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The role of organizational communication in the production process at Sonatrach Company: A field study at Sonatrach Company "Hassi R'Mel DP"

Hadjadj Madani

Laboratory of Sociology and Cultural Communication: Values, Representations and Practices, Faculty of Humanities, Islamic Sciences and Civilization, University Amar Telidji, Laghouat, Algeria.

Email: md.hadjadj@lagh-univ.dz

Kerroum Mohamed

Social Empowerment and Sustainable Development in the Saharan Environment, University of Amar Telidji, Laghouat, Algeria.

Email: m.karroume@lagh-univ.dz

Nouai Abdelkader

Laboratory of Sociology and Cultural Communication: Values, Representations and Practices, Faculty of Humanities, Islamic Sciences and Civilization, University Amar Telidji, Laghouat, Algeria.

Email: aek.nouai@lagh-univ.dz

Ziani Marouane

Laboratory of Sociology of Organizations and Management, Faculty of Humanities and Social Sciences, University of Algiers 2, Algeria.

Email: merouane.ziani@univ-alger2.dz

Abstract---This study aimed to analyse the role of organizational communication in the production process at Sonatrach Hassi Rmel DP, focusing on how this communication affects interaction and harmony within the production department teams, its impact on the final product quality, and the employees' understanding of the company's goals. At the outset, the study also reviewed the importance and concept of organizational communication from a theoretical perspective, understanding its role as a fundamental element in the success of institutions, particularly large companies like Sonatrach, which rely on precise coordination between various

departments and teams to ensure the efficient flow of the production process. Additionally, the study explored the concept of production from philosophical, economic, and social perspectives. Following this was the field groundwork, data was collected through a field study in the production department at Hassi Rmel. This involved distributing questionnaires to a sample of employees at the industrial complex and conducting interviews with sector officials to support the survey findings. The results indicated a strong positive impact of organizational communication on employees' understanding of the company's goals and expectations on the final product quality. Effective communication helps in clearly conveying the vision and tasks, which contributes to increased employee commitment and improved performance. The study also demonstrated that clear guidelines and regular technical support from management enhance employees' ability to handle daily challenges and achieve harmony among the team members. Similarly, encouraging open and transparent communication between different departments helps improve the work environment and reduce production errors. In conclusion, a set of recommendations was provided to enhance organizational communication at Sonatrach, including: a) Organizing training programs to develop communication skills among employees; b) Providing necessary technical tools and encouraging regular meetings to discuss improvements; c) Offering psychological and technical support to enhance the work environment.

Keywords---Organizational communication, production, Sonatrach.

Introduction

Based on the foregoing, we wanted through this study to know the extent of the impact of organizational communication on the production process at Sonatrach DP by asking the following question:

How does organizational communication affect the production process at Sonatrach DP?

It involves sub-questions that came as follows:

-What is the role of organizational communication in building interaction and harmony within the work team in the production department within the research institution?

-Is there an impact of organizational communication on the understanding of production department employees of the company's objectives within the research institution?

From this, we posed the following hypotheses:

Hypothesis 1:

Effective organizational communication enhances interaction and harmony within the production team in the production department within the research institution.

Explanation: This hypothesis assumes that clear, consistent, and effective communication channels help build better relationships between team members,

promote cooperation and reduce misunderstandings, which in turn is expected to lead to a more cohesive and efficient production team.

Hypothesis 2:

Organizational communication positively affects the understanding of production department employees of the company's objectives within the research department.

Explanation: This hypothesis assumes that when organizational communication is clear, employees and organizers understand and align well with the company's goals. This alignment can lead to enhanced productivity and a motivated workforce, as employees feel more connected to the company's mission, goals, and identity.

Definition of Concepts

1. Concept of Communication:

- a. Linguistically:** In English, the word of "communication," comes from the root "To communicate," which goes back to the root "common," meaning general, generalization, or what is familiar and frequent. For example, "common problems" means usual problems.
- b. Terminologically:** Communication today is considered one of the most simple and complex concepts at the same time. Being a social phenomenon that enters into all human activities, it makes it a common and familiar concept to many, but it is also a complex term because it has become a very evolved and a fast forward field in which all disciplines and scientific fields intertwine, generating several concepts about it that differ from each other depending on the orientations of its scholars.

