



Organisational Communication and Its Impact on Organisational Loyalty: A Case Study of the National Motor Company in Constantine

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Abstract

*This study aimed to identify the impact of organisational communication on organisational loyalty through a case study of employees at the National Motor Company in Constantine (EMO). The descriptive-analytical method was adopted, and a questionnaire was employed as the primary data collection tool. It was distributed to a homogeneous sample of employees consisting of 83 respondents. The data were analysed via SPSS, with **one-sample t tests and one-way ANOVA used** to test the hypotheses of the study. The results revealed a statistically significant impact of organisational communication on organisational loyalty within the National Motor Company in Constantine at the 5% significance level. Furthermore, the study revealed a statistically significant effect of different types of organisational communication on employees' organisational loyalty, as well as a statistically significant effect of the communication strategy on enhancing it.*

Keywords: *organisational communication; organisational loyalty; EMO Motor Company*

La communication organisationnelle et son impact sur la loyauté organisationnelle : une étude de cas de la Société nationale des automobiles de Constantine

Résumé

Cette étude visait à identifier l'impact de la communication organisationnelle sur la loyauté organisationnelle à travers une étude de cas portant sur les employés de la Société nationale des automobiles de Constantine (EMO). La méthode descriptive-analytique a été adoptée et un questionnaire a été utilisé comme principal outil de collecte de données. Il a été distribué à un échantillon homogène de 83 employés. Les données ont été analysées à l'aide du logiciel SPSS, avec des tests t sur un échantillon et une ANOVA à un facteur pour tester les hypothèses de l'étude. Les résultats ont révélé un impact statistiquement significatif de la communication organisationnelle sur la loyauté organisationnelle au sein de la Société nationale des automobiles de Constantine, avec un niveau de signification de 5 %. En outre, l'étude a révélé un effet statistiquement significatif des différents types de communication organisationnelle sur la loyauté organisationnelle des employés, ainsi qu'un effet statistiquement significatif de la stratégie de communication sur son renforcement.

Mots clés : communication organisationnelle ; loyauté organisationnelle ; EMO Motor Company



Introduction

The concept of organisational communication is considered a modern administrative concept that has attracted the attention of many researchers and academics. Many organisations, particularly successful organisations, have increasingly placed great importance on their human resources by adopting communication strategies to foster loyalty amid global competition. Most studies indicate that leading organisations recognise that the human element is the key to achieving excellence. On this basis, organisations have increasingly embraced the concept of organisational communication with employees by motivating them, involving them in decision-making processes, simplifying relationships and communication channels, breaking down internal organisational boundaries between management and employees, placing them at the centre of accountability for their decisions, and encouraging their participation in decision-making alongside management (Al-Ma'aytah & Malhem, 2013).

It has been found that organisational communication and its relationship with organisational loyalty in the mechanical industry sector play a pivotal role in institutional management, as they help coordinate efforts and foster harmony among individuals and hierarchical levels within the organisation. It is not merely an information exchange; rather, it is an effective mechanism for building trust and fostering a spirit of cooperation among employees, enabling the organisation to achieve its goals efficiently and effectively.

Conversely, organisational loyalty is one of the most significant indicators of human resource stability and satisfaction with the work environment. It reflects the degree of employees' attachment to their organisation and their commitment to contributing to its success and continuity. Recent studies have shown that the nature of communication prevailing within an organisation plays a decisive role in shaping such loyalty. The more effective the communication strategy is, the stronger the employees' sense of belonging and responsibility towards the organisation, as well as their commitment to achieving its objectives and remaining within it.

Research Problem

Organisational communication is the cornerstone of human relations within various institutions, as it is the means by which individuals interact and exchange information. This, in turn, directly affects the organisation's performance and stability. In light of economic transformations and the global opening of markets, competition has intensified, and institutions now face a real challenge in retaining their qualified human resources, which today represent the cornerstone of competitive capacity.

Achieving this goal largely depends on the effectiveness of organisational communication within the institution, as it enhances employees' morale, strengthens their sense of belonging to the organisation, and consequently increases their organisational loyalty. The more open, effective, and reciprocal the communication is, the more positively it reflects employees' stability and retention within the institution, and vice versa.



From this perspective, this study seeks to shed light on the extent to which organisational communication influences organisational loyalty among employees at the National Motor Company in Constantine (EMO). This comes particularly in light of field observations indicating weaknesses in the internal communication climate, the dominance of downwards communication, high rates of absenteeism and execution errors, and employees' tendency to leave the company for other employers despite similar material conditions.

This leads to the following main research question:

Is there a statistically significant difference in the level of impact of organisational communication on employees' organisational loyalty at the National Motor Company in Constantine (EMO)?

