



Communication Barriers and Their Impact on Performance Efficiency at the Directorate of Youth and Sports

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Abstract

All organisations comprise different administrative levels that operate in an integrated and interdependent manner to achieve their objectives. These levels exchange various types of information and data, and one of the key pillars adopted by organisations to ensure the accurate and effective delivery of such information and data in pursuit of their goals is communication. Communication cannot be separated from organisation, as it is essential during the planning of objectives and remains of urgent importance. Moreover, employees advance in their work to achieve set goals. It is also crucial for managers and employees, enabling every individual within the organisation to understand their role and contribute to the attainment of organisational objectives. Communication serves as the dynamic driver of institutions and is both an administrative and social process; no organisation can be conceived without internal communication. It regulates and guarantees relationships among individuals and departments, ensuring their integration and harmony in ways that advance the organisation's activities.

Keywords: *Administrative communication barriers, job performance.*

Les obstacles à la communication et leur impact sur l'efficacité des performances à la Direction de la jeunesse et des sports

Résumé

Toutes les organisations comprennent différents niveaux administratifs qui fonctionnent de manière intégrée et interdépendante pour atteindre leurs objectifs. Ces niveaux échangent différents types d'informations et de données, et la communication est l'un des principaux piliers adoptés par les organisations pour garantir la transmission précise et efficace de ces informations et données dans le cadre de la poursuite de leurs objectifs. La communication est indissociable de l'organisation, car elle est essentielle lors de la planification des objectifs et reste d'une importance capitale. En outre, les employés progressent dans leur travail pour atteindre les objectifs fixés. Elle est également cruciale pour les dirigeants et les employés, permettant à chaque individu au sein de l'organisation de comprendre son rôle et de contribuer à la réalisation des objectifs de l'organisation. La communication est le moteur dynamique des institutions et constitue un processus à la fois administratif et social ; aucune organisation ne peut être conçue sans communication interne. Elle régule et garantit les relations entre les individus et les services, assurant leur intégration et leur harmonie de manière à faire progresser les activités de l'organisation.

Mots-clés : *Obstacles à la communication administrative, performance professionnelle.*



Introduction

All organisations consist of various administrative levels that function in an integrated and interconnected manner to achieve their objectives, exchanging different types of information and data among these levels. There is no doubt that communication is one of the fundamental pillars adopted by organisations to ensure the accurate and proper transmission of this information and data to achieve their goals effectively. Communication cannot be separated from organisation, as it is essential during the planning of objectives and remains of pressing importance as employees progress in their work, striving to accomplish the established goals. It is also crucial for managers and employees to ensure that each individual in the organisation is aware of their role, thereby contributing to goal attainment (Musaed bin Abdullah Al-Madhi, n.d., p. 4). Communication is therefore regarded as the adhesive that binds the components of an organisation together and enhances its overall level of performance.

Communication plays a significant role in all administrative processes, including planning, monitoring, coordination, and decision-making. Unsurprisingly, many organisational problems stem from poor administrative communication practices between management and staff. Ensuring clear communication facilitates the smooth flow of information within the core of an organisation, thereby contributing to organisational performance efficiency. As performance improvement requires effective communication to provide employees with speed, accuracy, and effectiveness in accomplishing work tasks, establishing the

necessary communication systems to enhance performance efficiency is imperative. Moreover, addressing communication barriers that hinder effectiveness and negatively impact employees' performance is essential.

This necessity underscores the importance of identifying communication barriers within organisations to eliminate them and providing the administrative, human, environmental, psychological, and social resources needed to support administrative work and improve employee performance efficiency. Indeed, performance effectiveness cannot be achieved in the absence of robust communication systems, which ensure the continuity of organisational activities and their longevity (Al-Masri, 2000, p. 11).

Through our attendance during a considerable number of working hours at the Directorate of Youth and Sports, we observed deficiencies in the administrative communication process. This prompted us to focus this study on identifying the primary administrative communication barriers within this institution from the perspective of its employees. These barriers act as obstacles that prevent the communication process from being carried out correctly and as needed. Although some employees possess professional experience, shortcomings persist in effectively transmitting information and achieving the objectives sought by both staff and management.

This observation motivated us to shed light on this issue in the context of administrative communication practices at the Directorate of Youth and Sports in Tamanrasset Province to identify the key barriers that hinder the smooth functioning of communication and determine the principal methods that management may adopt to mitigate these challenges. Given the emphasis placed by sports



Soumission : 12/02/2025 Acceptation : 01/07/2025 Publication : 15/08/2025

administration in general and by the Directorate of Youth and Sports in Tamanrasset Province in particular on improving and developing employee performance through effective communication, this study seeks to examine how communication can facilitate the delivery of necessary information and data to employees, as well as ensure the swift and flexible transmission of instructions and directives.

Accordingly, this research aims to investigate administrative, environmental, and personal communication barriers that affect employees' performance and disrupt workflow between individuals and departments. It also aims to explore, from the employees' perspective, the leading strategies that management could adopt to address these challenges. The following central research question guides this investigation:

What are the communication barriers that impact employees' job performance from the perspective of employees at the Directorate of Youth and Sports in Tamanrasset Province?

