

The Role Of Corporate Communication In Enhancing The Performance Of The Human Resource From The Employees' Point Of View

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Abstract

The purpose of This research paper is to measure the role of corporate communication in enhancing the performance of the human resource and drop it on a level of the hospital under study.

In order to achieve this, a questionnaire was designed and distributed in its final form to a sample of 54 individuals, We relied on the Statistical Package for the Social Sciences (SPSS) for the purpose of analyzing data, testing hypotheses, and drawing conclusions.

The study reached several results, the most important of which are: the availability of corporate communication requirements from the point of view of the study sample members; There is also a statistically significant effect of corporate communication on the performance of the human resource from the point of view of the study sample members.

Keywords: corporate communication, human resource, human resource performance , HOSPITAL.

Introduction:

It is known that the success of any organization is based primarily on effective institutional communication between the various parties that make up the institution, and the administration uses it in various areas of guidance and guidance, as well as to identify the attitudes of its members and their reaction to the institution. Therefore, it is the means that

is relied upon for the purpose of conveying information. To any individual within the organization.

The primary goal of corporate communication is to create a distinct identity for the institution that allows harmonizing relationships between various partners in line with achieving the organization's goals.

On the other hand, studies on the human resource are of great importance in light of the developments taking place in the external environment. Therefore, paying attention to the performance of the human resource and methods of measuring it has become a basic requirement to keep pace with various developments, by identifying a group of factors affecting its performance, as well as defining criteria for measuring and evaluating performance continuously .

Problematic:

Through what has been discussed above, the next problem can be raised:

What is the role of corporate communication in enhancing the performance of the human resource at the level of the hospital under study?

partial questions:

-What are the requirements for corporate communication from the point of view of the study sample members?

-What is the level of measuring the performance of the human resource from the point of view of the study sample members?

Study hypotheses:

The first main hypothesis:

Corporate Communication requirements are not met in the hospital under study from the point of view of the study sample members at the level of significance ($\alpha \leq 0.05$)."

The second main hypothesis:

There is no statistically significant effect of corporate communication on the performance of the human resource in the hospital institution under study from the point of view of the study sample members at the level of significance ($\alpha \leq 0.05$)."

The importance of study:

The importance of the study appears through the attempt to identify the extent to which institutional communication

contributes to enhancing the performance of the human resource and its impact on the hospital under study

Study Approach:

The descriptive approach and the analytical approach were relied upon. In the theoretical aspect, we relied on various literatures related to the variables of the study, while in the applied aspect, they relied on statistical analysis to test the hypotheses and draw the results of the study.

1- Theoretical framework of the study

1-1 A conceptual framework for corporate communication

1-1-1 - Definition of corporate communication

corporate communication is a purposeful process that takes place between two or more parties to exchange information and opinions to influence attitudes and trends.

It is also defined as: producing, providing, or collecting data and information necessary for the continuity of the administrative process, and transmitting, exchanging, or broadcasting them so that the individual or group can inform others of new matters, news, or information, or influence the behavior of individuals or groups, or change, modify, or direct this behavior. (Somaia Bouregaa, Mubarak Manmani, 2022, page 157)

corporate communication can be described as the function responsible for supervising and coordinating the work accomplished by practitioners in various disciplines such as media, relations, public affairs and internal communication. Van Riel defines institutional communication as a tool for management through the means of communication used for internal and external communication, as the work As effectively and efficiently as possible, focusing on the overall goal.

Corporate communication is a management function that provides a framework for effective coordination of all internal and external communications with the overall goal of establishing and maintaining the organization's reputation with the stakeholder groups on which the subsidiary organization is based (Hanan Mansour, 2017, p. 231).

1-1-2 Corporate communication' importance

Communication in all its forms is considered the vital nerve for all individual, collective and organization activities. Today's talk about successful and effective communication for any organization means talking about the signs of its economic and

social effectiveness that push the institution to communicate about its goals, achievements and results at the financial, technological and human levels in its capacity as an economic actor, and communication about its mission and values. And her role in society as a social actor.