From this central question, the following subquestions emerge:

- Is there a statistically significant impact of the communication strategy on the level of organisational loyalty among employees at the National Motor Company in Constantine at a significance level of 0.05?
- Is there a statistically significant impact of the type of organisational communication on the level of organisational loyalty among employees at the National Motor Company in Constantine at a significance level of 0.05?

Research Hypotheses

To address this research problem, the following central hypothesis was adopted:

- Organisational communication influences employee loyalty at the National Motor Company in Constantine (EMO).

From this central hypothesis, the following subhypotheses are derived:

- **Subhypothesis 1:** There are statistically significant differences in the impact of the communication strategy on the level of organisational loyalty among employees at the National Motor Company in Constantine at a significance level of 0.05.
- **Subhypothesis 2:** There are statistically significant differences in the impact of the types of organisational communication on the level of organisational loyalty among employees at the National Motor Company in Constantine at a significance level of 0.05.
- **Subhypothesis 3:** There are statistically significant differences in the impact of organisational communication on the level of organisational loyalty among employees at the National Motor Company in Constantine at a significance level of 0.05.

Research Methodology

Selecting the appropriate methodology is a fundamental step in scientific research, as the nature of the subject determines the study's objectives and the research problem. In the theoretical component of this study, the **descriptive-analytical method** was employed because of its capacity to collect accurate data and information about the phenomenon under investigation, to describe it as it exists in reality, and to analyse and interpret it to identify relationships among its variables.



At the applied level, the **case study method** was adopted because it is well suited to the nature of the subject, which focuses on a specific institution, namely, the National Motor Company in Constantine (EMO). This method enables the examination of the phenomenon in its real organisational and social context without isolating it, thereby facilitating a comprehensive and in-depth understanding of the factors that influence it.

Through this method, the relationships between organisational communication and organisational loyalty within the company's environment were analysed via multiple data collection methods, including interviews, observations, questionnaires, and document analysis. This diversity of tools allows verification of the validity of the results and the construction of a comprehensive picture of the nature of the interaction between the variables under study.

Adopting this methodology integrates description, analysis, and application, allowing the phenomenon to be understood from various organisational and psychological perspectives. This, in turn, provides a deeper understanding of the impact of the communication strategy on enhancing employees' organisational loyalty.

1. Theoretical Framework

1.1. The Nature of Organisational Communication

In its broad sense, closely aligned with the operational definition adopted in this study, organisational communication, as indicated by Charles Croué, encompasses all forms of communication specific to the organisation (*la communication globeale*). It is directed both

internally at its members and externally at its audience, utilising various means to achieve the set objectives (Croué, 2015, p. 427).

In the literature, organisational communication is defined as:

“one of the administrative functions of an organisation, alongside planning, control, and organisation, as it facilitates the flow of information that supports sound decision-making. It also serves as the main source and channel of information between decision-making centres within the institution. Moreover, it enables management to understand the feelings and attitudes of employees at different organisational levels, in addition to managing external communications with consumers and shareholders” (Shahib, 1982, p. 334).

Furthermore,

“organisational communication refers to a set of activities carried out by management with the aim of organising and coordinating communication processes inside and outside the organisation, thereby contributing to the development of positive and effective relationships with various stakeholders. This is achieved through the continuous dissemination and exchange of information, which strengthens the organisation’s capacity to sustain itself and achieve its strategic objectives” (Van Riel, 2007, p. 27).

From this definition, the notion of *coordination* emerges, signifying the linking, arranging, and organising of the organisation’s internal and external environments to ensure its continuity. Management is entrusted with this sensitive task, which requires both competence and skill.

It is also viewed, according to Libareit (2018, p. 282), as both a principle and a tool through which an organisation expresses its identity, whether internally or externally. This is achieved through a system of messages, signals, and



practices that confer social, economic, and political legitimacy on its existence and clarify its core mission. This approach represents a renewal in the concept of organisational communication, as it involves multiple challenges, the most prominent of which include gaining the trust of both internal and external audiences, reinforcing employees' sense of belonging and cohesion, supporting and improving job performance, and building and managing the organisation's image and reputation among various target groups.

1.2. Emergence of the Concept of Organisational Communication

Before the term *communication* was formulated as an *organisational* concept, structured communication practices already existed within institutions. These practices relied on reports, newsletters, and administrative charts in the early twentieth century as mechanisms of formal organisational communication. As a result, studies by W. Charle and Herbert A. Simon's work were published, addressing communication in the business environment and institutional communication as key indicators of the shift from administrative practices to systemic approaches.