1. Theoretical Background

1.1. Key Concepts in the Study

Identifying the concepts upon which the research is based is among the most important scientific and methodological steps that any researcher must undertake. This process defines the theoretical and practical scope of the study, facilitates a deeper understanding of what the researcher aims to achieve, delineates the variables that may influence the study, and ensures their accurate specification to avoid erroneous conclusions.

1.1.1. Definition of Barriers

- *Linguistic Definition:* The term “‘awq” (barrier) in Arabic refers to prevention, hindrance, or obstruction and denotes anything that deters people from doing good deeds, as well as distractions from life events (Al-Fayruzabadi, 2003, p. 179).
- *Terminological Definition:* Barriers are defined as all factors that prevent, disrupt, or affect the exchange of information, whether by impeding its transmission or reception, distorting its meaning, or influencing its quantity (Maher Abdullah Al-Saad, 2003, p. 78).

1.1.2. Definition of Administrative Communication

- *Linguistic Definition:* Linguistically, communication refers to connecting one thing to another; the term "waṣl" denotes reaching, arriving at, or delivering something. The verb "ittaṣala" means remaining connected without interruption (Al-Fayruzabadi, 5113 AH, p. 138).
- *Terminological Definition:* Krech and Crutchfield define communication as the exchange of meanings between individuals, primarily through their use of familiar and mutually understood symbols (Muhammad Salamah Muhammad Ghabbawi & Al-Sayyid Abdel Hamid Atiyyah, 1991, p. 8).

Administrative communication has also been defined as any process undertaken by a member of an organisation to transmit a specific message intended to effect change in another party. This message may include information, instructions, or directives intended to ensure the smooth functioning of organisational activities (Muhammad Naji Al-Jawhar, 2000, p. 15).



1.1.3. Definition of job performance

- *Linguistic Definition:* The term "performance" (adā') in Arabic derives from the verb "addā" (to perform, deliver, or fulfil), meaning to discharge, convey, or complete a task. For example, "addā al-amānah" signifies the fulfilment of trust or responsibility. Moreover, "ta'diyah" indicates the settlement or execution of a right or duty (Al-Razi, Muhammad ibn Abi Bakr, 2004, p. 17).
- *Terminological Definition:* Job performance refers to the activity, skill, or effort exerted by an individual, whether physical or mental, to accomplish the duties assigned to them. This behaviour results in a measurable change in efficiency and effectiveness, through which organisational goals, as predetermined by the institution, are achieved (Hamdawi Wassila, 2004, p. 123).

One hour further defines job performance as an individual's engagement in the various activities and tasks that constitute their role. Performance can be assessed along three key dimensions: the level of effort exerted, the quality of that effort, and the pattern of performance (Ashour Ahmad Saqr, 2005, p. 25).

1.1.4. Definition of Sports Management

Sports management is defined as the process of planning, leading, and supervising members of a sports organisation through the utilisation of all available resources to achieve desired objectives (Talhah Hossam al-Din, 1997, p. 8).

Previous studies

Previous studies constitute the theoretical foundation and scholarly support upon which the researcher relies and from which they derive their investigation. To ensure academic accuracy, it is essential to review the existing scientific literature and the distilled insights of earlier studies on the subject.

Building on the general interest in sports management and the specific commitment of the Directorate of Youth and Sports in Tamanrasset Province to enhance and develop employee performance through effective communication enabling staff to access essential information and data, as well as ensuring the swift and flexible transmission of directives and instructions this study seeks to investigate administrative, environmental, and personal communication barriers that influence employee performance and hinder workflows between individuals and departments. It also aims to identify the key strategies that management may adopt to address these barriers, drawing on employees' perspectives.

The following overarching research question guides this investigation:

- **What are the communication barriers that affect employee performance from the perspective of employees at the Directorate of Youth and Sports in Tamanrasset Province?**

Subquestions:

- What are the organisational communication barriers that influence job performance from the perspective of employees at the Directorate of Youth and Sports in Tamanrasset Province?



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- What are the personal communication barriers that influence job performance from the perspective of employees at the Directorate of Youth and Sports in Tamanrasset Province?
- What are the key strategies that management at the Directorate of Youth and Sports could implement to overcome communication barriers?

1.2. Key Concepts in the Study

Identifying the concepts on which the research is based is among the most crucial scientific and methodological steps that any researcher must take, as it defines the theoretical and practical scope of the study, facilitates a clear understanding of the researcher's aims, and delineates variables that may influence the research. Such conceptual clarity also helps avoid inaccurate conclusions. The principal concepts underpinning this study are as follows:

1.2.1. Definition of Barriers:

- *Linguistic Definition:* The term “‘awq” (barrier) in Arabic refers to prevention, obstruction, or hindrance and describes anything that deters people from doing good deeds, as well as distractions caused by life events (Al-Fayruzabadi, 2003, p. 179).
- *Terminological Definition:* Barriers refer to the exchange of facts, ideas, opinions, or emotions, requiring a process that results in mutual understanding among all parties, without necessarily implying complete agreement

between them (Lotfi Rashid Muhammad, 1992, p. 11).

