



Organisational Communication and Its Relationship to Decision-Making

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Abstract

Organisational communication is the process through which information and ideas are exchanged among members of an institution via formal and informal channels. It constitutes the backbone of all administrative activities, as it facilitates planning, organising, and monitoring. The success of communication depends on the clarity and accuracy of the messages and on the selection of appropriate channels. At the same time, it may be hindered by personal, organisational, technological, and environmental factors. Decision-making, on the other hand, is a cognitive process based on selecting among different alternatives to achieve the objectives of the institution. It can be classified into strategic decisions (long-term), managerial decisions (medium-term), and operational decisions (short-term), in addition to programmed and nonprogrammed, as well as individual or collective decisions. The decision-making process proceeds through stages, beginning with identifying the problem and collecting data, then formulating alternatives, selecting the most appropriate option, implementing it, and finally evaluating it. The close relationship between communication and decision-making becomes evident in the fact that effective communication supplies the decision maker with information and ensures the clarity of decisions for employees, which makes the efficiency of decisions directly tied to the efficiency of the communication system within the institution.

Keywords: *Organisational Communication; Decision-Making; Administrative Processes; Managerial Effectiveness; Communication Barriers*

La communication organisationnelle et son lien avec la prise de décision

Résumé

La communication organisationnelle est le processus par lequel les informations et les idées sont échangées entre les membres d'une institution via des canaux formels et informels. Elle constitue la colonne vertébrale de toutes les activités administratives, car elle facilite la planification, l'organisation et le suivi. Le succès de la communication dépend de la clarté et de la précision des messages ainsi que du choix des canaux appropriés. Dans le même temps, elle peut être entravée par des facteurs personnels, organisationnels, technologiques et environnementaux. La prise de décision, quant à elle, est un processus cognitif basé sur la sélection parmi différentes alternatives afin d'atteindre les objectifs de l'institution. Elle peut être classée en décisions stratégiques (à long terme), décisions managériales (à moyen terme) et décisions opérationnelles (à court terme), en plus des décisions programmées et non programmées, ainsi que des décisions individuelles ou collectives. Le processus décisionnel se déroule en plusieurs étapes, qui commencent par l'identification du problème et la collecte de données, puis la formulation d'alternatives, la sélection de l'option la plus appropriée, sa mise en œuvre et enfin son évaluation. La relation étroite entre la communication et la prise de décision est évidente dans le fait qu'une communication efficace fournit des informations au décideur et garantit la clarté des décisions pour les employés, ce qui rend l'efficacité des décisions directement liée à l'efficacité du système de communication au sein de l'institution.

Mots clés : Communication organisationnelle ; Prise de décision ; Processus administratifs ; Efficacité managériale ; Barrières à la communication



Introduction

Owing to its importance, the subject of communication has been examined by researchers across various scientific fields. Information constitutes the substance of decision-making, as it has become one of the most critical resources in managing organisational activities in modern institutions. Multiple methods are now employed in processing information, and organisations have sought to facilitate access to information and ensure efficiency in its use to reach effective decisions. However, if an organisation's communication system is unable to transmit and convey information with the required speed and accuracy, it becomes an obstacle to the decision-making process.

Given the vital role of organisational communication in decision-making, it is essential to pay close attention to its organisation and objectives so that information and data can continually flow across various levels of the institution, thereby enabling it to achieve its intended goals.

In this regard, the study will be addressed through two main themes:

- Organisational communication
- Decision-making in the institution

1. Organisational Communication

Organisational communication is the process through which messages are exchanged among individuals linked by specific relationships across different levels within the institution. These messages must adapt to environmental variables to serve their intended purpose effectively. Organisational communication holds considerable

significance, as any institution, regardless of the nature of its activities, is in constant need of an effective communication process to transfer, provide, and exchange essential information among the various active members of the institution. This process varies in importance depending on its relationship with key functions such as planning, decision-making, and monitoring. Consequently, an effective communication system is needed to ensure the rapid and accurate transmission of information among individuals, along with heightened awareness among all active stakeholders of the importance of communication within the organisation.

The transfer and delivery of information with the required speed and accuracy among individuals necessitates awareness by all active stakeholders in the organisation of the importance of communication.

1.1 Definition of Organisational Communication

Undoubtedly, communication has been the subject of numerous studies and definitions by many scholars and thinkers owing to the considerable importance it holds within institutions. Nevertheless, the concept of organisational communication continues to exhibit substantial divergence among researchers, depending on their intellectual orientation. Some focus on the process itself and its structural aspects, whereas others emphasise the content of communication and the degree of its influence on members of the organisation.