Here are some of them:

One of the philosophers who provided an accredited definition of communication is "Jürgen Habermas". He defined communication as "the process through which participants create meaning for the human activity to be applied and shared through the exchange of verbal and non-verbal messages within a specific context."

Another definition came from Paul Watzlawick, one of the most prominent communication theorists of our time. In his book (Pragmatics of Human Communication), he says that communication is a complex process involving the exchange of information between individuals or groups and goes beyond just transmitting messages. It includes creating shared meaning and understanding between participants. Using non-verbal signs, gestures, and contextual factors that affect the general acceptance of the message content, Watzlawick emphasized the importance of understanding communication within its specific context, where meaning can be shaped through cultural norms, social dynamics, and individual perspectives. Therefore, communication is not limited to just transmitting information, but also includes the joint construction of meaning through interaction, negotiation, interpretation, and feedback.

Allen Louis defines communication as "the sum of all things a person does when they want to create an understanding of an issue in someone else's mind. In

short, it is a bridge of meanings that involves a systematic process of informing, listening, understanding, responding, and feedback."

Catherine Miller defined communication as "those situations in which the sender transmits a message to the recipient with a conscious intention to influence the latter's (the recipient's) behaviors."

Other definitions of communication:

Communication is the intentional exchange of ideas by any effective means and is the process of creating an exchange of ideas between two or more people. Communication is an attempt to control the recipient's behavior by controlling the message and simulating it to the recipient's state.

2. Operational definition of communication:

Based on the previous definitions, it can be concluded that communication is the process of exchanging information, ideas, and feelings between individuals or groups through verbal, non-verbal, written, or visual means in order to convey the intended meaning to influence the other party and create understanding and achieve common goals or objectives. It includes feedback to ensure the clarity and effectiveness of the intended message from the communication process.

3. Definition of organizational communication:

One of the most influential sociologists of the past century who provided a comprehensive definition of organizational communication was Karl Weick. He defined it as "the process of sensemaking in environments of information that aim to explore social ambiguity through creating a shared understanding in the social system." This definition emphasizes the role of communication in reducing ambiguity and enhancing mutual understanding within organizations.

Another scholar who provided a definition of organizational communication is Herbert Simon, considered a pioneer in the fields of economics and cognitive psychology. Most of his studies were related to the nature of communication within organizations, concluding that organizations are complex systems relying on communication to coordinate activities and achieve goals efficiently. Simon defined organizational communication as "the process by which information is exchanged and interpreted within the organization to achieve coordinated action." This definition, highlighting the fundamental role of communication in facilitating coordination and cooperation within organizational structures, was widely adopted in most studies and student theses in northeastern universities like Michigan, Chicago, and New York (Empire State University) during the 1970s and even today.

Jurgen Habermas, the German theoretical sociologist, proposed a comprehensive theory of communicative action within organizations, emphasizing the importance of communication in shaping social reality and facilitating consensus-building within organizations. Habermas views organizational communication as "the rational exchange of ideas and opinions aimed at achieving mutual understanding and arriving at collective decisions." This definition stresses the role of rational discourse and consensus-building in organizational processes, as Habermas's studies primarily revolved around communicative rationality or Rational communication.

Mohamed Ali Mohamed defines it as "a network designed to transmit information within the organizational structure at various levels, without which proper organization cannot exist. Communication is the only process that connects individuals within a work group and serves as the channel through which all types of technical information and human relationships pass".

Mohamed Munir Hijab sees organizational communication as a purposeful process applied within an institutional framework to facilitate the flow of data and information as facts between different project units, in various directions—upward, downward, and horizontal—across different work centers within the organization.