From this point, the field evolved into a theoretical and empirical specialisation embedded within organisational discourse. It began to be studied through the construction of administrative or leadership functions within organisations and the definition of their objectives in terms of those functions, which ultimately strengthen organisational effectiveness and enhance both internal and external performance.

1.3. Objectives of Organisational Communication

(Philippe, pp. 439–440)

Organisational communication seeks to achieve a set of fundamental objectives, which can be outlined as follows:

- **Supportive Role of Operational Communications:**
- Contemporary organisations recognise that building a strong corporate image requires enhancing communication effectiveness across the organisation by facilitating collaboration among departments. For example, organisational communication facilitates internal communication among employees regarding the organisation's strategic choices, thereby reinforcing the clarity of objectives and the smoothness of their implementation. In this sense, it is a cornerstone that supports all forms of corporate communication, whether marketing (B2C or B2B), financial, or internal.
- **The Informational Role in Multifunctional Projects:**
- Organisational communication plays a pivotal role in preparing and implementing communication plans that aim to provide the necessary information and data to support multifunctional events and initiatives, such as the following:
 - New industrial, administrative, or commercial units should be opened.
 - Expanding into new markets or geographical areas.
 - Merging with or acquiring other institutions.
 - Making strategic decisions that redirect the organisation's vision and mission.

Through this role, communication becomes a supporting tool for change management and for clarifying the



organisation's strategic objectives both internally and externally.

Crisis Anticipation and Management:

Organisational communication aims to strengthen an organisation's ability to anticipate potential crises or manage them efficiently when they occur. This involves building effective communication bridges with various actors, including public authorities, the media, and internal and external audiences. It is achieved by providing accurate and timely information, thereby ensuring institutional calm and stable performance.

Coordination of other organisational communications:

Organisational communication helps create harmony among different communication functions within the organisation, such as marketing, finance, and human resources. This coordination aims to establish a coherent, consistent corporate image across all levels and to minimise unplanned contradictions or overlaps in communication activities. In doing so, the organisation avoids communication disorders resulting from misalignment and enhances the effectiveness of its messages, both internally and externally.

Classification of Organisational Communication Objectives According to Other Researchers

According to the communication literature, the objectives of organisational communication can be classified into three main categories, each linked to a specific group inside or outside the organisation (Awaj, 2019, p. 83):

- **Objectives Related to Employees:**

- This category aims to enhance the internal work environment and increase interaction among employees by the following:
 - Providing information about ongoing developments within the organisation, thereby fostering trust between employees and management.
 - Achieving job satisfaction and increasing productivity through improved communication among employees.
 - Boosting morale by involving employees in planning and management processes and listening to their opinions and suggestions.
 - Reducing the spread of rumours through the exchange of official and accurate information within the organisation.

- **Objectives related to administrative leadership:**

- Administrative leadership plays a pivotal role in the communication process. The objectives of organisational communication for leadership include the following:
 - Leaders can access accurate, realistic information across various aspects of the organisation, thereby enhancing their ability to make sound strategic decisions.
 - Professional coordination and harmony between different units and departments positively impact the overall efficiency of organisational performance.



▪ **Objectives Directed Towards the External Public:**

- Organisational communication also seeks to build a positive image of the organisation among its external audience through the following:
 - The organisation's position should be strengthened by distinctively presenting its activities and services.
 - Establishing a dedicated communication system for the public and opening interactive channels to enable them to learn about the services and activities provided.
 - Clarifying the nature of the products and services offered to the public and providing mechanisms for receiving suggestions that improve quality and enhance performance.

1.4. Functions of Organisational Communication

According to J. Haccornack, modern management faces increasing challenges in achieving desired outcomes within large and complex organisations. The size and complexity of such institutions make effective communication an indispensable necessity for achieving organisational objectives. The more developed and complex the organisation becomes, the greater the need for advanced and efficient communication systems (Al-Badi, 1989, pp. 19–20).

Researchers McDonald and Farace identified a set of fundamental functions performed by communication within organisations, which play a pivotal role in supporting the continuity and effectiveness of organisational performance. These functions are as follows:

1. **Integration function:**
2. The integration function refers to a concept broader than mere coordination, despite the close relationship between the two. While coordination involves the exchange of knowledge about others' activities, integration unifies efforts, ideas, and individual outputs within a unified institutional framework that achieves structural and functional cohesion among the organisation's components. This integration is achieved through collaborative work in an environment characterised by mutual interdependence among individuals and units, where individual efforts align with the organisation's overall objectives. Notably, integration does not negate coordination; instead, it interacts with and reinforces it. Both functions cannot operate effectively without efficient organisational communication as a central mediator among different parties.
3. **Maintenance Function:**
4. Organisations resemble living organisms in their structure; they need to adapt continuously and interact with their changing external environment to ensure their survival and continuity. In this context, promptly receiving environmental information from top management is essential for adjusting and adapting organisational policies and plans in line with these changes. An organisation that lacks an effective communication system to ensure the proper flow of critical information at the right time may fail to take swift, adaptive measures, thereby threatening its internal stability and survival in the market (Al-Badi, 1989, p. 21).