In this context, Boufelja Ghayath defined organisational communication as a process of transmitting information, facts, ideas, and emotions from one person to another and



from one organisational level to another for the purpose of achieving organisational goals (Ghayath, 2008, p. 107).

Similarly, Saleh Ben Nouar described organisational communication as the process of transferring and exchanging information related to the organisation both internally and externally. He further considered it a means of exchanging ideas, attitudes, and desires among members of the organisation, which contributes to cohesion and interconnection, enabling senior leaders and their associates to exert the necessary influence in steering the group towards achieving its goals (Ben Nouar, 2004, p. 118).

In addition, Herbert Simon defined communication as a process through which decision-making inputs are transmitted from one member to another within the institution (Ahmed Laamari, 2002, p. 166).

Organisational communication, therefore, is a form of interaction present within institutions and structured by authorities, contributing to the management of individuals, influencing morale, and enhancing social cohesion. The means of communication include various tools such as records, regulations, and directives (Muchelli, 2001, p. 48).

According to Belaid, communication is a system of message transfer from the sender (source) to the recipient through a channel (Belaid, 2009, p. 99).

From the aforementioned perspectives, organisational communication may be defined as the process through which information, ideas, and orientations are conveyed across different departments and administrative levels to accomplish tasks or to make decisions.

1.2 Elements of Communication

It is not possible to discuss the process of communication without addressing its constituent elements, as it involves multiple variables that influence the communicative act. Communication essentially revolves around the exchange of messages through a specific medium to achieve a defined objective. In this regard, the process comprises the following elements:

According to Dhirar Al-Otaibi et al., communication is a two-way process that, in its narrow scope, consists of four fundamental elements: the message, the sender, the communication channel, and the receiver. However, from a practical standpoint, the communication process is far more complex and multidimensional, encompassing several variables that may influence communication, as illustrated in the model (Al-Otaibi et al., 2007, p. 203).

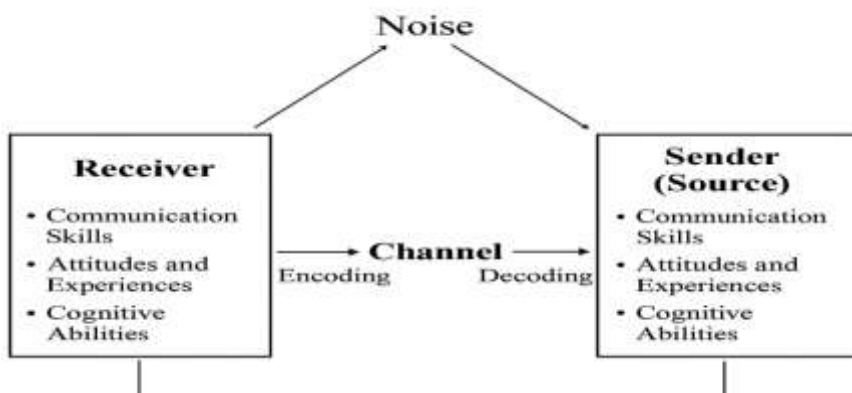


Figure: Elements of the Communication Process According to Dhurar Alatini and and Others

1.3 Means of Organisational Communication

It is difficult to determine a fixed set of means for organisational communication, as there are no limits to



innovation in developing such methods. A resourceful mind can innovate, develop, and design modern approaches by exploiting surrounding conditions, utilising relationships, and adopting modern methods of communication (Maher, 2004, p. 62). Among these methods, Al-Allaq can be described as follows:

- Private interviews
- Private meetings
- Conferences
- Wired and wireless telephone calls
- Internal journals and newspapers (issued by the company)
- Annual employee reports
- Official correspondence
- Wall posters
- Periodic and special bulletins
- Cinematic projectors and slides (Al-Allaq, 2008, p. 300)

In addition to those listed by Al-Allaq, modern means of communication also include social networking platforms, which are among the most widely used platforms today.

1.4 Importance and objectives of organisational communication

The success of any organisation in achieving its objectives depends on its communication system. This signifies that communication within an institution has its own independent standing, serving as the foundation of all administrative processes.

According to Lodra Khadija and Abdelrahim Leila, the importance of communication in business organisations

originates from the nature of work and the significance of specialisation. While specialisation and division of labour generate numerous advantages through the application of this principle, its real risk lies in the separation that occurs among departments and between administrative levels within the same organisation. Hence, the greater the degree of specialisation is, the stronger the need for coordination among activities, and such coordination inevitably relies on communication (Lodra & Abdelrahim, 2010, p. 7).

