

Effects of Organizational Behavior and Internal Communication on the Productive Performance of a Public Telecommunications Company in Algeria

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Abstract

In a context of accelerated technological change and increasing economic volatility, public telecommunications companies play a central role, influencing organizational culture and management practices. The telecommunications sector has also had to contend with, and continues to contend with, the repercussions of the Covid-19 pandemic, which has disrupted operational dynamics globally. Despite these challenges, the telecom sector is demonstrating resilience and continuing to evolve. In this context, our attention focused on employee productivity. We conducted a field survey of staff at telecommunications sales agencies in Algeria, with a focus on the Algiers region. The central objective was to analyze the relationship between two key dimensions: (i) employee behavior towards customers and (ii) internal communication among colleagues, in order to identify levers likely to improve company productivity.

Goals

- Measure the link between organizational behavior and customer satisfaction / relationship.
- Evaluate internal communication practices (information flow, feedback, transparency).
- Analyze the impact of these variables on productivity (efficiency, deadlines, quality of service) within the agencies studied.

Keywords: Performance, Behavior, Internal Communication, The Productivity of Labor in the Company.

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Introduction

Telecommunications companies are currently undergoing profound changes. New information and communication technologies are generating new practices that affect both consumers and staff, as well as the services offered by these companies, particularly in the telecom sector.

Advanced studies demonstrate the link between HRM and organizational performance (Arthur, 1994; Guest & Hoque, 1994; Huselid, 1995; Kalleberg & Moody, 1994; Mac Duffie, 1995; Catherine Struss, 2001), a link that has garnered significant interest in both academic research and the professional field (Wright et al., 1999). This is further explored by Kenneth Kernaghan in his book "The Public Administration of the Future." Ed. Institute of Public Administration of Canada, 2001, P53, there are shared values and established in a decisive way in integration and dynamics: "values remain the unifying force of organizations with a strong identity; in such cases, it is a system of values with which employees identify, by virtue of which they are willing to commit, and from which will result a feeling of pride and loyalty to the organization."

This work consists of determining the relationship between labor productivity on the human resources side and performance; it should be noted that the notion of performance is limited to the behavior of workers within the organization, in order to try to show what the relationship is between labor productivity and behavior?

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A theoretical and an empirical approach are appropriate to answer this question. The first part of this paper consists of a study of human behavior within the organization and the development of civil servants; the second part is devoted to a practical study conducted at the level of a public telecommunications company.

1. The Conceptual Framework and Formulation of Hypotheses:

The Behavior is defined by Savall and Zardet as "a set of observed human manifestations that have an impact on the physical and social environment." According to Leavitt, behavioral processes are similar for all individuals. He emphasizes the presence of three elements that are simultaneously interrelated: caused, motivated, and goal-oriented behaviors.

the author considers that behavior is determined by the reaction to stimuli (or causes), which are filtered by needs, desires, tensions, etc.

The process the basic behavior is the same for all individuals, but psychological processes differ according to individual behaviors, which are influenced by individual characteristics (personality, attitudes, perception) and the work environment.

Determinants Behavior of Individuals at Work:

A fundamental proposition derived from the work of Kurt Lewin is $C = f(P \times E)$, according to which human behavior (C) is a function of the individual (P) interacting with the environment (E) in which they find themselves. By modifying E, it is theoretically possible to steer the behavior of the majority of individuals living under the influence of E in a given direction.

Obviously, the intensity the change in individual behavior will vary from one individual to another, because the P factor will modulate the effects of E.

The environment Workplace factors (E) encompass a range of elements such as organizational culture, organizational objectives and policies, leadership dynamics, internal group structure, and communication. These are important factors that can interact with an individual's personality, perceptions, and attitudes (P) and influence their behavior.

This article provides insights into human behavior within the public organization of the Telecom sector, which generally involves all staff and management in order to better motivate them. From this perspective, we will answer the question of how the behavior and communication of civil servants improves work and work productivity within the same organization.

This literature therefore leads us to formulate the following hypotheses:

- 1. This behavior leads to improved labor productivity.**
- 2. Access to information makes it easier to complete tasks on time.**
- 3. The responsiveness of information helps to increase labor productivity.**

Research Methodology

This section of the study aims to evaluate the determining factors of the perceived quality of a service, namely from a technical standpoint, as well as the relational aspects of labor productivity. It also assesses the factors determining communication for agents to accomplish their tasks, in addition to labor productivity in terms of responsiveness, as we have already discussed in our theoretical section.