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5. **Direction function:**

6. This function involves transmitting instructions and guidance from top management to employees at various levels to ensure that work proceeds in line with approved plans and strategies. Orientation programmes within the organisation represent one practical form of this function; however, they are not confined to the recruitment stage alone. They are implemented continuously to address changes and updates, such as work. Organisational communication, in this context, helps guide individuals and clarify their responsibilities, an essential requirement for aligning individual efforts with the organisation's overarching objectives.

7. **Decision-Making Function:**

8. Effective decision-making necessarily depends on the availability of accurate and sufficient information. The more precise and clear the information is, the easier it becomes for top management to make appropriate decisions on the basis of realistic foundations. Conversely, when information is unclear or insufficient, the decision-making process becomes prone to error or delay. Organisational communication serves as the mechanism that enables the organisation to collect, analyse, and distribute relevant information, thereby ensuring that decisions are more closely aligned with actual data and organisational challenges (Al-Badi, 1989, p. 22).

Accordingly, the functions performed by organisational communication are not limited to technical or informational dimensions but extend to ensuring compelling dynamism

both inside and outside the work environment. It is the means by which an organisation achieves internal alignment among its members and departments, as well as positive interaction with its external environment.

These collective functions highlight the crucial role of communication in achieving organisational stability, particularly in the face of challenges related to obtaining and processing information. Information has become a decisive factor in building trust between management and employees, reinforcing attention to work quality and performance methods.

2. The Nature of Organisational Loyalty

In recent decades, organisational loyalty has received increasing attention in management because of its crucial role in institutional governance. It is closely linked to organisational effectiveness and job performance quality, and it represents a fundamental pillar for achieving the primary organisational objective: survival, continuity, and competitive capacity.

2.1 Concept of Organisational Loyalty

Organisational loyalty is considered one of the key elements upon which organisational behaviour scholars rely to understand the orientation of human resources and predict their future actions. It is an important administrative concept that has been the subject of extensive scholarly debate. Consequently, no unified definition of the term "organisational loyalty" exists, as researchers differ in their perspectives and objectives when formulating definitions of the concept, depending on their theoretical orientations.



Notably, several factors intersect in defining this concept, including the work environment and its multiple dimensions, such as work groups, internal duties, and tasks. This multiplicity contributes to the concept's dynamic and evolving nature.

Furthermore, it is important to distinguish among *loyalty*, *belonging*, and *commitment*, even though these terms have been used interchangeably in some studies. The lack of precision surrounding the concept of organisational loyalty affects not only its substantive content but also the terminology used to denote it.

3. Definition of Organisational Loyalty:

Many researchers view organisational loyalty as a multidimensional psychological concept that reflects an individual's relationship with the organisation they work for. Hanan Abdul Rahim noted that organisational loyalty comprises three essential dimensions:

- A sense of belonging, represented by pride in the organisation and belief in its goals and values.
- Immersion and active participation in the organisation's activities.
- Loyalty, represented by a firm's desire to remain within the organisation under all circumstances. (Hanan Abdul Rahim Al-Ahmadi, 2006, p. 308).

According to Al-Ajmi, organisational loyalty is the state in which an employee identifies with a specific organisation, is connected to its objectives, and wishes to remain an employee. This links the employee to the organisation's goals as if they form part of their social identity. Organisational loyalty also reflects employees' sense of

alignment with the organisation's goals and values, their role in achieving these goals, and their commitment to the organisation's work values rather than personal interests. (Saad Al-Dosari, 2005, p. 71).

Loyalty, therefore, consists of three core components: submission, identification, and integration. It is a voluntary connection, not a coerced one. It has two dimensions: a psychosocial dimension stemming from the individual's sense of belonging to the organisation and a behavioural dimension manifested in the individual's actions. (Abdul Rahman Ahmad Al-Haijan, 1998, p. 18).

From a sociological perspective, it is considered an old concept, as it extends from social loyalty to the individual's feelings of loyalty and belonging to the society in which they live. (Moussa Al-Louzi, 1994, p. 118). A person is a product of their environment and culture and naturally feels a sense of belonging, whether consciously or unconsciously, with their behaviour shaped by prevailing values and norms.