Similarly, Mohamed Abdel-Baqi considered communication a fundamental and vital necessity in building sound human relations within an enterprise. Experiments have demonstrated that managerial fairness in dealing with employees is insufficient on its own unless accompanied by a full explanation of directions, instructions, decisions, and their justifications, expressed openly and transparently. This approach prevents the spread of rumours and false news that could disrupt the harmony of workplace relations. Good communication channels information to achieve mutual understanding between the parties involved, ensuring that the receiver fully grasps the sender's intended meaning, which is the essence of effective communication (Abdel-Baqi, 2001, p. 228).

Saleh Ben Nouar also mentioned several objectives to which communication aspires, among them:

- Coordination among the behaviours and activities of the departments of the institution is achieved.
- Promoting participation in tasks and activities.

Moreover, communication plays a central role in decision-making, as employees require specific information to identify problems, evaluate alternatives, implement



decisions, and assess their outcomes (Ben Nouar, 2004, p. 156).

1.5 Types of Communication

Despite the existence of several classifications, two principal types are sufficient: formal and informal communication.

1.5.1 Formal Communication

Formal communication occurs through official channels and is fundamentally based on the organisational structure of the institution. As Abdelhamid Atiya stated, it is the type of communication that takes place within the framework of regulations governing the organisation, following the channels and pathways defined by the formal organisational structure.

Formal communication follows four directions:

- Downwards vertical communication flows from the top to the bottom.
- Upwards vertical communication flows from the bottom to the top.
- Horizontal communication takes place among units at the same administrative level.
- Multidirectional communication (Atiya, 2003, p. 375).

1.5.2 Informal Communication

If the first aspect of communication is formal, the second aspect is informal communication. This occurs outside the officially defined channels of communication and is primarily based on personal relationships linking the elements of the administrative organisation and its members. Employees resort to this form of communication

to facilitate organisational matters and save time in gathering information (Rouim, 2010, p. 286).

1.6 Barriers to Communication

Communication may encounter several obstacles. Recognising these barriers enables managers to identify and overcome them, thereby ensuring effective communication. Among these barriers are as follows:

Personal barriers: These barriers stem from the individual's attitudes towards the communication process itself, given that communication essentially involves the transmission of one's ideas and feelings (Lodra & Abdelrahim, 2010, p. 8).

1.6.1 Organisational barriers

Organisational barriers can be summarised as follows:

- Discrepancies between the planned structure and the implemented organisational system.
- Failure to adhere to official lines of authority and responsibility leads to dissatisfaction.
- A lack of clarity in assigning responsibilities results from an absence of well-defined authority lines.
- Employees bypassing their direct supervisors and approaching higher authorities adds burdens to senior management and sometimes creates confusion in task execution.
- The multiplicity of informal communication channels is due to the diversity of employees' nationalities.
- The large size of the organisation (Makhloufi, 2010, p. 11).



1.6.2 Technological Barriers

According to Boufelja Ghayath, communication methods have developed significantly as a result of the complexity of organisational structures, the increasing interconnectedness of contemporary life, and the need for speed and accuracy in decision-making and implementation (Ghayath, 2008, p. 95). For technology to achieve its intended objectives, it must be used correctly, following the necessary conditions, such as training employees and designing plans compatible with its utilisation.

1.6.3 Environmental barriers

These factors are related to all the external factors surrounding the organisation, particularly the economic conditions that require engagement with the external world. The first process to be affected in this regard is communication itself. Ali Sharif argues that organisational communication is influenced by barriers that often lie beyond the control of the organisation or institution. Since they are external in nature, such barriers include challenges linked to the national economy as well as the prevailing social and political climate of the state (Sharif, n.d., p. 74). According to Ahmed Maher, these barriers can be exemplified as follows:

- One of the parties to the communication may have objectives that conflict with those of the organisation.
- One of the parties may fail to understand the organisation's objectives or their shared goals.
- One of the parties may not perceive the benefits of communication for themselves.

- One of the parties may not recognise the negative consequences of poor communication (Maher, 2002, p. 362).

1.7 Conditions of Effective Communication

The communication process must adhere to certain principles to be effective, as it constitutes the backbone of the organisation. These conditions may be summarised as follows:

Willi and White (1985) stated that the proper starting point for the communication process, particularly concerning information and the principles of its exchange, lies in the existence of information itself or in the intention of the communicator, such as the administrative leader, to transmit it to subordinates (Ouisat, 2002, p. 50).