1. **Definition of Administrative Communication:**

- *Linguistic definition:* Communication linguistically denotes linking one thing to another, reaching or arriving at a point, delivering or conveying something, and maintaining an uninterrupted connection (Al-Fayruzabadi, 2003, p. 138).
- *Terminological Definition:* Krech and Crutchfield define communication as the exchange of meanings between individuals, primarily achieved through the use of familiar and mutually understood symbols (Muhammad Salamah Muhammad Ghabbawi & Al-Sayyid Abdel Hamid Atiyyah, 1991, p. 8).

1.2.2. Definition of Administrative Communication Barriers:

- Administrative communication barriers are defined as a set of factors that obstruct or influence the content of information exchanged during communication. These may include distortion of content owing to the characteristics of either the sender or receiver, or as a result of language or organisational structure (Andrew Szilagy & Marc J. Wallace, 1412 AH, p. 621).

1.2.3. Definition of job performance:

- *Linguistic Definition:* The term “performance” (adā’) derives from the verb “addā” (to perform, deliver, or fulfil), meaning to carry out, convey, or settle a task. For example,



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“addā al-amānah” signifies fulfilling trust or responsibility, and “ta’diyah” denotes completing or executing a duty (Al-Razi, Muhammad ibn Abi Bakr, 2004, p. 17).

- *Terminological Definition:* Job performance is the activity, skill, or effort exerted by an individual, whether physical or intellectual, to complete assigned tasks. This behaviour leads to measurable changes in efficiency and effectiveness, through which the organisation’s predetermined objectives are achieved (Hamdawi Wassila, 2004, p. 123).

1.3. Contextual Definition of Job Performance in this Study:

In this study, job performance refers to the activities carried out by employees of the Sports Administration at the Directorate of Youth and Sports in Tamanrasset Province to accomplish their assigned duties.

1.3.1. Definition of Management

Taylor defines management as the precise knowledge of what is required from individuals to accomplish, followed by ensuring that the task is performed in the best and most cost-effective manner (Mohamed Metwally Afifi, 2001, p. 27).

1.3.2. Definition of Sports Management

According to Sones, Kelly, Blatch, and Beetle (1990), sports management refers to the skills associated with planning, organising, directing, monitoring, budgeting,

leading, and evaluating within an institution that provides sports, physical activities, or recreational programmes (Ibrahim Abdel Aziz, 1983, p. 41).

2. Previous studies

Previous studies represent a crucial source of theoretical support upon which the researcher relies as a foundation for their investigation. To ensure scientific rigour and accuracy, it is essential to consult existing scholarly work and draw upon the distilled findings of earlier studies.

Study 1: Bouatit Jalal Eddine (2009–2010)

This study, entitled "*Organisational Communication and Its Relationship with Job Performance*", was conducted as part of a master's degree in Organisational Behaviour and Human Resource Management. The study aimed to examine the relationship between organisational communication and job performance among employees at Sonelgaz Annaba.

The researcher adopted the descriptive method as the most suitable approach for this investigation and used a questionnaire as the primary data collection tool. The study's findings revealed the following:

- A moderate positive correlation between downwards communication and job performance was found among the study sample.
- A moderate positive correlation between upwards communication and job performance was found among the study sample.
- There was no significant effect of age or seniority level on job performance.



Study 2: Hassan Al-Shehri (2004–2005)

This study, entitled “*Barriers to Administrative Communication and Their Role in Job Performance*”, aimed to examine the role of administrative communication techniques in enhancing job performance and to identify the communication barriers that reduce employees’ performance levels. The researcher employed a descriptive–analytical approach and utilised a questionnaire as the primary tool for data collection. The questionnaires were distributed via a simple random sampling method, targeting 122 officers in the Riyadh region.

The main findings of the study were as follows:

- Administrative communication plays a vital role in solving problems faced by decision-makers through its positive effects, which include accuracy in task execution and the provision of essential instructions to subordinates for addressing challenges.
- By ensuring the rapid and accurate delivery of necessary information to decision-makers, communication techniques significantly contribute to improving employees’ performance.
- The primary communication barriers stem from outdated administrative communication methods and the lack of training and qualifications of employees in utilising modern communication techniques.

2.1. Study Hypotheses

Main Hypothesis:

- Numerous communication barriers affect the job performance of employees in the Sports

Administration at the Directorate of Youth and Sports in Tamanrasset Province.

Sub Hypotheses:

- The absence of a clear organisational structure is one of the primary organisational barriers affecting the job performance of employees in the Sports Administration at the Directorate of Youth and Sports in Tamanrasset Province.
- Several human communication barriers influence the job performance of employees in the Sports Administration at the Directorate of Youth and Sports in Tamanrasset Province.
- Enrolling employees in training programmes to improve their communication skills is among the most effective strategies for overcoming administrative communication barriers.

3. Research Methodology

Scientific methodologies are considered a system of clear rules and procedures employed by researchers to arrive at results that are as accurate and objective as possible and to substantiate those results. This obliges the researcher to adopt a clear methodological framework that facilitates the study and diagnosis of the problem. A methodology can thus be defined as the approach leading to the discovery of truth in the sciences, guided by a set of general principles that regulate the research process and ensure its systematic execution, ultimately enabling the researcher to reach well-founded conclusions (Rashid Rawani, 2002, p. 119).