4. The operational definition of organizational communication:

Organizational communication refers to the communication that occurs between people working together to achieve common goals within the organization. It consists of the interactions that take place for the purpose of collaborating to achieve these goals or conducting business in general.

5. The concept of production:

Language: From the root "production," derived from the Latin origin "producere," which means "to bring forth".

Terminological definition of production:

Marx viewed production within the context of his theory of historical materialism as one of the most fundamental elements in the establishment and advancement of any society. He defined production as the process by which human labor transforms raw materials into marketable goods or services, thus creating additional utilitarian value for the product. Marx emphasized the social communicative relations inherent in production, particularly the communicative relationship between the owners of the means of production (capitalists) and workers (laborers). For Marx, production is a key element in understanding class struggle and the dynamics of capitalism.

Adam Smith, often referred to as the father of capitalism and modern economics, viewed production as "the creation of wealth through the use of labor, capital, and land." He stressed the importance of specialization and the division of labor in increasing productivity and efficiency within the economy. Smith's concept of production is closely linked to his theory of the invisible hand, where individuals' self-interest inadvertently promotes the collective good through market mechanisms.

Max Weber, a sociologist and economist, defined production within the context of his theory on rationalization and the rise of bureaucracy. He defined production as "the organized and systematic process of transforming inputs into outputs within formal organizations." Weber highlighted the role of rational-legal authority and bureaucratic rules in managing production processes, as well as the dehumanizing effects of bureaucratic constraints on workers.

Michel Foucault, the French philosopher and social theorist, analyzed production through the lens of his theories on power relations and disciplinary mechanisms.

He viewed production not only in terms of material goods but also in terms of the production of knowledge, discourses, and subjectivities within society. Foucault stated that production is the process of deriving actual value from elements through transformation processes, and he examined how institutions like prisons, schools, and hospitals function as sites of production, shaping individual behaviors, identities, and social norms through surveillance and discipline.

Antonio Gramsci, the Italian Marxist philosopher, expanded the concept of production to include cultural and ideological production. He coined the term "cultural hegemony" to describe the ability of the dominant class to maintain power by controlling the production and dissemination of cultural and ideological norms. Gramsci emphasized the role of intellectuals and cultural institutions in shaping public consciousness and maintaining social order through the production of consent.

6. Operational definition of production:

Production is the process through which goods or services are created. This concept typically involves a series of steps by which raw materials are transformed into finished products. It encompasses all activities necessary to convert inputs into outputs, including manufacturing, assembly, packaging, and distribution. The goal is to meet human needs and desires by generating valuable goods and services for consumption or exchange in the economy.

7. The concept of the Organization :

a. Language: In English, the equivalent term is "foundation." Many people confuse this word with synonyms of the term "institution" in English, such as "company," which means a business entity, and "organization," which means an organized group or system.

b. Terminological perspective:

- Adam Smith, in his book "The Wealth of Nations," views an institution as an entity composed of individuals who come together to pursue common economic interests. He sees it as an association where specialties meet, labor is divided, and goods and services are exchanged to enhance productivity and societal wealth.

- Karl Marx, on the other hand, defines an Organization or an institution within the context of capitalist relations as a tool for exploiting human energies to achieve profit.

- Max Weber conceives of an organisation as a rational organization characterized by bureaucratic structures and hierarchical authority. He emphasizes the role of rational-legal authority and division of labor in shaping efficiency and stability within modern institutions.

- Peter Drucker regards an organisation as a social-technical system comprising people, processes, and technology working toward a common goal.

- Michael Porter focuses his perspective on the concept of competitive advantage, defining an organisation as a strategic battleground where companies compete for market dominance. He underscores the role of industry structure, competitive forces, and strategic positioning in shaping a company's success and profitability.

- Clayton Christensen introduced the theory of disruptive innovation, defining organisation as dynamic entities engaged in production and transformation within specific environments while facing continuous threats from disruptive

technologies and business models. He observes that existing companies often fail to adapt to disruptive changes, paving the way for newcomers to radically alter the market landscape.