Hadi Nemer further highlighted that the success of communication depends on the availability of all its basic components, especially the form and method of message transmission. He outlined the following considerations:

- Adapting information in accordance with the receiver's perspective rather than solely the sender's viewpoint.
- Delivering information in smaller units to facilitate comprehension and assimilation.
- Identifying the receiver's reaction and ensuring that communication influences their behaviour.
- Clarifying the objective of the communication and tailoring the information accordingly, with attention to clarity, sequencing, and the selection of suitable methods (Nemer, 2009, p. 247).

According to Mohamed Mousa, it is also crucial to follow up on implementation and evaluation by supervising those



executing the tasks and ensuring that they perform in line with the given instructions. Any deficiencies during implementation must be addressed and corrected (Mousa, 2009, pp. 182–183).

Similarly, Soumia Saadoun, in her study of *organisational communication and its impact on the application of a knowledge management strategy*, asserted that for communication to be effective, the following must be taken into consideration:

- a. Linguistic dimension
- b. The sociocultural dimension
- . The human dimension
- . The organisational dimension
- . The technological dimension

Communication may also be defined through four principal factors: interaction, language in terms of symbols and data, meaning, and messaging.

According to Achour Alouzi, although numerous barriers or challenges may hinder effective communication, it is possible to improve the process by employing specific methods, the most important of which are as follows:

1. Management's recognition of the importance of feedback as a means of ensuring that subordinates understand and assimilate information and are convinced by it.
2. The selection of appropriate timing for communication ensures that it takes place before employees form attitudes and positions that conflict with the data sent to them.
3. The necessity of identifying suitable channels for communication arises because each type of information requires a specific channel to achieve the

intended objective with optimal effort, cost, and timeliness.

Summary

Considering the elements related to communication presented above, organisations must establish diverse channels of communication through which constructive human relationships can be fostered, free from obstacles that could hinder the communicative process, diminish its effectiveness, and negatively impact both decision-making and institutional objectives. Without communication, organisational affairs cannot progress, and any distortion within them prevents the attainment of established goals. Therefore, management and administrators must prioritise communication, continuously seeking ways to increase its effectiveness. The human factor remains central in this regard and is no less important than the tools utilised in the process.

At present, the field of information and communication technology is undergoing immense advances, opening new channels that organisations must adopt and adapt to. However, these developments must be approached with adequate consideration of the conditions necessary for their practical use.

In what follows, attention is directed to the second axis, which focuses on decision-making and its constituent elements.

2. Decision-Making

The decision-making process is an essential function in any institution, as decisions may exist at multiple levels: individual, group, or institutional. Since the leader in any



organisation is responsible for making decisions within recognised organisational processes, such as planning, organising, staffing, leadership, and monitoring the organisational effectiveness of the institution, it depends mainly on the success or failure of the leader in decision-making.

2.1 Definition of Decision-Making

According to Khayri Osama, decision-making is a mental or behavioural process through which the appropriate decision is reached. The basis of decision-making lies in choosing among several available alternatives or options (Khayri, 2013, p. 184).

Ammar Ouabedi defined it as the means of selecting the best available alternative, thereby achieving the greatest return, the lowest cost, or the intended objectives (Ouabedi, 2003, p. 65).

Herbert Simon further explained that decision-making constitutes the very heart of management and that the principles of management theory must be based upon the logic and psychology of human choice (Sharqawi, 2000, p. 129).

From the foregoing definitions, we may derive that the essential elements of decision-making rest in its being both a cognitive and a behavioural process, grounded in selecting from among multiple alternatives while emphasising the human element and the psychological dimensions of choice.

Importance of Decision-Making

Decision-making constitutes the core of the administrative process since it is deeply interwoven with all the functions

and activities of management. When management undertakes *planning*, specific decisions are made at each stage of planning, whether in defining objectives, outlining policies, preparing programmes, identifying appropriate resources, or choosing the best methods and techniques for implementation.

Similarly, when management seeks to establish an appropriate *organisational structure* for different tasks and activities, decisions are necessary regarding the type and size of the organisational framework, the principles for dividing departments and units, the required workforce, supervision scopes, and lines of authority, responsibility, and communication.

When exercising the *leadership* function, managers also make a range of decisions, whether in directing subordinates, coordinating their efforts, stimulating motivation, encouraging high performance, or resolving problems.

Likewise, while performing the *monitoring* function, managers must decide on appropriate standards for evaluating performance outcomes, adjustments needed for plans, and ways to correct mistakes if detected.

Thus, decision-making occurs in a continuous cycle, which is inseparable from the ongoing processes of management itself.

