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RESEARCH ARTICLE 

## The Role of Internal Communication in Activating the Management of Organisational Change

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Internal Communication, Organisational Change Management, Attitude Formation.

### Abstract

Internal communication is considered the fundamental pillar of any institution due to its importance in coordinating management and employees. It is the backbone of the administrative process, since achieving objectives depends on effective management. Therefore, every organisation must establish a communication system that facilitates its members' tasks and helps it to achieve its goals. This article addresses the topic of 'The Role of Internal Communication in the Process of Organisational Change' by examining how internal communication contributes to managing and activating organisational change processes. The applied study was conducted at the Exploration Division of Sonatrach in Boumerdes. A descriptive analytical approach was employed for both the theoretical and practical aspects of the study, for which a questionnaire was used as the study tool. Through this study and the use of the SPSS program, it was found that the Exploration Division of Sonatrach in Boumerdes relies on effective communication tools and methods to convey and comprehend information. This suggests that the communication methods used by this organisation are effective as they are modern and advanced, enabling employees to receive information efficiently. Furthermore, internal communication contributes to fostering positive attitudes and perceptions towards organisational change.

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### Introduction

In light of the worldwide developments witnessed across all fronts, organisations are compelled to adapt to this evolution to ensure their survival and continuity. To succeed in this endeavour, they must establish solid communication channels. No activity within an organisation can be undertaken without a communication process, as communication is the driving force behind all organisational actions and tasks.

Due to ongoing technological advancements, the vast influx of information and the increasing size of organisations, communication systems must evolve to meet contemporary demands. Various modern, sophisticated communication tools have emerged, enabling quick, comfortable and contemporary interactions.

Due to the changes and transformations occurring in the organisational environment, which impose increasing pressure to adapt and innovate, organisational change has become a necessity rather than a mere strategic option. Organisations can no

longer maintain continuity and effectiveness without swiftly and consciously responding to the demands of a changing environment. This makes the process of organisational change critical and requires careful planning and precise execution.

However, the success of change does not depend solely on formulating policies or adopting new structures; it also depends on the extent to which individuals within the organisation accept this change and actively engage in implementing it.

Internal communication emerges as a pivotal tool and strategy for managing this transformation. The way in which the new vision, goals, stages of change and underlying motivations are communicated directly affects employees' attitudes and behaviours, as well as their level of engagement and responsiveness to the change process.

The success of organisational change is closely linked to the effectiveness of internal communication. The more transparent, regular and strategic the communication, the greater the chance of acceptance of change and reduction of resistance to it.

Organisations rely on several communication channels, including both written and unwritten means. Written communication includes instructions, decisions, memos and other documents, while unwritten means comprise emails, the intranet and internet platforms, among others. An organisation's effectiveness does not depend solely on the competency and personal skills of its employees, but also on collaborative efforts and the extent of their cooperation, which can only be achieved through effective communication.

Effective communication has a positive impact on more than just workgroups; many studies have shown that it is one of the keys to success for different organisations as it leads to increased morale, improved social relationships among employees and enhanced job satisfaction. This, in turn, has a positive effect on their performance, and consequently on the performance of the organisations they work for.

Thus, our research aims to highlight the importance of understanding the role of internal communication in facilitating and supporting organisational change processes. This will be explored through analysing its concepts, tools, barriers and success factors in both a theoretical framework and a practical case study of Sonatrach's Exploration Division in Boumerdes.

## **1. Problem statement:**

To what extent does internal communication support organisational change in the Exploration Division of Sonatrach in Boumerdes?

In order to familiarise ourselves with the topic, we have broken down the main question into the following sub-questions:

1. What are employees' attitudes towards internal communication at Sonatrach's Exploration Division in Boumerdes?
2. What do employees think about the role of internal communication in conveying information about organisational change at Sonatrach's Exploration Division in Boumerdes?
3. What types of attitude do employees have towards the role of internal communication in shaping positive attitudes and perceptions towards organisational change at Sonatrach's Exploration Division in Boumerdes?

## **2. Hypotheses:**

1. Internal communication at Sonatrach's Exploration Division in Boumerdes is characterised by the effective use of communication tools and methods to convey and understand information.
2. Internal communication contributes to the delivery of information relating to organisational change within the Exploration Division of Sonatrach in Boumerdes.
3. It plays a role in shaping positive attitudes and perceptions towards organisational change within the division.

## **3. Reasons for choosing the topic:**

We cite both objective and subjective reasons for focusing on this topic.

### **1. Subjective reasons:**

A desire to study and delve deeper into the topic of organisational change.

- Our discovery that employees in the organisation under study were unaware of these two concepts and their relationship. This prompted an effort to enrich and expand employees' understanding of the topic and its significance for both employees and the organisation.

- Our belief that weak communication processes are the reason for the lack of success in the organisational change process.

## 2. Objective reasons:

The objective reasons lie in the fact that many studies have not addressed the importance of internal communication in the change process, with only a few focusing on the institution where this research was conducted.

- Although communication is of the utmost importance in organisations, it is often marginalised within Algerian organisations.
- To enrich the university library, which suffers from a lack of literature on such topics.
- To address the relationships between employees and management during organisational change.
- To understand communication methods within the organisation as a means of achieving stability and good organisation.
- To raise awareness within the organisation of the value of communication and how success and distinctiveness ensure continuity.

## 4. Objectives of the research:

The primary objective of this research is to determine the role of internal communication in supporting organisational change within the Exploration Division of Sonatrach in Boumerdes. This objective can be achieved through the following sub-objectives:

1. Assessing the role of internal communication in conveying information related to organisational change at Sonatrach's Exploration Division in Boumerdes.
2. Evaluate the role of internal communication in fostering positive attitudes and perceptions towards organisational change in Boumerdes.