Salah Al-Din Abdel-Baqi views organisational loyalty as the degree to which an individual identifies with their organisation, is committed to it, and is willing to exert maximum effort on its behalf. The concept is characterised by positivity and dynamism and is based on internal conviction in the organisation's goals and mission rather than on material benefits. In this view, loyalty transcends monetary compensation to emotional and affective attachment. (Salah Al-Din Abdel-Baqi, 2004).

In this definition, loyalty transcends the material compensation the organisation provides, such as salaries or incentives. It increases to the level of emotional and affective attachment, which keeps the employee within the organisation regardless of material rewards.



The definitions presented here converge within a common framework: the individual's pursuit of strengthening their relationship with their organisation, to the point that they may reach a state of selflessness in which they focus not on personal gain but on their commitment to defending the organisation and its objectives. This represents the highest level of organisational loyalty, where the individual is willing to sacrifice his or her time and effort for the benefit of the organisation to which he or she belongs and feels an integral part of it.

4. Methodology and tools

4.1. Field Procedures of the Study

4.1.1 Study Population and Sample:

The study population consisted of the National Motor Company in Constantine (EMO), which comprises nine directorates, five departments, 16 services, and a general director. This institution was selected for the study because it represents a significant economic sector in Algeria, in general, and in the Wilaya of Constantine, in particular.

The total population at the time of the field study was 286 individuals. A balanced stratified sample was selected, representing 30% of the population and covering different organisational levels (managers, supervisory and control staff, and operational staff). A total of 83 questionnaires were distributed, which was sufficient to obtain results representative of the study population.

4.1.2 Statistical methods used

SPSS was used for data analysis and processing. Cronbach's alpha coefficient was used to measure the

reliability and internal consistency of the research instrument. Descriptive statistical measures, such as arithmetic means and standard deviations, were used to characterise the study sample. To test the research hypotheses, **one-sample t tests and one-way ANOVA** were used.

3.1 Research instrument

The study used a structured questionnaire on a five-point Likert scale. The five-point Likert scale is one of the most widely used measurement tools in social and human sciences research to assess sample members' attitudes towards a specific subject. It is considered a highly reliable instrument, initially developed by Rensis Likert (1931) (Croasmun, 2011, pp. 19–20).

The questionnaire consisted of three main sections:

- **Section 1:** Personal and professional variables of the respondents.
- **Section 2:** Items related to the independent variable, which included statements on organisational communication strategy (items 7–15) and organisational communication levels (items 16–25).
- **Section 3:** Items related to the dependent variable, which included statements on the types of organisational communication (items 26–35).



Table 1:
The Five-Point Likert Scale

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Source: Prepared by the researcher on the basis of Croasmun (2011, pp. 19-20).

Table 2:
Categories and Interpretation of the Five-Point Likert Scale

Category No.	Scale Points	Weights	Category Range	Category Interpretation
1	1	1	1 to less than 1.80	Very low agreement
2	2	2	1.80 to less than 2.60	Low agreement
3	3	3	2.60 to less than 3.40	Moderate agreement
4	4	4	3.40 to less than 4.20	High agreement
5	5	5	4.20 to 5.00	Very high agreement

Source: Prepared by the researcher on a five-point Likert scale.

Psychometric Properties of the Instrument

To ensure the questionnaire's validity and verify its internal and logical consistency, as well as the clarity of its items, it was subjected to a scientific and statistical reliability test. **Cronbach's alpha** was calculated in SPSS to assess the instrument's reliability and internal consistency.

The result was **0.86**, which is higher than **0.60**, indicating that the measurement tool has high reliability.

Face validity

The questionnaire was presented to a panel of 3 expert reviewers specialising in the sociology of organisation and labour. The researcher considered their feedback and made the necessary modifications, deletions, and additions on the basis of their observations and suggestions. As a result, the questionnaire was finalised in its definitive form.

Table 3

List of Expert Reviewers

Reviewer Name	Institution
Dr. Kanaza Fawzi	University of Salah Boubnider - Constantine 3
Dr. Deraa Abdallah	University of Salah Boubnider - Constantine 3
Dr. Dib Faisal	University of Abdelhamid Mehri - Constantine 2

5. Presentation and Analysis of the Study Results

5.1. Characteristics of the sample

According to the SPSS output regarding the study sample's characteristics, 22.9% of the participants were women, whereas 77.1% of the participants were men working at the institution. This noticeable gap can be explained by the nature of the institution's work, which requires significant physical effort in mechanical manufacturing.

The most represented age group was those aged 41--50 years, accounting for 56.6%, which is considered the most



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active age group. For educational level, the highest percentage was among those who had completed secondary education, at 33.7%, representing a broad and reliable segment capable of handling organisational tasks.