The administrative decision is regarded as a legal or regulatory act and serves as one of the principal mechanisms by which the administration fulfils its purposes and objectives. It plays a significant role in the administrative process, as it secures the human resources and material means necessary for administrative operations. Furthermore, the decision translates orientations and policies into tangible



actions, rectifies errors, corrects deviations in the course of the process, clarifies obligations, and reveals rights. Owing to its importance, the issuance of decisions is entrusted to the higher levels of the administrative hierarchy. Thus, the formulation and issuance of decisions represent one of the fundamental functions of ministers, directors, and equivalent officials. Although individual officials formally issue decisions, they embody the collective efforts of the organisation and carry an inherently organisational character.

2.2 Types of decisions

The study of decision types holds particular importance, given the need to identify the methods and frameworks adopted for each form of decision, the means for their execution, and the consequences that follow. The classification of decisions does not rely on fixed criteria, as it itself depends on multiple variables derived from the complex nature of decision-making and its numerous dimensions. As a result, several classifications of administrative decisions exist, among which the following are prominent:

2.2.3 Strategic Decisions

These are decisions that pertain to the relationship of the organisation with its external environment, such as a decision to produce a specific type of automobile for emerging markets. According to Bei Zhuo, strategic decisions concern the very existence of the organisation, its future, and its surrounding environment. They are characterised by relative long-term stability, the magnitude

of financial resources or investments required for their implementation, and the critical importance of the effects and outcomes they generate for the future of the organisation. Such decisions require thorough and careful consideration, encompassing financial, economic, and social analyses.

Given the profound implications of strategic decisions for both the present and the future of the organisation, the responsibility for adopting them lies with top management (cited in Abdel Rahman, 2013, p. 123).

2.4 Administrative (tactical) decisions

These are decisions concerned with the management of resources, such as a decision to organise training programmes for employees (Mouly, p. 9). According to Nawal Abdel Rahman, administrative decisions are also those generally made by department heads or middle management. They are often aimed at determining the appropriate means for achieving objectives, translating plans into action, designing organisational structures, dividing work, or delegating authority. These decisions specifically concern the optimal utilisation of resources necessary to sustain operations, whether financial or human, to achieve the highest possible performance rate (Abdel Rahman, 2013, p. 125).

2.5 Operational (Executive) Decisions

These consist of the institution's ongoing operations, such as a decision to prepare plans for renewing spare parts (Mouly, p. 10). Bei and Zhuo describe operational decisions as those related to daily work problems and current activities in the organisation. They fall within the scope of



Soumission : 03/02/2025 Acceptation : 12/06/2025 Publication : 15/09/2025

direct or executive management and are characterised by requiring relatively little effort on the part of the decision maker. Typically, they are made in light of past experiences, adopted immediately and spontaneously, and are short-term in nature. They relate to routine problem-solving methods and are decided continuously (cited in Abdel Rahman, 2013, p. 125).



Figure representing decision levels

Characteristics and Classifications of Decisions

Characteristics	Operational Decisions	Administrative (Tactical) Decisions	Strategic Decisions
Timeframe (scope)	Short-term	Medium-term	Long-term
Frequency and repetition	Numerous and repetitive	Limited repetition (moderate)	Unique or rare

			frequency)	
Degree of uncertainty	Low		High	Very high
Degree of reversibility	High		Low	Almost none
Decision level	Functional or operational management		Middle management	General/top management

The diagram above represents the principal classifications of decisions. Strategic decisions address matters with long-term future implications for the organisation; they constitute the cornerstone of strategic management and serve as the tool of senior management to define long-term objectives.

Administrative or tactical decisions, by contrast, belong to middle management and relate to various domains, such as human resources, finance, and production.

Operational or executive decisions are short-term in nature and characterised by repetition, whereby executive management implements the decisions issued by middle management.

According to Mostafa Atiya, decisions may also be classified as follows (Espinasse, 2009, p. 4):

2.6 Decisions according to the likelihood of programming

2.6.1 Programmed Decisions

These are decisions related to uncomplicated and straightforward administrative matters that do not require much effort to resolve.



2.6.2 Nonprogrammed Decisions

These decisions concern complex and unexpected issues that necessitate intensive and thorough studies (Atiya, 2011, p. 76).

2.7 Decisions According to the Decision-Making Method

2.7.1 Quantitative Decisions

These decisions are made on the basis of carefully studied scientific rules and principles.

2.7.2 Qualitative Decisions

These are taken via traditional approaches, such as the administrative leader's personal judgement, experience, and knowledge.

2.8 Decisions according to the circumstances of adoption

2.8.1 Certain Decisions

These are decisions made without having all the necessary information about the problem at hand, leaving the probabilities of expected events unknown. Consequently, the administrative leader makes decisions under conditions of uncertainty and ambiguity.