The communication departments and those responsible for them currently have a high position in the organization's hierarchical structure. Senior communications officials in some organizations have become members of their organization's board of directors, with their promotion to a seat on the organization's executive council. These moves, of which there are now many in the business world, confirm the strategic participation of institutional communication. At the company level as a strategic administrative function responsible for strategic direction and managing relationships with stakeholders in the organization instead of a technical support function for other administrative functions, which helped organizations achieve the following gains:

- Building a capital of trust and a capital of empathy between the organization and its individuals;
- Building a strong positive image for the organization;
- Ensure that the organization is understood, supported and defended in the event of any crisis;
- Enhancing the spirit of teamwork, internal cohesion and sharing common values among the organization's members and ensuring their access to information and their participation in its circulation. (Lamin Iman, Usmani Karima, 2022, page 337)

1-1-3 Corporate communication' principles

In order for a communication strategy to be accepted and also effective, it must follow a set of basic principles: (Belkabi Fatoum, Siphon Baya, 2022, pages 517-518)

- The principle of existence: The communication strategy must exist in reality and be formally defined. Many institutions do not have a communication strategy, but are content with irregular operations.
- The principle of continuity: One of the most important basic characteristics of a communication strategy is that it should be continuous over the long term in order to demonstrate its efficiency and effectiveness.
- The principle of distinction: One of the basic roles of the communication strategy is to give the product or service a distinction that is not found in other offers (positive distinction), where the quality of communication is measured by the degree of distinction created by the product or service offered;

- The principle of clarity: The communication strategy must be clear, simple, and easy to understand for the targeted individuals. Any strategy that relies on incomprehensible and complex foundations and principles of work, the result will be vague and worthless.
- The principle of realism: The communication strategy must match the characteristics of the product or service in order for it to be welcomed by the targeted individuals. Any information that is not linked to reality will lead to the rejection of the messages presented, and thus the product or service will lose its value and value.
- Flexibility principle: Communication strategy should be:
 - Flexible according to different forms of communication;
 - Flexible according to means of communication;
 - Flexible according to the type of services or products.
- The principle of consistency: Communication must be consistent with the organization's set of decisions, especially with marketing decisions, its purpose, location, and distribution channels;
- The principle of internal acceptance: Communication and its messages must be heard and understood not only by consumers, but also by individuals within the organization itself. This basic principle, because it is part of communication, will be completed by employees, especially those who have a direct relationship with external individuals.

1-1-4 Corporate communication' types

Divided into: (Malal Nasira, 2015, page 199)

- Official communication: It is the communication that passes through official addresses, and it is a communication model programmed and built within the organization through which messages are passed
- Informal communication: There are two types:
 - Informal oral communication: It relates to unstructured and unanticipated exchanges within the organization and is translated through personal relationships and the exchange of information outside the previously established frameworks of communication;
 - Informal non-verbal communication: One of its characteristics is that it cannot be isolated from personal communication, as the word is often accompanied by some movements, gestures, and facial features, and the latter plays a major role in determining the meaning of the message, if not influencing its content. If the institution wants to pay attention to this aspect,

it must analyze and improve it. Methods of listening, observing, and searching for better ways to reconcile discourse with reality.

1-2- Conceptual framework for human resource performance

1-2-1 Definition of human resource performance

It is defined as: carrying out the job's burden of responsibilities and duties according to the rate required to be performed by the competent, trained human resource. This rate can be known by analyzing performance, that is, studying the amount of work and the time it takes and establishing a fair relationship between them.

It is also known as: the level achieved by an individual worker when performing his work in terms of the quantity and quality of work provided by him, that is, the result obtained as a result of completing a job.