8. Operational definition of the organisation:

An organisation entity composed of individuals engaged in purposeful activities. It typically participates in the production, distribution, or provision of goods or services to generate revenue and profits. Organisations can vary in size, structure, and ownership, ranging from small family-owned businesses to large multinational corporations. They operate within legal frameworks and regulations, guided by organizational goals, strategies, and managerial practices.

9. Definition of Sonatrach Corporation:

a. Language: Sonatrach" is an abbreviation for the French phrase "Société Nationale pour la Recherche, la Production, le Transport, la Transformation, et la Commercialization des Hydrocarbures", which translates to "National Company for Research, Production, Transport, Transformation, and Marketing of Hydrocarbons".

b. Terminologically: Sonatrach is the Algerian state-owned national oil company, established in 1963. It is responsible for the exploration, production, refining, and marketing of hydrocarbon fuels, including crude oil and natural gas, both domestically and internationally. Sonatrach plays a pivotal role in the Algerian economy, significantly contributing to government revenues and serving as a major driver of economic development and industrial growth. As a state-owned entity, Sonatrach operates within the legal framework established by the Algerian government, ensuring its activities are regulated and supervised to align with national energy policies and objectives.

10. Procedural definition of Sonatrach:

Sonatrach is the national oil company owned by the Algerian state. As one of the largest oil and gas companies in Africa, Sonatrach is a key player in the global energy market. The company covers the entire chain of oil and gas production within the country, including exploration, production, refining, transportation, and marketing of hydrocarbons and their derivatives. Headquartered in Algiers, Sonatrach plays a central role in the Algerian economy, making significant contributions to the Gross Domestic Product (GDP) and national revenues. Additionally, the company engages in international partnerships and investments, enhancing its technological capabilities and market reach.

A. Methodological procedures for the field study:

the nature of the research problem, the circumstances surrounding the research sample, and the capabilities of the researcher. Taking into account all of the above in mind and based on the experiences of researchers before me who dealt with similar topics, the descriptive approach is the most efficient in revealing that the phenomenon to be studied from both sides, and the most appropriate approach is in collecting accurate data and data about it. The descriptive approach reflects the phenomena and interprets them as they exist in reality, expressing them qualitatively and quantitatively, and comparing the final results.

Accordingly, the descriptive method in scientific research can be defined as: "A method used to study and describe phenomena as they are in reality without the intervention of the researcher. This method aims to collect accurate and comprehensive data about the phenomenon studied in order to describe it in detail, analyze it, and understand its characteristics and the factors affecting it in its circumstances." Natural.

It is a set of research procedures that are integrated to describe phenomena, classify the data recorded about them, process them, and analyze them accurately, to extract their significance and ultimately arrive at purely scientific results.

1. The study sample:

Given the size of the total study population, which is represented by about 2,000 employees in the industrial complex (production department) in Hassi R'Mel, I took a sample of 5%, which is 100 employees working in the complex. This sample was selected selectively. Thanks to the Sonatrach Foundation, which kindly informed me about the number of workers in each department involved in the production process, and also helped my employees within the Supply Department, les Approvisionnements, reach the employees and took some time from their work hours to fill out the questionnaire.

2. Data collecting tools:

Scientific research depends on various methods in order to obtain the largest possible amount of data with the greatest possible accuracy. These tools are observation, interviews, questionnaires, and content analysis. However, during my study, I decided to rely on only two tools, which are the questionnaire and the interview, because they are among the most important tools. Scientific research, which is the most effective and easiest to apply in the process of collecting information, is one of the most appropriate methods for this type of study, as the questionnaire was used as the main tool and the interview as an auxiliary tool.

a. The Questionnaire:

A questionnaire is a research tool consisting of a set of questions designed to collect information from respondents. It is commonly used in various fields such as social sciences, market studies, health studies, and educational evaluations. Rensis Likert (1903-1981) defines it as: "An organized set of questions that are presented to a group of individuals to obtain statistically useful information about a specific topic. With the aim of collecting data that can be measured and analyzed to understand trends, opinions, behaviors, or any information that can be measured and analyzed". "For measurement".

b. The interview (assisting tool)

The interview is a research tool that allows collecting information from participants through direct dialogue. The interview is based on direct interaction between the interviewer and the participant, which provides an opportunity to absorb more details and clarifications about the topic studied.