2.8.2 Individual (Autocratic) Decisions

These are decisions made exclusively by the administrative leader, who then announces them to subordinates without offering any opportunity for participation.

2.8.3 Collective (democratic) decisions

These are decisions in which the decision maker allows subordinates to participate. Such decisions are typically rational and constructive (Kanaan, 2003, p. 249).

2.9 Stages of Decision-Making

The decision-making process involves several steps, among which are as follows:

2.9.1. Problem identification:

According to Nawal Abdel Rahman, the first step in decision-making is for management to recognise or sense the presence of a problem. A problem is defined as a deviation or disequilibrium between what currently exists and what should exist; in other words, it is the gap between the actual state and the desired state. When identifying the problem, it is essential to study it in depth to uncover its true essence rather than its outwards symptoms, which may mislead management into thinking that they represent the main issue. Failure to correctly identify the problem will result in an unsound decision. This stage is, therefore, of utmost importance.

The decision maker must acquire the necessary expertise and knowledge to prioritise problems appropriately. Assigning the correct priority to each problem is crucial, since it would be unreasonable for an institution to expend effort addressing an issue that no longer exists or has been relegated to secondary importance compared with a more urgent one (Abdel Rahman, 2013, p. 129).

2.9.2. Determining the Importance of the Problem

According to Nawal Abdel Rahman, determining the significance of a problem is carried out through the process



of information gathering, as this enables the formulation of appropriate alternatives for solving it. The information comprises the following:

- **Objective information:** This involves identifying the parties involved in the problem, the time and place of its occurrence, and the degree of its recurrence in the past.
- **Subjective information:** This refers to insights reflecting opinions, attitudes, and feelings towards the problem.

In many instances, the decision maker is unable to obtain all the necessary facts and information related to the issue, either owing to their unavailability or the excessive cost in terms of the time and financial resources needed to acquire them. Nevertheless, it is not essential to gather every fact to reach a sound decision. What is crucial is recognising the types of unavailable information so that the decision maker can assess the degree of risk inherent in the decision (Abdel Rahman, 2013, p. 130).

2.9.3. Formulating or Developing Alternatives

After identifying the problem and its significance, the decision maker must move to the next step, which considers multiple alternatives for resolving the issue. A minimum of two alternatives is required to allow for a genuine choice, as choice constitutes the essence of decision-making. According to Al-Sami and Weinu, alternatives may enter the decision-making process without necessarily being mutually exclusive. The importance of alternatives increases with the significance of the decision being made. At times, a possible

option that must also be considered is to refrain from taking any action at all (Abd al-Da'im, 2012, p. 56).

According to Abdel Jabbar, this stage, formulating alternatives and choosing among them, constitutes the core of the decision-making process. It depends on the personal experience of the manager and employees. After the dimensions of the problem are identified and diagnosed on the basis of the availability of the necessary information, the problem is analysed to determine and formulate alternatives. This is done by weighing the costs and benefits of each option, selecting the alternative that gains acceptance from employees while also effectively achieving organisational objectives (Abdel Jabbar, 2006, p. 135).

2.9.4. Selecting the Alternative

The process of selection provides decision-makers with the best possible solution to the problem and the most advantageous outcome for the opportunity at hand. This selection depends on the availability of resources, the feasibility of applying the decision, and its compatibility with both internal and external environmental conditions (Abdel Jabbar, 2006, p. 138).

2.9.5. Implementing the alternative

The only means of determining the effectiveness of an alternative is to put it into actual practice. Implementation represents the ultimate test and necessarily includes the adaptations required across administrative functions, such as replanning, reorganisation, and all relevant executive measures and variables. Effective implementation requires the existence of a detailed execution plan to ensure that tasks are carried out efficiently. Furthermore, decision-makers



Soumission : 03/02/2025 Acceptation : 12/06/2025 Publication : 15/09/2025

must carefully select the appropriate timing for announcing and applying the decision to secure the best possible outcomes.

Decision-makers must also engage in follow-up, as this cultivates in them and their assistants the ability to investigate, exercise precision, and adopt a realistic perspective during the implementation process. Follow-up facilitates the detection of shortcomings, identification of their causes, and the proposal of remedial measures. Moreover, monitoring the implementation of decisions fosters a sense of responsibility among subordinates and encourages their participation in the decision-making process.

Evaluation of Implementation

The evaluation phase relies on feedback concerning the implementation across the following aspects:

- The quality achieved within the expected timelines.
- Whether the work standards were applied correctly.
- It is unclear whether task execution costs were reduced.
- Whether morale levels improved.

