and values.
– Insufficient empowerment of employees to carry out their tasks and lack of encouragement for initiatives aimed at developing competencies. In addition, the absence of training programmes to improve communication skills as part of a comprehensive human resources development policy.
– An inappropriate organisational culture, especially if it contradicts the stated values, leading to the abandonment or neglect of these values by employees.
– Lack of clear objectives and policies regarding these values, leading to different interpretations and understandings.

b. External factors:
– Changes in the economic and market environment can affect the institution's focus on values.
– Legislation and government regulations may require the institution to adhere to certain values or ethical standards that may not be consistent with individual values and the institution's goals and direction.
– Competition, external pressures and customer and investor expectations may influence the institution's preference for certain values.
– Technology and the media can help or hinder the dissemination and understanding of values within and outside the institution.
– The social environnent ans the community values influence the behaviour and relationships of employees within the institution .

3.   Internal communication and its nature:

Communication in general is derived from the Latin verb "communicare", which means to share something or to make something common to all. It refers to a phenomenon inherent in every relationship that living organisms - humans and animals - establish when they come into contact with each other (Jézéquel & al, 2019, p. 29). Through communication, these organisms gain information about their environment and can share it for mutual benefit. In Arabic, the word (ittisal) is derived from the root word (sal), which has two meanings: the connection between two things, people, institutions or levels, and the establishment of a relationship between two or more parties, a sender and a receiver, through which data, information and messages are exchanged.

The level of communication and its uses and benefits vary greatly between human and animal societies. In the case of humans, communication is a specific action related to mental activity, thinking, language and the development of psychological and social skills. It involves the exchange of messages, allowing individuals to influence others and to be influenced in return (Al-Salmi, 1980, p. 165).

Furthermore, communication is a social interaction process through which people construct meanings in their minds about the world around them. They exchange these mental images through signals and symbols, known as participation in a particular position, direction or idea. This participation does not necessarily require application and agreement, but includes feelings, thoughts, attitudes and positions, whether in agreement, partial disagreement or complete disagreement (Abu Samra, 2009, pp. 5-10).

Based on this understanding, organisations view internal communication as a key area within their strategies, which they use to achieve the organisation's goals in general. It involves the transfer of information, data and opinions between individuals through specific and defined means in order to achieve the organisation's expected objectives (Lehnisch, 2013).

Therefore, we can conclude that internal communication is considered a very important tool in the management and administration of the organisation's various activities. It involves the transfer and exchange of data, information and opinions among all employees within the organisation, using various modern

communication methods, with the aim of fulfilling the tasks assigned to each individual or group within the framework of the organisation's economic and social plan.

The internal communication strategy, by its very nature, encompasses a series of activities that take place within the organisation and are embodied in principles, procedures and practices that aim to promote belonging to the organisation and strengthen cohesion among employees. It encourages all individuals working within the organisation to communicate effectively in order to promote teamwork as a cohesive unit (BRYCE, w.d).

It is worth noting that the longer the duration and stability of strategic principles, the more the organisation grows, prospers and gains confidence in its capabilities and future. It is also important to note that this form of communication can be divided into three types: Downward communication, Upward communication, Horizontal communication:

3.1. What are the sources and channels of internal communication?

Communication experts identify five main sources of internal communication:

- **Resources:** This includes allocating a significant budget to communication and providing tools and technologies such as the Internet, email, social media, messaging, video calls, telephones and others (Milton Herman).
- **General management:** This includes providing information such as corporate strategies, results, external and internal information and other necessary general information.
- **Teamwork:** This refers to the relationships between colleagues working together to achieve the same ultimate goal.
- **Personal communication:** Informing individuals about tasks and situations and explaining the organisation's goals and strategies.
- **Colleagues:** Informal conversations between colleagues to exchange information and coordinate with each other.

Each type of communication uses a specific channel to achieve its internal communication objective. These channels include:

- **Verbal channel:** The transfer of information through oral (spoken) or written communication.
- **Non-verbal (silent) channel:** This includes body language, gestures and signals.
- **Electronic channel:** The way most written information is shared.
- **Paper-based channel:** The use of posters and drawings as a means of communication.

In order for these channels and methods to work efficiently and effectively, and to achieve the goals outlined in the organisation's communication plan, certain conditions are required, which vary depending on the economic strength of the organisation. Today, communication is no longer considered a minor expense in an organisation's annual budget. Communication systems have gained significant budgets, although not all economic institutions have access to such resources.