However, the results obtained in this part are summarized in tables, which will be used in our descriptive analysis of the facts, by calculating a weighted average that agrees with all the answers obtained.

Data Collection

Field surveys were conducted during 2020 to verify and assess staff behavior and internal communication within the state-owned telecommunications company. The survey methods were designed according to the principles outlined by Linchinsky (methods and instruments adapted for assessing organizational behavior and internal communication) and then administered across the target organization.

The results come from the analysis of questionnaires, analyzed using a four-point Likert scale (1 = strongly disagree, 4 = strongly agree), allowing us to measure perceptions relating to employee behavior towards customers as well as the quality and frequency of internal communication between employees.

The sample comprises 280 employees of the state-owned telecommunications company. All respondents completed the questionnaires, ensuring comprehensive coverage of the relevant departments and providing a robust basis for subsequent analysis. The collected data will be subjected to descriptive and inferential analyses to identify central trends, satisfaction levels, and correlations between the assessed dimensions, as well as to test hypotheses regarding the influence of behavior and internal communication on productivity.

Results*Satisfaction with regard to relational or behavioral quality:*

The results of this section attempt to measure the quality of contact provided by the staff of the public telecommunications company to their customers. To this end, we first sought to determine which channel is most frequently used by customers.

Table No. 01: Analysis of Results Related to The Quality of Direct Contact Between the Customer and the Operator.

	25%	50%	75%	100%	
HAS. The quality of service you receive from your company advisor	262	325	350	41	54.34%
B. BehaviorCompany staff: empathy, courtesy, etc.	/	284	495	210	73.12%
Average satisfaction with the staff of the public company			63.73%		

Source: Developed by ourselves

The operator of the public telecommunications company achieved an average rating of 63.73% based on respondents' assessment of the quality of customer service provided by its agents. This figure is indicative of customer satisfaction, as the average obtained is higher than the theoretically set average of 62.50%.

Satisfaction With Internal Communication

The table below illustrates the questions relating to the items communication to accomplish the tasks of the agents.

Table No. 02: Analysis Of Results Related to Communication in Order to Accomplish the Tasks of the Agents

	25%	50%	100%	Weighted average%	
HAS. Do you have access to these information resources?	0	145	80	55	66.96%
B. How is staff informed of the procedures and memos of the public company?	0	20	230	30	75.89%
Weighted average satisfaction with communication to accomplish the tasks of the agents					

Source: Developed by ourselves

The operator of the public telecommunications company scored an average of 71.42% based on respondents' views on communication for carrying out agents' tasks. This figure explains the agents' satisfaction.

because the average obtained is higher than the average set for measuring results, which is theoretically set at (62.50%).

Assessing Work Productivity in Terms of Responsiveness:

The results of this part attempt to measure labor productivity in terms of responsiveness.

The results are given in the following table:

Table No. 03: Analysis Of Results Related to Labor Productivity in Terms of Responsiveness.

	25%	50%	75%	100%	
HAS. How quickly does the public company inform staff about procedures and memos?	30	110	115	25	62.05%
B. How quickly does the public company respond to requests from employees?	35	70	120	55	67.41%
Average satisfaction with regard to work productivity in terms of responsiveness					64.73 %

Source: Developed by ourselves

The operator of the public telecommunications company achieved an average score of 64.73% based on respondents' perceptions of work productivity and the responsiveness of the company's staff. This figure is significant because the average obtained is higher than the theoretically established average of 62.50%.

Verification Of the First Hypothesis:

Summary of results: average of 63.73% on the relational quality dimension related to contact with the operator.

Statistical Interpretation:

- This average is above the theoretical reference threshold set at 62.50%, which suggests that respondents generally perceive a satisfactory level of contact with agents.
- The positive deviation from the threshold indicates a favorable trend, but the gap is relatively modest (63.73% vs 62.50%), implying potential room for improvement but a solid performance base.

Practical Implications:

- The agents seem to welcome customers well and adopt prosocial behaviors (empathy, courtesy, etc.), which is positive for the customer experience and can promote loyalty.
- Continue practices that support these aspects (active listening training, customer-oriented contact scripts, customer service recognition programs).

The quality of the relationship related to the contact with the operator: across all elements of this construct, we obtained a satisfactory average of around 63.73%.

The hypothesis (H1) is confirmed.

Verification Of the Second Hypothesis:

- One of these pieces of information is related to our first hypothesis,

Summary of results: average satisfaction with internal communication = 71.42%.