The goal of this step is to ensure that the decision has achieved the intended objectives while addressing negative aspects that might arise during the process. At times, this may necessitate revisiting and repeating previous steps until the desired outcome is achieved.

Challenges in Decision-Making Stages

The process of decision-making may involve a variety of difficulties, including the following:

- Difficulty in management's comprehension of the administrative situation or problem. Recognising the facts of the problem represents half its solution, and managers must be well informed about all its dimensions and the objectives to be achieved.
- Difficulty in identifying the elements of the problem, with decision-makers sometimes failing to distinguish between core and peripheral issues or focusing excessively on trivial aspects.
- Weak or erroneous conclusions and recommendations. The robustness of conclusions depends on the accuracy of analysis and the administrative leader's ability to derive valid inferences that are anchored in careful assessment (Swaigh, 2009, p. 74).
- Participation in decision-making.

Advantages of participation in decision-making

1. It helps to improve the quality of decisions, making them more stable and acceptable to employees, who then carry them out with great enthusiasm and genuine commitment.
2. On the one hand, participation fosters mutual trust between management and the organisation's members, and on the other hand, it fosters mutual trust between the institution and its external stakeholders.
3. It contributes to the development of administrative leadership at the lower levels of the organisation, enhancing their sense of responsibility and understanding of organisational objectives while



Soumission : 03/02/2025 Acceptation : 12/06/2025 Publication : 15/09/2025

making them more willing to address problems and implement decisions in which they participate.

4. Participation in decision-making also increases morale, satisfies individuals' need for respect, and reinforces self-affirmation.

Precautions in Employee Participation

1. Involve employees only in matters relevant to their scope of work, where their skills and capacities enable them to contribute meaningfully.
2. An appropriate climate of openness and mutual understanding can be created, and the necessary data and information can be provided so that employees can study, analyse, and identify alternatives effectively.
3. Finally, allowing a genuine opportunity for participation by considering and adopting employees' suggestions, provided that they are suitable and practically valuable, yields positive results that improve the effectiveness and rationality of the decision made through participation.

Considerations in Decision-Making

- **First**, decision-making is not acquired through education but through practice and experience. One does not become capable of making sound decisions merely by reading a book or listening to a lecture. Instead, it is experience that allows gradual growth and refinement, enabling individuals to acquire wisdom and accuracy of judgement over time. Hence, the elderly and experienced are often distinguished for their prudence and soundness of opinion more

than the inexperienced youth, who frequently lack the reasoning and faculties necessary for sound decision-making and, therefore, require advice, guidance, and consultation.

- **Second**, making a decision is better than refraining from making any decision at all.

Even when decisions contain mistakes, particularly in matters where decisions must be taken, not deciding all results in paralysis and incapacity when facing challenges and solving problems.

Some individuals habitually avoid making decisions, leaving matters unresolved. Such people remain unproductive, constantly revolving in a vicious circle, allowing time to pass without achieving anything because they have not yet chosen. For example, a student may spend years undecided between studying medicine or engineering, shifting from one field to another, and ultimately graduating much later than their peers, forfeiting years that could have been used productively.

Opportunities are also lost when decisions are not made since opportunities rarely repeat themselves. Thus, failing to act means forfeiting critical chances. Conversely, making decisions builds courage and confidence and provides opportunities for learning and self-correction when mistakes occur. Therefore, hesitation and excessive indecision should be avoided. One must resolve, contemplate rationally, trust execution, and proceed. Errors, if they occur, serve as new experiences and valuable knowledge for the future.

- **Third**, decision-making requires an open and flexible mindset. Rigidity and one-dimensional thinking restrict possibilities, eliminating solutions and leading to despair. In reality, numerous alternatives may be available, but a lack of



mental flexibility prevents their recognition. Generating diverse ideas and perspectives thus ensures multiple potential solutions.

- **Fourth**, decision-making is not the endpoint but the beginning. Once a decision is reached, it must be followed by implementation, monitoring, and evaluation. Adjustments and modifications may be introduced as execution proceeds. Thus, what matters most is not merely reaching a decision but how it is carried through afterwards.

Precautions in Decision-Making

1. Avoid favouritism or personal bias when making decisions.
2. Individuals avoid being swayed by emotional impulses.
3. Hesitation and constant backtracking should be avoided.
4. Unnecessary broadcasting or disclosure of decisions should be avoided.
5. Undue haste should be avoided in decision-making.