This study is classified as a descriptive study, which typically aims to report the characteristics of a specific phenomenon or situation with a focus on precise



delineation. In this case, the research investigates a clearly defined topic: identifying administrative communication barriers within the Directorate of Youth and Sports, analysing them, and examining their impact on job performance. The descriptive method was selected as the most suitable approach for this research, as it shares several key phases with other methodologies, including identifying and defining the research problem, formulating hypotheses, selecting an appropriate sample, choosing and preparing data collection tools, establishing criteria for data classification, and presenting and analysing findings in clear, meaningful terms. The ultimate aim is to derive generalisations of significance that contribute to the advancement of knowledge (Deobold B. Van Dalen, as cited in Muhammad Nabil Noufal et al., 1984, p. 313).

3.1. Methods and Tools Used in the Research

The use of any research methodology necessitates reliance on appropriate tools and techniques that enable researchers to access the required information and accurately assess the reality of the study (‘Aliyan & Ghoneim, 2000, p. 81). Data collection tools represent a set of instruments, methods, and approaches employed to gather the necessary information and data for completing the research. In this study, the following tools were used:

3.1.1. Document Analysis Method:

This involved reviewing various references, sources, and dissertations across relevant disciplines related to the research topic and its associated elements. All materials pertinent to the study were analysed thoroughly while

maintaining academic integrity in collecting factual content. This method served as the foundation of the research and provided the theoretical background for the study, forming the basis of its chapters.

3.1.2. Questionnaire Method:

A questionnaire was employed as the primary data collection instrument for this study. After its preparation, the questionnaire was distributed to the study population. It was first subjected to a validity test and reviewed by seven (7) professors at the Institute of Physical Education and Sports at Sidi Abdallah and the University Centre of Tamanrasset. Their comments on the questionnaire items were carefully considered, and necessary adjustments were made, including the removal of unsuitable questions.

To achieve the objectives of the study and test its hypotheses, a questionnaire tailored to the topic was developed following an in-depth review of the literature on communication. The questionnaire comprises four sections, as follows:

The first section focused on collecting personal data about the sample participants, as this information is essential for identifying the characteristics of the study sample.

- **Section One:** Organisational communication barriers.
- **Section Two:** Environmental communication barriers.
- **Section Four:** Key strategies to overcome administrative communication barriers.

A **five-point Likert scale** was used to measure participants' responses to the questionnaire items. This scale was chosen to enhance precision by providing participants with a broader range of options. On this scale, the number



(1) represents the lowest level, whereas (5) represents the highest level.

3.2.. Study Sample

A sample is not merely a portion of the research population as commonly understood; rather, it is a deliberate selection carried out in accordance with specific scientific rules and criteria to ensure that its results are generalisable to the entire population. The sample is defined as the segment of the study population from which field data are collected. It represents a subset of the whole population, essentially, a group of individuals who accurately reflect the larger population, allowing for meaningful research conclusions. A sample is therefore considered a model or set of cases from which probabilistic judgments can be drawn, supporting both practical procedures and theoretical inferences. The sampling units may consist of individuals, neighbourhoods, streets, cities, or other entities.

Given the relatively small size of the organisation under study and in line with the descriptive method and case study approach, this research examined the entire study population, which included all male and female employees at the Directorate of Youth and Sports, except staff members who could not be interviewed.

4. Validity and Reliability of the Research Tools

1. First application:

2. At this stage, the aim was to assess the clarity and comprehensibility of the questionnaire items for participants, including the appropriateness of the

language and terminology used. This phase also allowed for the identification of any potential field challenges that could arise during data collection. After confirming the questionnaire's suitability, a full-scale field application was initiated.

3. **Second application:**

4. This stage focused on testing the reliability and validity of the research questionnaire to ensure its accuracy as a measurement tool.

Questionnaire characteristics

- **Validity of the Questionnaire:**

- According to Assaf, a questionnaire is considered valid "if it measures what it was designed to measure" (Assaf, 2000). To determine the validity of the questionnaire, multiple methods were employed:

- **Expert validity:** The questionnaire, in its initial form, was presented to a panel of seven (7) experts. On the basis of their feedback, certain statements were modified or rephrased for greater clarity and appropriateness. The researcher implemented the recommended changes, which included revising and removing some items to ensure the questionnaire's alignment with the study's objectives and its suitability for accurate measurement.

- **Reliability of the Questionnaire**

- To verify the reliability of the research instrument, Cronbach's alpha coefficient was used to test internal consistency. The results are summarised in Table 1.

**Table 1***Reliability Coefficients of the Study*

Axis	Number of Cases	Reliability Coefficient
Axis 1	37	0.86
Axis 2	37	0.75
Axis 3	37	0.93

The Cronbach's alpha test results indicate that the reliability coefficient for Axis 1, *Organisational Administrative Communication Barriers*, is 0.86, whereas Axis 2, *Human Administrative Communication Barriers*, is 0.75. The reliability of Axis 3, the final axis, is 0.93. These coefficients demonstrate that all axes have acceptable reliability levels, confirming that the questionnaire meets the study's objectives and that its results are stable and dependable.