In terms of professional experience, the category with more than 10 years of experience accounted for 80.7%, indicating that a large proportion of individuals have significant experience and familiarity with the institution's working conditions and policies. This qualifies them for effective interaction and sound management of work-related matters. Finally, regarding years of service, 56.6% of employees had been with the organisation for an extended period.

Presentation and Analysis of the Results of the First Axis: Communication Strategy

Table 4

Responses of the Sample

Item No.	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Standard Deviation
01	32.5%	53%	10.8%	2.4%	1.2%	4.13	0.79
02	26.5%	54.2%	9.6%	8%	3.6%	3.93	0.96
03	4.8%	51.8%	18.1%	16.9%	8.4%	3.27	1.07
04	8%	34.9%	27%	14.5%	13.3%	3.13	1.18
05	24.4%	48.8%	13.4%	7.2%	6%	3.78	1.08
06	20.5%	37.3%	15.7%	18.1%	8.4%	3.43	1.24
07	21.7%	49.4%	13.3%	12%	3.6%	3.73	1.04
08	9.6%	39.8%	19.3%	21.7%	9.6%	3.18	1.17
09	5%	23%	22%	21%	12%	2.85	1.15
Total	14.5%	25.3%	26.5%	27.7%	6%	3.49	0.63

Source: Prepared by the researcher on the basis of SPSS output.

From the table above, the first item, which emphasises the need for a well-designed communication policy at the institutional level, recorded the highest mean score of 4.13, indicating strong agreement among the sample. In contrast, item 09 had the lowest mean score of 2.85. The overall mean score for the axis was 3.49, reflecting a moderate level tending towards positivity, which suggests that the communication strategy requires reinforcement or slight development rather than a radical change.

1) Presentation and Analysis of Results in Light of the Hypotheses:

The appropriate statistical procedures were applied to test the study hypotheses and analyse the data to determine the effect of organisational communication on organisational loyalty among employees of the National Motor Company in Constantine. This was done by applying the t test and ANOVA at the 0.05 significance level.

5.2. Presentation and Analysis of Results in Light of the First Partial Hypothesis

The **first hypothesis** states the following:

“There are statistically significant differences in the impact of the communication strategy on the level of organisational loyalty among employees of the National Motor Company in Constantine.”

This hypothesis was tested **via one-way ANOVA** in SPSS for the Humanities and Social Sciences. The results obtained are presented in the following table:

Table 14



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ANOVA Value for the Differences in the Impact of the Communication Strategy on the Level of Organisational Loyalty among Employees of the National Motor Company

Statistical Significance	SIG	F Value	Standard Deviation	Mean	Statistical Data
Statistically significant	0.002	2.540	0.63	3.49	Communication Strategy

Source: Prepared by the student on the basis of SPSS outputs.

A one-way ANOVA was conducted to assess the effect of the communication strategy on organisational loyalty among employees of the National Motor Company for Mechanical Industries. The results were as follows:

- The mean score for the communication strategy was 3.49, with a standard deviation of 0.63, indicating a relatively high level of evaluation by the respondents.
- The calculated F value was 2.540, while the significance level was 0.002, which is lower than the accepted significance level of 0.05.

These results indicate statistically significant differences in the impact of the communication strategy on organisational loyalty. This means that the organisation's communication strategy has a significant influence on organisational loyalty. Therefore, the communication strategy is a key factor in strengthening employee loyalty.

These results highlight the **significant impact of internal communication mechanisms and strategies** within industrial institutions. Adopting a clear, well-structured communication strategy enhances employees' sense of belonging and motivates them to remain within the organisation.

These differences may be attributed to the following:

- Variations in communication methods and approaches across different administrative departments.
- The extent to which employees are involved in the decision-making process.
- The level of transparency and credibility in the transmission of information.
- The effectiveness of formal and informal communication channels.

These findings are consistent with previous research, which has confirmed that effective organisational communication enhances employee loyalty and organisational belonging while reducing turnover rates and internal conflicts.

On the basis of the above, it can be concluded that there is a statistically significant relationship between communication strategy and organisational loyalty, which supports the validity of the tested hypothesis.

Accordingly, the study recommends the following:

- Development of internal communication plans that ensure transparency and clarity.
- Adopting participatory approaches that strengthen bottom-up communication.
- Reinforcing formal communication channels and enhancing communication skills among administrative leaders.

5.3. Presentation and Analysis of Results in Light of the Second Partial Hypothesis

The second hypothesis states the following:



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“There are statistically significant differences in the impact of the types of organisational communication on the level of organisational loyalty among employees of the National Motor Company in Constantine.”