3.2. The importance of internal communication:

Internal communication has many advantages. Some studies have emphasised that the work of a manager is communication. Direct and continuous interaction with the entire human group within the organisation is essential, including communication with workers at the operational level, colleagues in the hierarchical line, and multiple meetings that sometimes account for 80% of a manager's presence and activity in the organisation. This is a significant example of the importance of communication, and it is unimaginable for any organisation to exist without some form of communication.

In this respect, internal communication in today's organisations has taken on the role of managing the flow of information circulating within the organisation. Through this management, it ensures the understanding, support and participation of employees in all efforts aimed at maintaining the pace of progress and achieving outstanding results. This is achieved by connecting employees to facilitate their collective work and enable the implementation of better decisions.

From our point of view, internal communication, while satisfying employees' need for information, has evolved to broaden the consultation and perspectives of all employees. It has enabled them to play an active role in their organisation. The dynamics created at this level of organisational life have strengthened cohesion and a sense of community. Internal communication has gained special recognition among other management areas in the organisation.

In addition, internal communication has become one of the most effective means of promoting and strengthening the exchange of information and solidarity among employees in both prosperous and challenging times.

In contrast to external communication, internal communication, whatever the nature and size of the organisation, is rooted in a constant concern for employees' issues and work. This is particularly important in times of crisis, when institutional leaders must redouble their efforts to motivate and reassure employees, give meaning to their actions and values, and invest in their professional lives within the organisation. In addition, it satisfies various higher human needs, such as self-fulfilment, job satisfaction, quality of professional life, well-being and more. For these reasons, internal communication has become much more important than

external communication, which for the same reasons has dominated for some time. However, in recent years, as the internal health of an organisation has become the strongest indicator of economic and social success, the challenges of internal communication have been identified as one of the most important issues to be addressed. This highlights the importance of internal communication in crisis management, rather than external communication.

In the modern era, organisations, especially economic ones, have set up crisis monitoring centres and cells that give the utmost importance to all operational aspects within the organisation. For these reasons, organisations have recognised the value of internal communication and its role as a solution to all problems. It provides the organisation with the ability to improve cooperation, knowledge sharing and interaction among all users, and it may not incur significant budgetary costs compared to external communication. This means that internal communication has become an internal mobilisation tool, recruiting individuals in times of failure as well as success. Despite its importance and the role it plays, there are obstacles and problems that hinder its channels and limit its effectiveness. Its messages can become ambiguous, leading to the spread of rumours and disruption at organisational level. Some of these problems are outlined below.

3.3. Barriers to internal communication:

Before discussing these barriers, it us worth mentioning the adage which states «if all internal communication channels in an organisation are on line, individuals will never reach thar level"

Organizational behaviour researchers have described the barriers or difficulties that impede communication and interfère with its message. They have identified numerous challenge-barriers-that negatively impact the effectiveness of internal communication, all of which are beyond thé scope of This research paper.in our study we Will focus on two types of communication barrières.

3.3.1. Cultural barriers:

This refers to the background of each employee within the organisation, which includes their values, norms, habits, attitudes and beliefs that shape their interpretation of the communication messages they receive. The frame of reference varies from one individual to another and is based on a number of variables, such as experience, motivations, attitudes, level of education, representations and the organisation's set of values. These factors influence the communication process, its effectiveness, the organisational behaviour of individuals, their opinions, thoughts and the specific behavioural patterns produced by work groups.

It is essential to understand the cultural and value factors held by employees as they influence and limit the effectiveness of communication and the overall effectiveness of the organisations.Smircich (1983) emphasised this by stating, "Organisational theory is shifting from patterns of open structures to patterns of cultural structures, which focus on the intellectual and higher mental functions of human behaviour, such as language, values and concept creation" (Bouflejeh, 2015, p. 16).

3.3.2. Social barriers:

Social barriers refer to the interlocutors involved in the communication process - the senders and the receivers - who may belong to different environments and groups. Each group is defined by a core set of shared experiences that are specific to it. These shared experiences shape the perceptions and distinctive attitudes of the human group, such as cultural affiliation, ethnicity, civilizational and geographical differences between urban and rural areas, age differences, gender, education levels, generational conflicts, and others (Albou, 1975, p. 74).