5. Statistical processing

No researcher can dispense with statistical methods and techniques, regardless of the type of study being conducted, whether social or economic, as statistics provide precise descriptions and guide researchers toward accurate approaches and sound results (Mohamed El-Sayed, 1970, p. 74). In this study, statistical processing of the collected data was performed via SPSS software. The study variables were coded clearly and systematically to avoid any ambiguity in the interpretation of assigned codes. Each variable and its corresponding code were documented in a list, and the participants' data, along with the questionnaire data, were entered into the software after proper numbering to ensure data verification when necessary.

To determine the range of the five-point Likert scale used in the study, the following steps were applied:

1. The range was calculated as $5-1=4$ = 1 = 4.
2. The range was divided by the number of scale points ($4 \div 5 = 0.84 \div 5 = 0.8$) to determine the exact cell width.
3. This value (0.8) was added incrementally to the minimum value of the scale to set thresholds for each category.

Based on this calculation, the Likert scale intervals were defined as follows:

- **1.00 to 1.80:** Strongly disagree - indicating strong disagreement with the statement, varying by the axis being measured.
- **1.81 to 2.60:** Disagree - indicates disagreement with the statement, varying by the axis being measured.
- **2.61 to 3.40:** Neutral - indicating a moderate response or partial agreement, varying by the axis being measured.
- **3.41 to 4.20:** Agree - indicating agreement with the statement, varying by the axis being measured.
- **4.21 to 5.00:** Strongly agree - indicating strong agreement with the statement, varying by the axis being measured.

Afterwards, the following calculations were performed:

a. **Pearson's** correlation coefficient: This coefficient is calculated between each item's score and the total score of its corresponding axis to determine the construct validity and internal consistency of the study instrument.

b. **Cronbach's** alpha coefficient: This coefficient is used to determine the reliability of the research instrument.

Statistical methods applied in the study

The researcher utilised the following statistical techniques:



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- **Frequencies and percentages:** Employed to describe the characteristics of the study population and to determine participants' responses to the axes covered by the study instrument.
- **Arithmetic Mean and Standard Deviation:** Calculated to assess the participants' responses regarding the different axes of the study.

6. Presentation, Analysis, and Discussion of Results Related to the First Hypothesis

The **first hypothesis** states:

"The absence of a clear organisational structure is one of the main organisational barriers that affect the job performance of employees in the Sports Administration at the Directorate of Youth and Sports in Tamanrasset Province."

Table 2

Descriptive Statistics of Organisational Communication Barriers Affecting Job Performance

No	Statements	Responses					Mean	SD	Rank
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree			
1	Delay in receiving orders and instructions from top management	F	16	16	3	2	3,24	1,422	18
		%	43.2	43.2	8.1	5.4			
2	Lack of clarity in the organisational structure	F	12	18	2	5	4,00	0,972	2
		%	32.4	48.6	5.4	13.5			

	regarding lines of supervision									
3	Incompatibility between specialisation and the nature of the work	15	7	10	4	1	3,84	1,167	3	
		40.5	18.9	8.1	10.8	2.7				
4	High centralisation in decision-making and work	15	9	3	9	1	3,76	1,300	4	
		40.5	24.3	8.1	24.3	2.7				
5	Excessive communication (frequent meetings, large flow of information)	6	4	7	15	5	2,76	1,300	5	
		16.2	10.8	18.9	40.5	13.5				
6	Multiple tasks assigned to one position ("work overload")	5	5	5	11	11	2,51	1,407	6	
		13.5	13.5	13.5	29.7	29.7				
Overall Mean = 3.51										

The table above clearly shows that participants somewhat agree on the presence of organisational communication barriers within the Sports Administration at the Directorate of Youth and Sports in Tamanrasset Province, with an overall mean score of approximately 3.51 out of 5. This average falls within the third category of the five-point Likert scale (2.61–3.40), which corresponds to the "Somewhat Agree" option in the research instrument



(questionnaire). The findings related to each barrier are as follows:

1. **Delays** in Receiving Orders and Instructions from Top Management
2. This barrier ranked first in importance, with a mean score of approximately 4.26; 43.2% strongly agreed, and 43.2% agreed with its presence. This delay may be attributed to organisational factors, such as the large number of administrative levels, or to department heads' negligence in relaying information promptly due to personal motives. In contrast, 5.4% disagreed with this statement.
3. Lack of Clarity in the Organisational Structure Regarding Lines of Supervision
4. This barrier ranked second, with a mean score of 4.00; 48.6% agreed, and 32.4% strongly agreed with its existence, whereas 13.5% disagreed.
5. Mismatch **between** Employees' **Specialisations** and the Nature of Their Work
6. Ranking third, this barrier obtained a mean score of approximately 3.84. Among the respondents, 40.5% strongly agreed and 18.9% agreed, whereas 10.8% disagreed with this statement.
7. High Centralisation of Work and Decision-Making
8. This factor was ranked fifth, with a mean score of 3.76. A total of 40.5% strongly agreed, 24.3% agreed, and 8.1% somewhat agreed, whereas 24.3% disagreed and 2.7% strongly disagreed with this barrier.
9. Multiple Tasks Assigned to a Single Position (Work Overload)

10. This barrier ranked thirty-first in importance, with a mean score of approximately 2.51. The responses were divided, with 13.5% each strongly agreeing, agreeing, or somewhat agreeing, while 29.7% disagreed and 29.7% strongly disagreed with this statement.
11. Excessive Administrative Communication
12. Excessive communication (e.g., frequent meetings or overwhelming information flow) ranked twenty-eighth, with a mean score of 2.76. A total of 16.2% strongly **agreed**, 10.8% **agreed**, and 18.9% somewhat agreed, whereas 40.5% disagreed and 13.5% strongly disagreed with its classification as a barrier.