This hypothesis was tested **via one-way ANOVA** in **SPSS** for the Humanities and Social Sciences. The results obtained are presented in the following table.

Table 15

ANOVA value for differences in the impact of the types of organisational communication on the level of organisational loyalty.

Statistical Significance	SIG	F Value	Standard Deviation	Mean	Statistical Data
Statistically significant	0.00	3.405	0.48	3.37	Types of Organisational Communication

Source: Prepared by the student via SPSS output

This hypothesis aimed to verify whether there is a statistically significant relationship between organisational communication types and organisational loyalty among employees of the National Motor Company for Mechanical Industries. To achieve this, one-way ANOVA was performed in SPSS. The results were as follows:

- The mean score of the types of communication was 3.37, indicating a medium to relatively high evaluation of communication by the respondents.
- The standard deviation was 0.48, reflecting limited variation in the respondents’ answers.
- The calculated F value was 3.405.
- The significance value (Sig) was 0.00.

Since the significance value is lower than the accepted level (0.05), the null hypothesis is rejected, and the alternative hypothesis is accepted. This indicates statistically significant differences in organisational communication types and organisational loyalty among employees.

These findings suggest that the types of communication used within the organisation are directly linked to enhancing organisational loyalty, which may be attributed to the following:

- Differences in the use of communication types (vertical, horizontal, informal).
- The efficiency and availability of communication channels.
- The level of transparency and credibility in information transmission within the organisation.
- The degree of employee involvement in administrative decision making.

These results are consistent with previous research demonstrating that the quality of organisational communication contributes to increased productivity and an improved organisational climate, which, in turn, positively impacts organisational loyalty.

The results of this analysis support the second partial hypothesis, confirming that the type of organisational communication has a significant effect on employees' organisational loyalty. This finding highlights the need to develop an effective internal communication policy that fosters open, participatory communication between management and employees.



5.4. Presentation and Analysis of Results in Light of the Third Hypothesis

The general hypothesis states the following:

“There are statistically significant differences in the impact of organisational communication on the level of organisational loyalty among employees of the National Motor Company in Constantine.”

This hypothesis was tested via one-way ANOVA in SPSS for the Humanities and Social Sciences. The results obtained are presented in the following table.

Table 16:

ANOVA value for differences in the impact of organisational communication on the level of organisational loyalty among employees of the National Motor Company in Constantine.

Statistical Significance	SIG	F Value	Standard Deviation	Mean	Statistical Data
Statistically significant	0.00	6.915	0.56	3.207	Organisational Communication

Prepared by the student based on SPSS output

The statistical results from the one-sample t test indicated that the mean score for the impact of organisational communication on organisational loyalty was 3.207, with a standard deviation of 0.56. This value exceeds the hypothetical mean, indicating a relatively positive evaluation by the respondents. The calculated F value was 6.915, and the significance value (Sig = 0.00) was lower than the accepted significance level (0.05), confirming the presence of statistically significant differences in the means.

Accordingly, the null hypothesis was rejected, and the alternative hypothesis was accepted, confirming a statistically significant effect of organisational

communication on organisational loyalty among employees. This may be attributed to the nature of effective internal communication channels, which enhance organisational loyalty by increasing employees' sense of belonging, improving administrative coordination, and fostering positive interaction across organisational levels.

These findings confirm the importance of developing internal communication mechanisms—both formal and informal—to improve the work climate and support organisational stability. This, in turn, has a positive effect on an organisation's performance and the effectiveness of its human resources.

6. Study Results

The results of the statistical analysis revealed a **significant impact of the communication strategy adopted within the organisation on organisational loyalty among employees**, indicating that the **internal communication method and the channels used** are key factors in building employees' sense of belonging and commitment to the organisation. Accordingly, **effective organisational communication is a fundamental driver of workplace stability and loyalty**.

The findings further showed that the **National Motor Company in Constantine** achieves **higher levels of organisational loyalty** when its communication strategy is **more precise, more structured, and more transparent**. This enhances employees' sense of belonging and motivates them to contribute positively to achieving the organisation's goals. Moreover, **differences in loyalty levels among employees** were found to stem from several organisational factors, most notably the **variety of communication methods**, the **extent of employee participation in decision-making**, the **degree**



of honesty and transparency in information exchange, and the efficiency of formal and informal communication channels within the organisation.

The data also indicated that the **effectiveness of communication extends beyond the transmission of instructions or information**, as it influences the **nature of professional relationships and the level of mutual trust** between different administrative levels. This, in turn, positively affects employees' sense of belonging and strengthens their attachment to the organisation. Additionally, the **nature of communication** – whether **vertical, horizontal, formal, or informal** – and the **degree to which management is open to dialogue and discussion** were identified as key factors in determining organisational loyalty.