There are also other barriers to effective internal communication. Researchers have identified some common reasons for these barriers:

–   **Misunderstanding:** Incorrect knowledge and user expectations lead to the use of inappropriate communication methods, which complicates interactions between parties.

–   **Lack of clarity and transparency:** Lack of transparent information ultimately distorts the message and leads to misinterpretation. This is often linked to poor implementation as a result of ambiguous communications. For example, if the roles and responsibilities of individuals are not clearly defined, conflicts can quickly arise, creating a tense atmosphere and lack of trust within the organisation.

–   **Standards and criteria:** If the communication strategy is not respected by all employees, it will lead to the exchange of misleading information, causing delays and the spread of rumours. This creates communication barriers between users for various reasons, such as the diversity of their cultural reference points, which represent their specific values for communication practices, in addition to the diversity of their experiences (CÉLia RATouis, w.d).

–   **Information overload or scarcity and inappropriate timing:** Individuals may be confronted with either too much or too little information.

–   **Pressures time and poor timing:** where messages are broadcast too early or too late, which leader to risks resulting in poor responses ans misunderstanding.

–   Difficulties related to language ans multiple meaning of words, in addition to dual language and multiple local dialects

Based on the information presented, we can say that internal communication is hindered by cultural barriers,

as they represent the main challenges and obstacles that negatively contribute to the deterioration and failure of the communication process within work organisations. These barriers include differences in language, local dialects, values, customs, prevailing belief systems inside and outside organisations, as well as variations in individual differences and different understandings of perceptions, habits and rituals. Challenges may also arise from differences in nationality, cultural differences and background. Social challenges within the organisational structure can also arise from social climate tensions, poor relationships between individuals and groups, differences in age groups and hierarchical power levels within the organisation. All these factors can have a negative impact on the effectiveness of communication, reducing its efficiency, leading to misinterpretation, difficulty in exchanging messages and ineffective flow of information between people and departments within the organisation. The differences in these influencing factors make it necessary to identify and determine the sources of these barriers and their impact on the effectiveness of the communication process.

These internal communication problems are the ones that contribute to the disengagement of users and consequently lead to increased tensions in the social work climate. Conflicts arise, motivation to achieve decreases and users develop a sense of marginalisation and alienation. Despite these somewhat alarming facts, internal communication has significant benefits, and without it, the human effort of staff in the institution would be dispersed.

3.4. The function of effective internal communication and its objectives:

If we carefully consider the function of internal communication in contemporary organisations, we find that it is a necessary element of the strategic factors that govern and direct the institution's decisions and activities. Its tasks and functions have diversified and the Communication and Media Department has acquired a prominent position within the organisational structure. It has become a strategic function similar to other functions such as work organisation, production, marketing and corporate culture.

In this context, we would like to mention some of the objectives that internal communication seeks to achieve (ibid , w.d).

–   **Commitment:** It is essential for the organisation to maintain the commitment of its employees. Committed employees want to see their institution succeed and will want to actively participate in it. Therefore, the aim of internal communication is to enhance the skills and performance of employees through the dissemination of information, and to promote interaction and dynamism within the community. It is an interactive process that supports positive organisational values and increases the sense of commitment of individuals by shaping their identity and various references.

–   **Motivation:** Communicating the nature of the problem to be solved, the rationale behind the project and, in general, the basis for decision making, are all actions that can help motivate users. By understanding the reasons, users will become familiar with the nature of these problems and feel a greater personal interest. As a result, they will be motivated to participate in the solutions and support them for the benefit of all employees.

–   **Cohesion and solidarity:** Successful and sincere communication increases loyalty and belonging to the community, as it brings users together to form a strong and unified team. When employees have good relationships with their colleagues, they are more enthusiastic about coming to work, creating a positive sense of humour and a pleasant atmosphere in the workplace.

–   **Dissemination of organisational values:** Internal communication plays a crucial role in disseminating and sharing the shared values that the institution seeks to define. It helps to improve communication and interaction between individuals and to communicate visions and objectives. Edouard Ranker stated that internal communication is the official spokesperson for the organisation, through which the values, principles and mission of the institution are communicated to its internal and external audiences (Rencker, 2008, p. 41).