B. Field study

With the aim of understanding organizational interactions and the nature of the production process, it is time to link what was discussed in the theoretical aspect to the lived reality, within the context of Sonatrach, which is the leading energy company in Algeria, and thus this field study will delve into understanding the complex interaction between organizational communication strategies and efficiency. Production operations in this institution. While highlighting the pivotal role of communication in enhancing productivity, enhancing cooperation, and shaping the practical landscape of Sonatrach, by collecting data on this topic or by using methodological tools in order to understand the various statistical aspects of this study.

In this chapter, I touched on a definition of the Sonatrach Foundation, specifying the areas of space-time and human study, after distributing the questionnaire form to the respondents, analyzing and interpreting it to arrive at a set of results.

1. Fields of study

Defining the fields of study is considered an essential step in the methodological construction of any objective scientific academic research, as it helps the researcher measure the extent to which his theoretical knowledge has been achieved in the field and on the ground of living reality. The fields of this study are divided into:

a. Spatial frame :

The spatial field in any study refers to the actual environment in which the research or field study was conducted, and this includes the specific geographical locations in which data were collected and experiments or surveys were carried out, and in the context of my study on the role of organizational communication on the production process process at Sonatrach DP, The spatial scope here includes the company's main headquarters in Hassi Rmel, factories, and logistical sites such as wells, distribution and monitoring centers, maintenance workshops, and various technical directorates, where production operations and daily interactions between employees and management take place. My study will be in the Sonatrach Hassi Rmel Production Directorate.

Sonatrach is an Algerian national energy company, and is considered one of the largest oil and gas companies in Africa. Sonatrach was founded in 1963 after Algeria's independence from France, as a result of the enactment of the Hydrocarbons Law approved by the Algerian National Assembly in the same year. This law aimed to regulate the oil and gas industry in the country and make the most of Algeria's natural resources. The company was established under this law as a joint stock company, and has worked for decades to explore, develop, produce and market oil and natural gas in Algeria and abroad. Since its emergence, Sonatrach has played a decisive role in developing the energy sector in Algeria and enhancing energy production.

Growing up circumstances:

The National Company for the Transport and Marketing of Hydrocarbons, Sonatrach, was established. Its name means: The National Company for

Research, Production, Transport, Transformation and Marketing of Hydrocarbons in French: "Société Nationale pour la Recherche, la Production, le Transport, la Transformation, et la Commercialisation des Hydrocarbures."

The end of 1963 was an embodiment of the Algerian authorities' desire to control the petroleum wealth of the then newly independent Algeria.

The authorities aimed to establish the company to direct petroleum wealth to serve economic and social development, and to make it a bridge for the nationalization of the oil sector, which was then subject to France, the former colonial power.

In an effort to prove its existence, in 1964, the emerging company launched its first oil pipeline project with a distance of 800 kilometers, linking the points of Arzew and the Hamra Basin. In the same year, Algeria launched its first exploratory projects to exploit natural gas, so the Algerian Company for Liquid Methane was established with an initial production capacity. It reached about two billion cubic meters per year.

In 1965, Algeria and France reached an agreement on the hydrocarbons file, which included the establishment of an industrial cooperative between a company representing the French party and the Algerian government, which allowed the Algerian state to expand its production activities and give it a greater degree of participation in the management of the hydrocarbons sector.

In light of this agreement, Sonatrach launched its first exploratory projects after its role had previously been limited to transportation and marketing. Based on this expansion, its capital was multiplied ten times to reach 400 million Algerian dinars.