Based on the results obtained, which reflect the perspectives of employees at the Directorate of Youth and Sports in Tamanrasset Province regarding personal administrative communication barriers, several communication barriers are perceived as moderately significant (falling within the third category of the Likert scale: 2.61–3.40) and are believed to affect their job performance. These barriers are as follows:

1. **Delays in Receiving Orders and Instructions from Top Management:**
2. According to the findings, this is considered the most critical organisational barrier at the Directorate of Youth and Sports. Such delays prevent employees from receiving essential work-related information on time, which negatively impacts their ability to complete assigned tasks promptly, often resulting in delays in fulfilling duties. These results are consistent with the findings of Ali Hassan Al-Shehri in his study



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“Administrative Communication and Its Role in Job Performance.”

3. **Lack of Clarity in the Organisational Structure Regarding Lines of Supervision:**
4. The absence of a clearly defined organisational structure outlining supervisory lines leads to overlapping responsibilities and confusion regarding roles. Employees may be uncertain about whom to approach for information, orders, instructions, or guidance, which undermines effective communication. Therefore, establishing a clear organisational structure is essential, and neglecting this step constitutes a significant administrative communication barrier.
5. **Mismatch between Employees’ Specialisations and the Nature of Their Work:**
6. Employees' roles often differ from those of their academic or professional specialisations, resulting in poor alignment between staff competencies and job requirements. This mismatch means placing the wrong person in the wrong position, which frequently leads to decreased performance efficiency. This barrier impacts communication from two perspectives: first, confusion and inefficiency, as employees are unable to carry out their duties effectively without prior training; second, demotivation, particularly when an employee’s role or position does not match their qualifications or expectations.
7. **High Centralisation of Work:**

8. Excessive centralisation in administrative operations and the lack of delegation of authority constitute key barriers to administrative communication that negatively impact job performance. This is due to the insufficient training of subordinates in handling various tasks through active participation, whether in decision-making or implementation. These findings are consistent with those of Omar Hassan Al-Shehri's study.

Accordingly, on the basis of the results obtained, which indicate that employees of the Directorate of Youth and Sports perceive numerous administrative communication barriers, including the absence of a clear organisational structure, the first hypothesis is accepted.

6. Presentation, Analysis, and Discussion of Results Related to the Second Hypothesis

The second hypothesis states:

"There are numerous human communication barriers that affect the job performance of employees in the Sports Administration at the Directorate of Youth and Sports in Tamanrasset Province."



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Responses to Human Communication Barrier Items

N o.	Statement	Responses					Mean	SD	Rank
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree			
1	Differences in employees' understanding and interpretation of orders and instructions	13 35.1	18 48.6	4 10.8	1 2.7	1 2.7	4,11	,0906	
2	Difficulty speaking fluently when discussing work-related matters	13 35.1	17 45.9	4 10.8	3 8.10	00 00	3,95	0,998	2
3	Weak written communication skills in reporting information	12 32.4	14 37.8	5 13.5	3 8.1	3 8.1	3,78	1,228	3
4	Lack of trust between supervisors and subordinates	3 8.1	8 21.6	2 5.4	10 27.0	14 37.8	2,35	1,399	20

es									
5	Reluctance to communicate with others	2	6	2	20	7	2,35	1,136	19
		5.4	16.2	5.4	54.1	18.9			
Overall Mean = 3.21									

Table 3 shows that the overall mean score for the axis of *personal communication barriers* is approximately 3.17 out of 5, which indicates that, to some extent, administrative communication barriers affect job performance at the Directorate of Youth and Sports, according to employees' perspectives.

The table also reveals several notable personal communication barriers, summarised as follows:

1. **Differences in Employees' Understanding and Interpretation of Orders and Instructions:**
2. This barrier ranked first, with a mean score of 4.11. Among the respondents, 35.1% strongly agreed and 48.6% agreed with its existence, whereas 2.7% disagreed or strongly disagreed, and 10.8% were neutral.
3. **Difficulty Speaking Fluently When Discussing Work-Related Issues:**
4. This barrier ranked third, with a mean score of 3.95. The responses revealed that 35.1% strongly agreed and 45.9% agreed, whereas 10.8% were neutral. Moreover, 8.1% strongly disagreed that this item was a barrier.
3. **Weak Written Communication Skills in Reporting Information:**



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4. This barrier ranked fourth, with a mean score of 3.78. Among the respondents, 32.4% strongly agreed, 37.8% agreed, and 13.5% were neutral. In contrast, 8.1% strongly disagreed, and 3.8% disagreed with this statement.
5. **Negative Attitudes Towards Colleagues:**
6. This barrier ranked fifth, with a mean score of 3.70. Approximately 24.3% strongly agreed, 35.1% agreed, and 29.7% were neutral. On the other hand, 8.1% strongly disagreed, and 2.7% disagreed that this factor was a barrier.
7. **Reluctance to Communicate with Others:**
8. This barrier ranked nineteenth in order of importance, with a mean score of 2.35. Among the participants, 16.2% strongly agreed, 5.4% agreed, and 5.4% were neutral, whereas 54.1% strongly disagreed and 18.9% disagreed with this statement.
9. **Lack of Trust between Supervisors and Subordinates:**
10. This barrier also ranked nineteenth, with a mean score of 2.35. A total of 8.1% strongly agreed, 21.6% agreed, and 5.4% were neutral. Conversely, 27.1% strongly disagreed, and 37.8% disagreed that this factor was a significant barrier.