Accordingly, the performance of the human resource is the effort that human resources expend, whether in terms of intellectual effort or physical effort, in order to complete the work entrusted to them and required by their position. (Al-Alami Qawasmiyeh, Youssef Balnour, 2022, page 139)

Accordingly, we find that the worker's performance is his contribution to the completion of the work assigned to him, as well as the behaviors he displays while doing the work, such as completing tasks, his behavior towards others, skills, and acquired experiences. (Qadi Abdul Hakim, Satouri Al-Judi, 2020, page 586)

1-2-2 The importance of improving human resources performance

The importance is represented in the following points: (Hamoud Himar, 2018, page 334)

- Achieving added value for the organization and its human resources at the same time;
- Developing clear plans within the general strategy of the institution;
- Correcting the existing defect in the level of actual performance of human resources and ensuring the achievement of targeted performance;
- Achieving effective leadership of human resources and providing their management requirements;
- Providing constant follow-up of developments in the organization's human resources performance;

- Raising the effectiveness of the institution's overall organizational performance, and ensuring the continuation of its activity;
- Increase the productivity of the organization's production factors;
- Human resources benefit from financial and moral privileges, in addition to ensuring their career future.

1-2-3 Determinants of human performance

Wich is: (Bin Yahya Ibrahim, 2017, page 259)

- Internal determinants: The internal determinants of human functioning consist of:
 - Effort: refers to the mental and physical energy expended by an individual to perform his job in order to achieve the highest rates of giving in his field of work.
 - Abilities: This means the personal characteristics and skills necessary to perform a job, such as ability and quick wit, which must be present in the person performing a job and which directly affect performance. Among the most important factors influencing individuals' capabilities are: education, training and experience;
 - Role awareness: refers to the direction in which the individual believes it is necessary to direct his efforts at work. The individual's performance is determined by the extent of his understanding of the role he performs or practices through the job he works in. This understanding and awareness includes translating efforts and capabilities and harnessing them at work. Based on this understanding, an individual's perception of his role is also affected by two factors: role ambiguity and role conflict.
- External determinants: They are:
 - Work requirements: include many elements, methods, equipment, and tools relied upon for the individual to accomplish his task, in addition to the duties, responsibilities, and expectations expected of him;
 - Organizational environment: It is considered a mediator between work satisfaction and performance, as it provides a positive organizational environment that leads to a high level of satisfaction, which allows for high levels of performance.
 - The external environment: It includes many factors, such as external competition, low salaries, wages and bonuses, differences in job ranks from one institution to another, increased competition in the commercial area in which the organization is active, in addition to other factors, all of which

will negatively or positively affect the performance of the individual.

1-2-4 Dimensions of measuring human resource performance

These dimensions are as follows: (Bin Saada Abdel Qader, Bakhoush Madiha, 2022, page 89)

- Knowledge of job requirements: This includes general knowledge, technical and professional skills, and general background about the job and its related fields;
- Quality of work: It is represented by the individual's awareness of the work he is doing and the technical skills he possesses and the ability to organize and carry out the work without errors.
- Perseverance and trust: It includes seriousness and dedication to work, the ability of this employee to bear responsibility for the work and complete work on time, and the extent of the employee's need for guidance and direction from supervisors and evaluation of the results of his work;
- The amount of work completed: It represents the work that an individual can accomplish according to his various capabilities and abilities in normal circumstances, as well as the speed and accuracy with which he completes these works at the specified times, during which the individual's need for guidance, development, and continuous improvement in his performance can be determined.