Factors influencing decision-making

1. **Values and Beliefs:** Values and beliefs exert a strong influence on decision-making. Decisions that disregard them conflict with human nature and the dynamics of social and personal life. Even if a decision contains mistakes, especially in matters where making a decision is unavoidable, failing to decide at all leads to weakness and paralysis in confronting events and solving problems.

Some individuals never resolve issues, leaving decisions suspended. Such indecisiveness renders them unproductive, caught in a cycle of hesitation where time passes without accomplishment. For example, a student may oscillate between fields of medicine, engineering, or sciences without settling, thereby losing years and missing opportunities, while peers graduate and advance.

Once opportunities are missed, they rarely return. The absence of decision-making equates to inaction, whereas making decisions fosters courage, boldness, and the chance to learn through correction. Mistakes become new experiences and sources of knowledge that benefit future judgment. Thus, one must act decisively, reason, and accept that even errors are instructive.

Third, decision-making requires an open and flexible mindset. Narrow, rigid thinking closes possibilities and imposes despair, whereas diverse perspectives reveal many potential solutions. Creativity and mental freedom thus expand the range of viable alternatives.

Fourth, decision-making marks the beginning, not the end. A decision must be followed by execution, monitoring, and evaluation. It is often through implementation that plans require adjustment and refinement. Therefore, what comes after the decision is even more critical than the act of deciding itself.

Precautions in Decision-Making

1. There is no favouritism or bias in decision-making.
2. No influence of emotions was detected.
3. There was no hesitation or withdrawal.
4. There is no unnecessary broadcasting or disclosure of decisions.



5. There was no haste or rash.

Factors influencing decision-making

1. **Values and Beliefs:** These exert a strong influence on decisions. Ignoring values and beliefs produces conflict with human nature and the psychological and social dynamics of life.

2. Personal Influences

Every individual possesses a unique personality shaped by the ideas and beliefs they hold, which in turn affects the decisions they make. Consequently, decisions often align with these personal orientations and perspectives.

3. Inclinations and aspirations

An individual's ambitions and preferences play a significant role in decision-making. Often, people make decisions driven by their personal aspirations and inclinations without necessarily considering the material consequences or objective calculations associated with them.

4. Psychological Factors

Psychological elements also influence decision-making and its soundness. The alleviation of psychological stress, anxiety, confusion, and hesitation significantly affects the ability to complete tasks successfully and to achieve the goals, ambitions, and aspirations pursued by the individual.

Types of Administrative Decisions

2.10 Relationships between Organisational Communication and Decision-Making

Organisational communication is one of the crucial means through which decision-makers obtain the information required for making decisions. Decision-making both depends upon and simultaneously affects communication, highlighting the reciprocal relationship between the two. As Drossy noted, organisational decisions are made on the basis of forms of communication, which serve as fundamental support for decisions. Mutual interdependence exists between decisions and communication (Kanaan, 2003, p. 258).

This aligns with the conclusions reached by Lodra Khadija and Abdelrahim, who asserted that the validity and rationality of administrative decisions primarily depend on the soundness and efficiency of communication conducted by managers in obtaining information. The effectiveness of communication, in turn, is determined by the manager's ability to develop mutual understanding with employees, ensuring that organisational goals are clearly understood by all (Lodra & Abdelrahim, 2010, p. 17).

This discussion clearly reveals that the importance of communication cannot be underestimated, as it is equally as essential as the decision itself for the manager. Decisions are typically reached following multiple communicative exchanges with various organisational parties, which not only strengthens the decision but also enhances its overall effectiveness.



The Role of Communication in Enhancing Decision-Making Success

If communication is essential for all aspects of the administrative process, it becomes even more critical for the decision-making process. Together, communication and decision-making constitute two vital components of administrative practice. According to Warda Bronen, a reciprocal relationship exists between the two, whereby communication plays a crucial role in the success of decision-making. This is evident in the following ways:

- a. Providing decision-makers with information and fostering mutual understanding between them and employees.
- b. Identifying employees' reactions to decisions and ensuring the complete comprehension of their content.
- c. Guaranteeing the prevention of information distortion.

Conclusion

Every institution aims to link communication and decision-making closely; without communication, the organisational structure becomes meaningless. Communication is essential for delivering the information upon which decisions are based.

Communication remains highly important in the decision-making process, as it is essentially a social practice rooted in the exchange of opinions and ideas to transfer knowledge and expertise between two or more parties through various means that have expanded and advanced with modern technology.

Although communication faces specific difficulties and obstacles that may limit both its effectiveness and that of decision-making, the bond between them remains strong. It is impossible to arrive at a practical and sound decision in the absence of effective communication.

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Soumission : 03/02/2025 Acceptation : 12/06/2025 Publication : 15/09/2025

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