These results, which reflect employees' perspectives at the Directorate of Youth and Sports in Tamanrasset Province, clearly reveal that moderately significant administrative communication barriers (mean scores ranging from 2.61 to 3.40 on the Likert scale) are perceived as affecting job performance. These barriers include the following:

- Differences in employees' understanding and interpretation of instructions.
- Difficulty speaking fluently during work discussions.
- Weaknesses in written communication skills.
- Negative attitudes toward colleagues.

The findings highlight that while trust issues and reluctance to communicate scored lower in terms of perceived importance, challenges in interpreting messages, expressing ideas clearly, and maintaining positive interpersonal relationships are seen as notable communication barriers influencing job performance.

1. **Differences in Employees' Understanding and Interpretation of Orders and Instructions:**
2. Variations in employees' behaviour, work experience, and the positions they occupy constitute a key factor that hinders the achievement of organisational goals. The sender of a message often formulates it in a manner that aligns with their educational level and professional expertise. Similarly, the recipient interprets the message on the basis of their own academic background and professional experience. This mismatch in encoding and decoding messages often results in misinterpretation, ultimately obstructing effective communication between the sender and receiver.
3. **Weak Expressive Ability and Word Choice:**
4. The sender's ability to choose appropriate words when communicating is crucial. Poor word choice or inadequate expression often leads to distortion of meaning and misunderstanding, making this a significant communication barrier.



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5. **Difficulty Speaking Fluently When Discussing Work-Related Issues:**
6. The inability of an employee to speak confidently, openly, and clearly during discussions of work matters is considered a significant administrative communication barrier related to the message sender. This limitation prevents employees from effectively expressing strengths and weaknesses in their field of work, resulting in incomplete or unclear information being shared with others. Even if the sender possesses relevant knowledge, a lack of fluency may withhold critical information, making this one of the most important personal communication barriers.
7. **Negative Attitudes Towards Colleagues:**
8. Negative perceptions of colleagues in the workplace often lead to mistrust, whether during discussions about specific tasks or in assigning responsibilities. Feelings of arrogance or disdain between parties obstruct communication, reduce collaboration, and foster poor workplace relationships. Such attitudes disrupt the natural flow of communication, confirming findings from Ali Hassan Al-Shehri's study "*Administrative Communication and Its Role in Job Performance.*"

In conclusion, these results clearly indicate that employees of the Directorate of Youth and Sports perceive numerous human (personal) communication barriers that significantly affect their job performance. Therefore, the second hypothesis is accepted.

7. Presentation, Analysis, and Discussion of Results Related to the Third Hypothesis

The **third hypothesis** states:

“Enrolling employees in training programmes to increase their ability to address communication challenges is among the most important strategies for overcoming administrative communication barriers.”

Table 4

Responses to Items on Strategies to Overcome Administrative Communication Barriers

No.	Statement	Responses					Mean	SD	Rank
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree			
1	Enrolling employees in training programmes	20	10	4	2	1	4,51	0,6510	1
		54.1	27.0	10.8	5.4	2.7			
2	Messages should include simple, clear, and expressive wording to convey content effectively.	18	17	2	00	00	4,43	0,6030	2
		48.6	45.9	5.4	00	00			
3	Tailoring messages to the receiver’s perspective, not solely the sender’s	19	12	6	00	00	4,35	0,7530	3
		51.4	32.4	16.2	00	00			
4	Sending information in smaller	21	10	4	1	1	4,32	0,9730	4
		56.8	27.0	10.8	2.7	2.7			



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units to
facilitate
understandin
g

5	Training leaders and staff in new techniques and respect for teamwork values	16 43.2	10 27.0	3 8.1	4 10.8	4 10.8	3,81	1,391	5
6	Including motivational elements in messages to encourage subordinates	15 40.5	11 29.7	1 2.7	6 16.2	4 10.8	3,73	1,427	6
							Overall Mean = 4.19		

The overall mean score for strategies to overcome administrative communication barriers was 4.19 out of 5, indicating that employees at the Directorate of Youth and Sports in Tamanrasset Province strongly agree on the importance of these strategies. The results can be summarised as follows:

1. Enrolling Employees in Training Programmes:
2. This strategy ranked first in importance, with a mean score of 4.51. Among the respondents, 54.1% strongly agreed, 27.0% agreed with its significance, and 10.8% were neutral. Opposition was minimal, with 5.4% strongly disagreeing and 2.7% disagreeing.
3. Using Clear and Expressive Wording in Messages:

4. This strategy also ranked highly, with a mean score of 4.43. A total of 48.6% strongly agreed, 45.9% agreed on its importance, and 5.4% were neutral. Notably, no respondents disagreed, emphasising a unanimous perception of its value.
5. Tailoring Information **from** the Receiver's Perspective
6. With a mean score of 4.03, this strategy was strongly supported by 40.5% who strongly agreed and 29.7% who agreed, whereas 24.3% were neutral. Only 2.7% strongly disagreed, and 2.7% disagreed, indicating a strong overall consensus on its necessity.
7. Breaking Information into Smaller Units for Clarity:
8. This measure received a mean score of 4.32, with 56.8% strongly agreeing and 27.0% agreeing. A further 10.8% were neutral, and only 2.7% strongly disagreed or disagreed, reflecting overwhelming approval.
9. Training Leaders and Staff in New Methods and Teamwork Values:
10. Ranking lower in importance (mean = 3.81), this strategy was supported by 43.2% strongly agreeing and 27.0% agreeing, whereas 8.1% were neutral. Opposition was slightly higher, with 10.8% strongly disagreeing and 10.8% disagreeing.
11. **Motion** Elements in Messages
12. This strategy also ranked lower (mean = 3.73) and was supported by 40.5% strongly agreeing and 29.7% agreeing, with 2.7% neutral. Moreover, 16.2% strongly disagreed, and 10.8% disagreed, indicating slightly more division in opinion.

Based on the results obtained, which reflect the perspectives of employees at the Directorate of Youth and



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Sports in Tamanrasset Province regarding strategies for overcoming administrative communication barriers, it is evident that there are moderately significant measures perceived as having a substantial impact on improving job performance. These measures fall within the fourth category of the Likert scale (2.61–3.40), with an overall mean score of 3.84. The most significant strategies are as follows:

1. **Enrolling Employees in Training Programmes:**
2. According to employees, this is among the most important strategies adopted by management to overcome administrative communication barriers. Training enables employees to improve their skills and align their capabilities with job requirements. This finding partially aligns with that of Al-Rubaian's (2002) study, which also emphasised the role of professional development in improving communication effectiveness.
3. **Using Simple and Expressive Wording in Messages:**
4. Formulating messages in clear and straightforward language facilitates the recipient's understanding of their content and purpose, thereby ensuring that communication achieves its intended objective.
5. **Tailoring Information from the Receiver's Perspective**
6. Sending messages in a style that aligns with the recipient's level of knowledge and experience enhances comprehension and effectiveness. In verbal communication, this requires the sender to use terminology or expressions familiar to the recipient, thus preventing distortion or incomplete delivery of the message.

7. **Breaking Information into Smaller Manageable Units**

8. Communicating work-related data within smaller, department-specific units helps ensure that messages are transmitted accurately, free from distortion, and effectively achieve their intended purpose. This strategy contributes to the overall success of the communication process.

In conclusion, the findings clearly demonstrate that enrolling employees in targeted training **programs** is perceived as one of the most effective strategies for addressing administrative communication barriers. Therefore, the third hypothesis is accepted.

Conclusion

The topic of communication processes within organisations is complex and multifaceted. This modest study does not claim to cover every aspect of the issue but instead aims to provide a focused examination of this critical area. On the basis of the results obtained, this research sought to explore key factors closely related to communication and its impact on organisational effectiveness, particularly within sports administration in Tamanrasset Province, an area that remains underexplored in the academic literature.

The findings reveal that there are numerous administrative communication barriers at the Directorate of Youth and Sports, as perceived by its employees. This underscores the necessity for the administration to implement appropriate measures to address these obstacles



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to establish effective communication systems. This goal is essential for ensuring that objectives are met and that plans are executed efficiently, without distortion or misinterpretation of information and data exchanged among staff members.

Among the recommendations that we hope will be considered by the Directorate of Youth and Sports are the following:

Recommendations

Based on the findings of this study, the following recommendations are proposed for the Directorate of Youth and Sports in Tamanrasset Province to enhance administrative communication and improve overall job performance:

- Clarify organisational regulations and ensure that all employees are regularly informed of any changes or updates affecting their work.
- Foster an environment of mutual trust between leaders and subordinates, as well as among employees, by organising regular meetings and discussions to exchange viewpoints, thereby promoting stronger interpersonal relationships.
- By involving them in decision-making processes, subordinates can play a key role in increasing morale and engagement.
- Regular training programmes should be implemented for employees to develop and refine their communication skills.

- Promote the role and importance of administrative communication within the Directorate, emphasising its positive impact on efficiency and goal attainment.
- An effective communication system that ensures smooth information flow is established and maintained, enabling staff to access essential data easily. This enhances coordination, cooperation, decision-making, problem-solving, and knowledge-sharing between employees and managers, ultimately improving job performance.
- The social relationships among employees should be strengthened, leveraging their positive effects on administrative communication and overall productivity.
- Excessive administrative communication at the expense of task execution can be avoided by allocating specific timeframes for communication activities.
- Encouraging greater employee participation in administrative decision-making fosters better coordination, consultation, and integration across different management levels. This should be achieved by promoting dialogue and constructive debate.
- Adopting and valuing employees' constructive ideas and proposals can enhance working relationships between managers and staff.
- Conduct further studies and research on communication barriers to address challenges that hinder effective administrative communication, both within sports administration broadly and at the Directorate of Youth and Sports in Tamanrasset specifically.



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