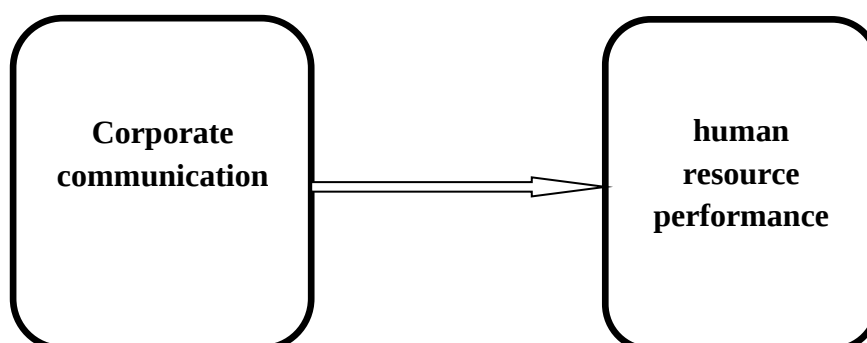
2- The applied side of the study

2-1 Study Procedures

2-1-1 Study Model

The study model was built based on theoretical frameworks and previous studies, and the following figure shows this

Fig (1): Study Model



Source: Prepared by the researchers based on previous studies

2-1-2 community and study sample

The study population was represented by the medical staff and the administrative staff at the hospital institution level, "Naouria Abdullah - Al-Bouni - Annaba - (Algeria)." The study sample included 54 individuals that could be analyzed according to statistical convention.

2-1-3 Study tool

An information form was developed to measure the impact of corporate communication on the level of human resource performance among members of the study sample. The form consisted of the following topics:

The first axis: The independent variable represented by institutional communication and the inclusion of phrases (1-16);

The second axis: The dependent variable, which is the performance of the human resource and includes the phrases (17-31).

The weights of the questionnaire items were determined by designing possible answers to the statements of all dimensions according to the five-point Likert scale, as shown in the following table.

Table (1): Likert scale

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

Source: Muhammad Abd al-Fattah al-Sairafi: (2006) Scientific Research - Applied Guide for Researchers - , Jordan: Wael Publishing House, p. 115

2-1-4 Study methods:

In this study, the following methods were relied upon:

- The arithmetic mean to know the level of each variable;
- Standard deviation to measure the degree of dispersion in the

values of the answers from their arithmetic mean;

- coefficient of difference to measure the percentage of dispersion in the answers of the sample;
- The reliability coefficient of Cronbach's alpha in order to ensure the validity and reliability of the study tool;
- Correlation coefficient (Pearson) to measure the constructive validity between the dimensions of the study and the tool as a whole;
- A one-sample t-test to study the availability of dimensions for the study variable;
- Simple linear regression to study the relationship between the independent variable and the dependent variable, and test the extent of a significant effect between the two variables.
- Five-point Likert scale: It is used to measure the degrees of agreement of the respondents with the dimensions of the study

2-2 Statistical analysis of the study data and testing its hypotheses:

Validity and reliability test:

- Validity test:

It is a test of the construct validity of the study tool by calculating the correlation coefficients between the independent and dependent variables and the tool as a whole, and the results are summarized in the following table:

Table (2): Structural validity test for the study tool

Variables		correlation coefficient	level of significance
Tool as a Whole	corporate communication	0.915	0.000*
	human resource performance	0.867	0.000*

* Statistically significant at ($\alpha \leq 0.05$) ** Not statistically significant.

Source: prepared by the researchers based on spss results

We note that the study tool was characterized by a high degree of honesty and consistency between statements and is therefore suitable for statistical analysis

The reliability of the study tool:

The results show that the tool has a high degree of reliability, because all reliability coefficients are greater than the acceptable value (0.60), as shown in the following table:

Table (3): reliability's coefficient

Variable	elements	Cronbach's alpha coefficient	Stability coefficient
corporate communication	1-16	0.784	0.885
human resource performance	17-31	0.598	0.773
Total stability coefficient	1-31	0.672	0.819

Source: prepared by the researchers based on spss results

2-3 Analyze the extent to which the study sample members agree with the dimensions of the study

2-3-1 The extent to which the study sample members agree with corporate communication

The following table shows the attitudes of the respondents regarding the dimension of corporate communication:

Table (4): Extent of agree on the corporate communication

Expression	mean	standard deviation	order
1- Your organization is interested in having technology that helps communication.	3.94	0.99	13
2- Your organization provides appropriate communication channels between employees and their officials.	4.01	0.78	11
3- Your organization seeks to enable employees to control all modern means of communication.	4.33	0.51	3
4- Your organization believes that the use of modern means of communication facilitates access to information.	4.27	0.59	5
5- Your organization maintains various information about the organization's activities for retrieval when needed.	4.31	0.54	4
6- Your organization works to provide the necessary information about employee tasks in a way that achieves results.	4.18	0.51	7
7- Your organization is keen to involve employees in decision-making.	4.16	0.47	9
8- Your organization works to strengthen the relationship between employees by involving them in various activities.	4.15	0.51	10

9- Your organization uses written communications to disseminate various information.	4.25	0.55	6
10- Your organization encourages employees to communicate informally to facilitate the delivery of information.	4.00	0.84	12
11- Your organization uses appropriate means of communication to communicate its decisions.	4.48	0.50	1
12- Your organization periodically evaluates the effectiveness of communication channels.	4.40	0.50	2
13- Communication and its means are well heard and understood by everyone	4.20	0.56	8
14- Your organization uses communication channels to direct employee behavior towards achieving set goals.	3.94	0.78	13
15- Your organization is interested in communicating with employees to solve their problems.	3.88	0.71	14
16- Your organization places importance on listening to employees' suggestions about various processes.	4.16	0.60	9
total rate	4.17	0.62	-

Source: prepared by the researchers based on spss results

The results of the table above indicate that the phrase (Your organization uses appropriate means of communication to disseminate its decisions.) is ranked first in importance, with a mean of (4.48) and a standard deviation of (0.50), followed by the phrase (Your organization evaluates the effectiveness of communication channels periodically.) with a mean An arithmetic value of (4.40) and a standard deviation of (0.50). As for the phrase (Your organization is interested in communicating with employees to solve their problems.), it ranked last in terms of importance, with a mean of (3.88) and a standard deviation of (0.71). In general, the mean of the organizational communication variable was estimated at (4.17) and a standard deviation of (0.62).

2-3-2 The extent to which the study sample members agree with human resource performance

The following table shows the attitudes of the respondents regarding the dimension of human resource performance:

Table (5): Extent of agree on the human resource performance

Expression	mean	standard deviation	order
17- Your organization works to coordinate between various functions and administrative levels.	3.53	1.04	11

18- Your organization seeks to provide the necessary capabilities to carry out the tasks required of employees in the manner expected of them.	3.70	1.03	8
19- Your organization provides benefits outside of work to improve employees' quality of life.	3.62	0.89	10
20- Your organization is encouraged to provide financial incentives to encourage employees to improve their performance.	3.81	0.89	4
21- Your organization provides moral appreciation to employees when they complete tasks at an outstanding level.	3.74	0.67	7
22- Your organization seeks to empower employees to perform their duties.	4.14	0.73	1
23- Your organization delegates authority to employees to solve the problems they face.	3.68	0.60	9
24- Your organization encourages its employees to work collectively to perform their tasks at a better level.	3.51	0.63	12
25- Your organization evaluates the performance of its employees in their assigned tasks.	3.79	0.63	5
26- Your organization is keen to establish a fair evaluation system for all employees.	3.75	0.82	6
27- Your organization discusses the evaluation results with employees in order to improve their performance.	3.68	0.60	9
28- Your organization seeks to improve employees' working conditions to help them perform well.	3.81	0.64	4
29- Your organization works to raise the creative thinking skills of its employees.	3.50	0.72	13
30- Your organization identifies the training needs of employees, which is reflected in their performance.	3.88	0.66	3
31- Your organization is trying to retain the most qualified and best-performing employees.	3.96	0.97	2
total rate	3.74	0.76	-