At that time, production operations expanded from the Hassi gas field, which is considered the fourth largest gas field in the world. The Hassi Rmel gas field is one of the most important oil and gas projects in Algeria, and it was developed in cooperation with international companies in the field of energy. Commercial production at the field began in the 1970s, and since then it has witnessed continuous growth in productivity and expansion of the scale of operations. Hassi R'Mel is an important source of natural gas that is exported to many countries around the world, which contributes to enhancing Algeria's national income and supporting its economy.

Sonatrach Board of Directors in Hassi Rmel :

Regional Directorate:

Central Directorates:

- Directorate of Production Engineering
- Directorate of Exploitation
- Maintenance Directorate
- Technical Directorate
- Logistics Directorate
- Directorate of Security and Prevention
- Directorate of Informatics

sections

- Human Resources Department
- Finance Department
- Legal Department
- Supply and Logistics Department

Food and Shelter Department

b. Human frame:

Study population: This means the research community, which is the workers (employees) in the production department of the Sonatrach Foundation, Hassi R'Mel DP branch.

Therefore, this research community consists of 1,700 employees out of (employees) working in the Sonatrach industrial complex in Hassi Rmel.

Study sample: We relied on purposive sampling, which is also known as non-probability sampling, and is defined as a sampling technique in a process that does not give all individuals in the research community equal opportunities to be selected. This type of sampling depends on the researcher's self-judgment instead of Random selection. Common methods of non-probability sampling include convenience samples, judgemental samples, quota samples, and snowball samples. Our study sample consisted of 100 individuals, representing 5.88% of the total research population.

c. Time frame :

This includes the period of time it took to conduct this academic study theoretically and practically, and reach its results:

Starting on December 14, 2023, I began collecting information and theoretical scientific material related to the subject.

All the way to the end of the month of April, where I began our field study at the Sonatrach Foundation, where a questionnaire form was completed, and distributed to 100 employees and workers at the Sonatrach Hassi Rmel industrial complex, from May 12 to May 19, and a number of interviews were also conducted. With a number of those responsible for the production, maintenance, storage, installation, monitoring and purchasing operations of the boat.

2 - Showcasing general results :

First: The production process at Sonatrach relies heavily on official communication, as the company provides training and programs to enhance communication skills among employees.

Second: Many employees feel that clear directions regarding their daily tasks are available, but a large percentage believe that these directions may be unclear at times, which indicates the need to improve communication and guidance of employees.

Third: Most employees believe that they can easily communicate with their colleagues about the problems they face in production, but there is a small percentage who believe that communication may sometimes be difficult.

Fourth: Most employees in the production department are provided with the necessary information to carry out their tasks effectively, but there is a significant percentage who believe that this information is only available sometimes, which indicates the need to improve the flow of information within the company.

Fifth: The results of the study demonstrated that most employees feel the importance of good communication in improving the quality of work and reducing errors in the production process.

Sixth: The results of the study also demonstrated that there are some challenges in providing the necessary technical support to overcome communication

problems in the context of work, as many employees believe that this support is not always available.

Seventh: The results also reflect the importance of providing clear instructions on how to deal with challenges in the production process, as many employees feel that these instructions are not always adequately available.

Eighth: The results also show that there is a need to enhance the culture of appreciation and rewards within the company, as many employees do not receive praise and appreciation for their efforts and contributions on a regular basis.

Ninth: It is also clear from the results of this study the importance of having clear procedures for communication in emergency situations or critical situations in the communication process, but there is a small percentage that believes that these procedures are not always sufficiently available.

Some other important results:

Gender employment gap: It is clear that employment within the organization does not follow the expected gender pattern, or gender work placement, as females appear to have a lower level of influence in the production process than males, due to their being fewer in number than males in the organization.

Intergenerational communication: There appears to be a large gap in communication preferences between age groups, which reflects a difference in the use of digital technologies between different generations within the organization.

The psychological impact of technology: It appears that excessive reliance on technology for communication can lead to increased levels of psychological stress among employees, which indicates the necessity of a balance between technology and human interaction.

The influence of culture on communication: It is clear that cultural diversity within an organization can lead to significant differences in communication styles and preferences, requiring a deep understanding of the orientations of different cultures.