On the basis of the statistical tests, the **null hypothesis**, which assumed no relationship between organisational communication and organisational loyalty, was rejected. The **alternative hypothesis**, confirming a **positive and statistically significant relationship between the two variables**, was accepted. This result clearly shows that **effective internal communication is a decisive factor in improving the work environment and strengthening professional relationships**, thereby enhancing employee loyalty and retention.

The study also revealed that **developing an internal communication system**, whether through **formal channels** (such as instructions, memoranda, and meetings) or **informal channels** (such as social relations and daily interactions), is a **necessary organisational step** for

improving the work climate and creating an **open, trust-based, and collaborative communication environment**.

Overall, the results confirm that **improving an organisation's internal communication strategy** can **strengthen job loyalty, increase levels of commitment and belonging, and reduce signs of dissatisfaction and turnover**, thereby **enhancing performance efficiency** and ensuring **long-term organisational stability**.

Recommendations

First: Practical recommendations for industrial institutions

- Adopt a comprehensive institutional communication strategy:
- It is essential to establish a clear, structured internal communication strategy that includes well-defined objectives, a range of channels (both formal and informal), and effective feedback mechanisms to ensure employee involvement at all organisational levels.
- Strengthening participatory communication:
- Encouraging open internal dialogue and employee participation in decision-making processes enhances a sense of fairness, belonging, and organisational loyalty, particularly in operational or executive departments.
- Restructure internal communication channels:
- The organisation's formal communication structure should be reviewed and developed to reduce bureaucracy and rigidity, expand horizontal and upwards communication, and integrate modern digital tools to facilitate interaction and transparency.



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- Build a communication culture on the basis of transparency and trust:
- The importance of transparency in information transmission and credibility in administrative communication should be emphasised, as transparency strengthens the climate of trust between employees and management while reducing workplace rumours and negative interpretations.
- Activate the role of informal communication as an organisational asset:
- Encourage social interactions and informal gatherings among employees as natural ways to enhance organisational belonging and strengthen internal bonds while ensuring that they align with the organisation's values.
- Training administrative staff in institutional communication skills:
- Organise training programmes for middle and senior management in internal communication skills, with a focus on active listening, effective communication, conflict management, and motivating employees through appropriate organisational messaging.

Second: Recommendations for Researchers and Decision Makers

- Focus on studying organisational communication as a lever for performance improvement:
- Institutional communication dimensions are integrated into professional and operational performance enhancement plans alongside other factors, such as motivation and evaluation, given their

proven impact on building commitment and job stability.

- Adopt an integrated approach between incentives and communication:
- Reconsider incentive models to combine both material and nonmaterial incentives, particularly internal communication policies, owing to their dual effect in increasing loyalty and productivity.
- Consider the specificity of the institutional context:
- The application of a one-size-fits-all communication model is avoided. Instead, communication strategies should be adapted to the organisation's specific characteristics, including its activities, workforce composition, and prevailing leadership style.
- Encouraging cross-sector comparative studies:
- Future research should conduct comparative studies across sectors (industrial, educational, banking, etc.) to identify effective organisational communication patterns that can be generalised or adapted to diverse contexts.

Third: Suggestions for Future Research

- Examine the detailed impact of communication patterns (upwards, downwards, horizontal):
- It is recommended that both quantitative and qualitative studies focusing specifically on each communication pattern and its qualitative effect on the different dimensions of organisational loyalty (affective, continuance, and normative) be conducted.
- Integrate cultural and organisational variables:
- Future research should expand the analysis of the relationship between organisational communication



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and loyalty by incorporating mediating variables such as organisational culture, leadership styles, and job satisfaction.

- Conduct comparative field studies between Algerian and Arab institutions:
- It is proposed to broaden the research scope to include similar Arab environments (economically and organisationally) to better understand the differences in the communication–loyalty relationship within comparable cultural frameworks.
- Focus on digital communication and innovative organisations in the context of digital transformation:
- Future studies should examine the impact of modern communication technologies (e.g., email, internal communication platforms, virtual meetings) on organisational loyalty, particularly in large industrial institutions.

Conclusion of the recommendations

The findings of this study, supported by both comparative and theoretical analysis, confirm that developing the organisational communication system is not a secondary administrative option but rather a strategic necessity for strengthening loyalty and belonging and ensuring institutional stability within the Algerian industrial context.

The practical value of these recommendations lies in their potential to enhance internal performance and build a work environment that fosters greater efficiency and effectiveness.

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