Source: prepared by the researchers based on spss results

The results of the table above indicate that the phrase (Your organization seeks to empower employees to perform their tasks.) ranked first in importance with a mean of (4.14) and a standard deviation of (0.73), followed by the phrase (Your organization tries to maintain the most efficient and best-performing employees) with a mean of (4.14) and a standard deviation of (0.73). Its value is (3.96) and a standard deviation of (0.97). As for the phrase (Your organization works to raise the creative thinking skills of its employees.) it ranked last in terms of importance, with a mean of (3.50) and a standard deviation of (0.72). In general, the mean of the human resource

performance variable was estimated at (3.74) and a standard deviation of (0.76)

2-4 Hypothesis Test

2-4-1 The first main hypothesis test:

H_0 : Corporate Communication requirements are met in the hospital under study from the point of view of the study sample members at the level of significance ($\alpha \leq 0.05$)."

H_1 : Corporate Communication requirements are not met in the hospital under study from the point of view of the study sample members at the level of significance ($\alpha \leq 0.05$)."

To test this hypothesis, (One sample t-test) will be used for one sample as follows:

Table (6): One sample t-test for Social equality

Variable	t value	Df	sig	Mean	Std Error
Corporate Communication	27.66	653	0.00	4.17	0.04

Source: prepared by the researchers based on spss results

We note from the table above that the average value is (4.17), which is greater than the comparative value of 3, and the calculated t value is greater than the tabulated one, which is statistically significant (0.00) at the level of significance ($\alpha \leq 0.05$). On this basis, we accept the alternative hypothesis that corporate communication requirements are available. from the point of view of the study sample members at the level of significance ($\alpha \leq 0.05$)."

2-4-2 The second main hypothesis test:

H_0 : "There is no statistically significant effect of corporate communication on the performance of the human resource in the hospital under study from the point of view of the study sample members at the level of significance ($\alpha \leq 0.05$)

H_1 : "There is a statistically significant effect of corporate communication on the performance of the human resource in the hospital under study from the point of view of the study sample members at the level of significance ($\alpha \leq 0.05$)

To answer this hypothesis, we will rely on simple linear regression analysis, where the null hypothesis is rejected if the significance level is less than or equal to 0.05. The results are explained as follows:

Table -7-: Results of simple linear regression analysis of the corporate communication variable on the human resource performance variable among the sample members under study

human resource performance	independent variable	correlation coefficient	interpretation coefficient	fisher coefficient	standard error	sig
	corporate communication	0.31	0.09	5.57	0.52	0.02*

* Statistically significant at ($\alpha \leq 0.05$) ** Not statistically significant.

Source: prepared by the researchers based on spss results

We note from the table above that the value of the correlation coefficient is (0.31) and indicates the existence of a relatively acceptable positive relationship (31%) between institutional communication and the performance of the human resource. The interpretation coefficient also represents (0.09), which indicates that 9% of the changes occurring in the performance of the resource The human reason is due to institutional communication, while 91% is due to other variables that were not included in the study model. We also note that the value of F is (5.57), which is greater than tabulated and is statistically significant (0.00)

On this basis, the null hypothesis is rejected and the alternative hypothesis is accepted, which states that there is a statistically significant effect of institutional communication on the performance of the human resource in the hospital under study from the point of view of the study sample members at the level of significance ($\alpha \leq 0.05$)

Study results

This study reached the following results:

-The agreement of the study sample members on the institutional communication dimension with an arithmetic mean (4.17) and a standard deviation (0.62);

-The agreement of the study sample members on the institutional communication dimension with an arithmetic mean (3.74) and a standard deviation (0.76);

-Availability of institutional communication requirements from the point of view of the study sample members;

-There is a relatively acceptable positive relationship (31%) between corporate communication and human resource performance from the point of view of the study sample members;

-There is a statistically significant effect of corporate communication on the performance of the human resource from the point of view of the study sample members.

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