Statistical Interpretation:

- This value is significantly higher than the reference threshold (62.50%), indicating a strong perception of the effectiveness of information flows and internal procedures by agents.
- Such satisfaction can be associated with better coordination, a reduction in errors and higher morale, factors that can positively influence performance.

Practical Implications:

- Maintain and strengthen internal communication mechanisms (clear channels, accessible procedures, constructive feedback).
- Set up indicators to monitor information flows and their speed (average transmission time of notes, reading rate of communications, etc.).

Given that the variable "satisfaction" was measured as follows:

- **Satisfaction with regard to communication:** The average obtained for this construct is satisfactory, represented by a rate of 71.42%.

The hypothesis (H2) is confirmed.*Verification Of the Third Hypothesis*

Summary of results: average of 64.73% for labor productivity in the area of responsiveness.

Statistical Interpretation:

- The average is above the theoretical reference threshold (62.50%), indicating a favorable perception of the agents' responsiveness to information on procedures and to responding to requests.
- This suggests that agents perceive the organization as capable of responding quickly, which is a key driver of operational productivity.

Practical Implications:

- Continue practices that support responsiveness (rapid training on procedures, optimization of workflows, autonomy of agents in operational decisions).
- Target areas where responsiveness is lower (e.g., delays in disseminating procedures or responding to certain requests) and implement corrective actions.
- **Assessing work productivity in terms of responsiveness:** across all elements of this construct, we obtained a satisfactory average of approximately 64.73%.

The hypothesis (H3) is confirmed.

Conclusion

This study highlights that labor productivity within the public telecommunications company is explained by two key and interconnected dimensions: (1) staff behavior toward customers and (2) the quality and effectiveness of internal communication. Using a rigorous methodological approach and a representative sample of 280 employees, the results reveal satisfactory levels of perception in each dimension, and perceived productivity levels that exceed theoretical benchmarks. These results converge on a central proposition: the simultaneous improvement of customer interactions and internal information flows maximizes operational efficiency and service quality.

Main contributions

- Empirical validation: demonstration that customer behavior and internal communication are important determinants of perceived productivity in a public context of the Telecom sector.
- Multidimensional measurement: integration of three dimensions (relational quality, internal communication, and productive responsiveness) allows for a holistic reading of organizational effectiveness.
- Internal benchmark: the results provide a baseline for continuous improvement and comparison between agencies or regions.

Interpretation and underlying mechanisms

- Accessibility and understanding of information: when agents have quick access to clear and well-structured information, processing times decrease and operational results improve.

- Quality of customer contact: a cordial, empathetic and proactive behavior strengthens customer satisfaction, which facilitates the clarification of needs and reduces returns or reopening of cases.
- Synergy between dimensions: effective internal communication supports customer-oriented behavior, and satisfactory customer service strengthens agent engagement and motivation, creating a positive loop that increases perceived productivity.

Managerial implications

- Strengthen the information infrastructure: develop accessible knowledge bases, standardize procedures and ensure continuous training in the use of information tools.
- Developing relational skills: investing in training in active listening, emotion management and interpersonal communication, accompanied by regular feedback and recognition of good practices.
- Optimize communication channels and flows: audit and harmonize internal channels (intranet, messaging, meetings), define response times and performance indicators for information flows.
- Measurement and monitoring: establish clear KPI's (average time to access information, internal response time, customer satisfaction rate) and conduct periodic reviews to adjust management practices.

Limitations and Interpretative Caution

- Cross-sectional nature and potential biases: the data are based on self-reported perceptions and do not allow for definitive causal relationships to be established without additional longitudinal or experimental analyses.
- Specific context: results from a public company in the telecom sector in a given region; generalization must be done with caution and may require replication in other contexts.
- Subjective measures: supplement subjective measures with objective indicators (actual delays, error rates, service quality indicators) to triangulate the conclusions.

Ideas For Future Work

- Longitudinal approach: tracking the same indicators over several periods to test the stability of relationships and observe the effects of managerial interventions.
- Advanced causal models: exploring mediations and moderations (e.g., internal communication as a mediator between customer behavior and productivity; organizational culture as a moderator).
- Contextual extensions: replicate the framework in other public or private operators, in other regions, and compare the results according to organizational structures.
- Integration of objective indicators: combining perceptions and operational metrics (delays, measured customer satisfaction, complaint rate) for a robust triangulated approach.

In summary, the results support a clear path to improving performance: investing simultaneously in the quality of customer interactions and the efficiency of internal information flows generates significant gains in productivity and service quality, with immediate practical implications for management and organizational development.

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