Furthermore, from our perspective, internal communication is influenced by factors known as morale determinants, as mentioned by Elton mayo-Hawthorne- These determinants can be divided into four dimensions. He distinguishes between individual and small group motives, the psychological issues raised by the organisational structure, and the general attitudes and values of employees. Communication is also highlighted as a crucial factor in establishing human relationships within the organisation and as a necessary means of carrying out various tasks related to the public life of the organisation. This leads us to believe strongly in the importance of internal communication and the objectives it achieves.

4.   How do organisational values affect internal communication?

There are many organisational values that prevail among employees. Some of these values are welcome because well-defined positive values facilitate the success of the organisation and enhance its ethical aspects. However, other values - negative values - which comprise a set of beliefs and behaviours that express and reflect individual characteristics, often become barriers, particularly when it comes to the smooth functioning and effectiveness of internal communication.

These values include a range of beliefs and behaviours that can affect the effectiveness of the communication

process. For example, a negative value such as a lack of transparency can make it difficult for employees to understand what is happening in the organisation and what the main goals and directions are, leading to a lack of clarity of vision and a dispersion of efforts.

Where there is a negative value, such as a lack of trust between employees, it can be difficult to build strong and productive relationships between individuals, affecting the effectiveness of communication and collaboration between them. In general, negative organisational values affect the working environment and internal relationships, reducing work efficiency and productivity while increasing the likelihood of conflict and tension.

In addition to withholding and concealing information, excessive reliance on secrecy and a lack of appreciation of time also have a negative impact. Overall, such values and behaviours have a negative impact on the quality of communication within the organisation and contribute to the spread of rumours. The latter, in turn, affects the pattern of relationships between employees by creating situations of tension, conflict and conflicting values, reducing the effectiveness of communication and collaboration between individuals and departments. If we think about how the values of the organisation - the organisational culture - support the internal communication system to form a harmonious and interconnected small community (the institution), which is desired and sought after by all organisations, we find that the positive values of the organisation coincide with internal communication in many goals and benefits. One of the tasks of internal communication is to create objective conditions for all users to have access to useful information that affects their professional lives. It is also the responsibility of internal communication to communicate information about the internal and external life of the organisation in a clear and unambiguous way to everyone. Any withholding of this information would be contrary to administrative rules, regulations and laws, and it should be in line with the values and principles of work, promoting cooperation and social cohesion among workers, different groups, departments and everyone in the organisation. These objectives should be collectively aligned with the objectives of the organisational culture and its prevailing values, the most important of which is to break down the boundaries between the components of the organisation. Its positive philosophy, values, principles and goals reject the boundaries established by the hierarchical organisation, for example.

So what are the basic aspirations of every employee in an organisation today? It is to be able to reconcile personal and professional life in a supportive, encouraging and fair working environment, and to benefit from a working atmosphere characterised by cooperation, trust, mutual appreciation and the certainty of a professional future. For this reason, the organisational values included in the organisational culture have the task of creating a positive climate in which everyone works calmly, generously and confidently. In order to achieve this, the set of values included in the organisational culture should aim to reduce the rigidity of the reference systems of various individuals and work groups, by combating unconscious biases, prejudices, and stereotypes, adopting to change, and spreading sound organisational culture; this will only be achieved when supported by effective internal communication.it contributes significantly in the institution's good reputation and attractiveness, until this is achieved, internal communication must be a mirror and an image that reflected the values and culture of the organisation.

5.   Conclusion:

Values are crucial elements of organisational culture, acting as its DNA and playing a vital role in social control and directing employee behaviour towards the achievement of the institution's policies and objectives.

The study examined the impact of organisational value imbalance on communication within institutions. It showed that the contradiction between the values adopted by the institution and the actual behaviour of individuals can create challenges and barriers that hinder effective communication, such as ambiguity of information and limited accessibility, leading to difficulties in understanding messages and undermining effective communication among members of the organisations. She also concluded that value imbalances and contradictions can have a negative impact on communication in terms of understanding and cooperation within the organisation and overall management processes.

The researcher emphasises that achieving a balance between the values and behaviours of employees and the values of the institution requires continuous efforts from leaders and all employees to ensure a healthy and balanced working environment that promotes understanding and cohesion. Therefore, this study highlights the importance of understanding and addressing the phenomenon of value imbalance in general and organisational values in particular, focusing on the need to develop and adopt effective strategies based on shared values, cooperation, trust and the enhancement of organisational values as the basis for achieving effective internal communication among employees to achieve user and organisational goals in general.

6.   Footnotes and bibliography

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