The role of leadership in communication: The study indicates that the role of leadership in promoting effective communication within an organization can be crucial in enhancing trust and cooperation among employees.

3 -Recommendations:

I decided to conclude my study with some suggestions and recommendations that I hope will be taken into consideration by senior management, the most important of which are :

Develop training programs on intercommunication for employees of different ages and backgrounds.

Create platforms to exchange knowledge and experiences among employees to enhance communication and continuous learning.

Organizing workshops and interactive sessions to discuss best practices in the field of communication within the organization.

Launching awareness campaigns about the importance of effective communication and providing practical advice to improve communication skills.

Providing social media platforms within the organization to enhance interaction and exchange of ideas and suggestions.

Enhancing the use of modern technologies and smart applications to facilitate communication and improve employee experience.

Promoting a culture of continuous learning and knowledge exchange by creating platforms for distance education and continuous training.

Create forums and work groups to encourage interaction and exchange between employees on various issues.

Enhancing interaction between senior management and employees through periodic meetings and sessions that open the door to dialogue.

Organizing entertainment events and informal networking opportunities to enhance social ties between employees.

Encouraging employees to submit suggestions to improve the communication process within the organization and providing rewards for innovative ideas.

Develop transparent and implementable communication policies and procedures to enhance trust and transparency among all levels of the organization.

Create a program to address potential communication challenges and provide immediate solutions to improve the performance of the communication process.

Motivating employees to use modern communication technologies by providing customized training courses and workshops.

Organizing personal skills development sessions to improve employees' personal and social communication skills.

Promote a culture of constructive communication and provide regular feedback to improve performance and professional development of employees.

Providing platforms for exchanging achievements and praising employees' efforts in improving the communication process and enhancing team spirit.

Launching competitions and interactive games to enhance communication and interaction among employees in an innovative and fun way.

Encouraging employees to use other languages besides the official French language to enhance cultural communication and diversity, in addition to adopting the English language due to the limitations of the French language and its failure to keep pace with modern developments at the same level as English.

Providing designated spaces for creative meetings and group thinking sessions to exchange ideas and refine innovative solutions to improve the communication process.

Conclusion

At the conclusion of our study, which is tagged: "The role of organizational communication in the process of the production process at Sonatrach Hassi R'mel Company DP," and based on the results reached in this study :

1. it is clear that organizational communication plays a prominent, extremely important, and even necessary role in the process of the production process. At Sonatrach in Hassi Rmel, for example, the survey shows that many employees believe that good communication contributes significantly to increasing productivity and improving the quality of work. In addition, having clear directions, providing technical support, and encouraging effective communication enhances employees' understanding of the company's goals and works to achieve interaction and harmony within the production team.

2. The results of the field study, through which employees in the studied organization were surveyed, revealed that organizational communication is of great importance to the Sonatrach Foundation, as it aims to introduce what is happening within it by linking relationships between members of the organization, whether managers, officials, or employees. Organizational

communication today has become a tool. Success and the path to development for any institution is aimed at all its audiences. Informal communication is considered one of the most widely used types of communication. The use of upward communication in a research institution makes the official take emerging information into consideration, which enhances the effectiveness of internal communication. This type also leads to Communication leads to rapprochement and understanding between the subordinate and the boss, in addition to the use of formal communication through which information flows and affects the worker's performance in his tasks. The means of communication have played their positive role in activating the level of job performance in the organization, as they have contributed to improving communication, as have the services that they produce.

3. Accordingly, it is recommended to develop effective communication strategies and policies that enhance interaction and harmony within the teams working in the production department. It is also recommended to promote a culture of constructive communication and motivate employees to share their ideas and opinions openly. Furthermore, modern technologies and digital platforms must be utilized to enhance communication processes and improve the exchange of information among employees.

4. Through these recommendations, Sonatrach Hassi Rmel can improve production processes and enhance work efficiency by enhancing organizational communication and building a work environment that encourages interaction and harmony between the various working teams

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