## 5. Significance of the research:

Our research project, 'The Role of Internal Communication in Managing the Organizational Change Process', aims to identify the role of internal communication in delivering essential information about organisational change. This contributes to the engagement and commitment of employees in the implementation of organisational change programmes. Internal communication plays a significant role in the decision-making process to achieve the aims of organisational change.

The research is significant for the following reasons:

Understanding the communication process in general and internal communication in particular.

Exploring various communication channels and styles.

- Identifying the conditions for successful communication and its barriers.

Understanding organisational change, its importance and the approaches to the change process.

- Supporting researchers in the field of change resistance by defining its causes and ways to address it.

Highlighting the importance of communication within an organisation, particularly during times of change.

Understanding the stages and steps of the organisational change process, the objectives of change and the goals and attitudes of individuals to ensure that change achieves its intended purpose.

## 6. Previous studies:

### First: Arab Studies:

1. Study by Soria Maamouri, titled 'Administrative Communication and Its Role in Enabling Organisational Change'. This dissertation was submitted for the award of a PhD in Management Sciences at Hassiba Ben Bouali University, Chlef, in 2017. The study relied on both inductive and deductive methodologies. It aimed to explore the role of administrative communication in facilitating organisational change at Sonelgaz in Chlef, and highlight its role at each stage of organisational change: before, during and after. It also sought to understand the nature of administrative communications used in the Electric Distribution Directorate in Chlef, examining various forms of communication (both formal and informal), human resource effectiveness, communication tool efficacy, and information effectiveness among the distribution directorate's employees. The study aimed to understand how employees perceive change and clarify the relationship between administrative communication and the stages of initiating change.

It concluded that there is a correlational relationship between administrative communication and organisational change, but found no statistically significant effect of informal communication. The organisation relies on formal communication at all stages of initiating change.

2. Study by Samia Khabizi, titled 'Organisational Change and the Effectiveness of Communication in the Institution'. This dissertation was submitted for a PhD in Corporate Communication at the University of Algiers 03 in 2017. It is a descriptive, analytical study of a sample of Algerian economic institutions, including Sonatrach, Naftal, the Electricity and Gas Distribution Company, and Algerian Water, all of which are located in Algiers. The study aims to identify the areas affected by organisational change and their relationship to the activation of the elements that make up the communication process. It also highlights which areas of change enable the aforementioned institutions to achieve higher levels of communication effectiveness. The results revealed a relationship between organisational change and communication effectiveness through the following organisational change variables: human change, technological change and structural change. The findings indicate that structural change is most significantly associated with communication effectiveness, followed by human change and, lastly, technological change. Changes involving the establishment and integration of administrative departments, the redistribution of roles, responsibilities and authorities, and the definition of communication channels are fundamental to achieving communication effectiveness within these institutions.

3. Study by Djamal Ben Zarrouk, titled 'Organisational Change Within the Institution and the Contribution of the Communication System to Its Success'. This study was conducted in the Department of Media and Communication at the University of Annaba in 2010. The study aims to examine the relationship between organisational communication and organisational change within the institution, taking a systemic approach based on organisational change literature. It also seeks to highlight the role of organisational communication in reducing resistance to change during the change process. This can be achieved by raising the awareness of change leaders of the necessity of integrating the communicative aspect into the management of institutional affairs.

4. Study by Abdelaziz Rahma and Mazrig Achour, titled 'Internal Communication and Its Role in Achieving Organisational Change Objectives', published in the Journal of Economies in North Africa in 2020. The study aimed to identify the role of internal communication in achieving organisational change objectives at the Faculty of Economic, Commercial and Management Sciences at Hassiba Ben Bouali University in Chlef. A descriptive analytical method was employed to analyse the concepts of internal communication and organisational change. The practical part relied on an inductive approach through the aforementioned field study, which involved a questionnaire and a full survey of the study population, along with statistical data processing. The study's findings revealed that the university places great importance on internal communication and significant emphasis on organisational change, indicating a strong correlation between the study's variables.

5. Study by Haidar Al-Saedi, titled 'Communication Skills'

Conducted in 2010, this study aimed to raise awareness among Iraqi farmers of modern agricultural techniques through effective and practical communication methods between agricultural extension workers and farmers. This research falls under survey studies, employing a descriptive approach to describe the current situation. The process of conveying modern agricultural recommendations and techniques to vegetable farmers, and persuading them to apply these in their fields, is influenced by various factors. The most significant of these is the activity and efficiency of the extension system, which plays a key role in imparting knowledge, skills and positive attitudes to farmers, thereby prompting the desired behavioural changes and improving agricultural practices.

The researcher concluded that the effectiveness of extension communication depends on the knowledge, skills, and communication abilities of the agricultural extension worker. Communication skills encompass the method, ability, and art of conveying and receiving advisory messages effectively, precisely, and appropriately. These skills can be divided into various

categories, including verbal, written, reading and listening, analytical, and non-verbal cues, gestures, silence, language equivalents, and communication methods and aids. Verbal communication is considered one of the most challenging communication skills due to its significant impact on the persuasion process.

### **Second: Foreign Studies:**

Study by Triveni Kuchi (2006), titled 'Constant Change and the Strategic Role of Communication'.

Published in Library Management, Vol. 27, No. 4/5, this theoretical study reviews and analyses literature and studies related to change and organisational communication published worldwide, covering the period from the mid-1980s to 2004. The study aims to examine the strategic role of communication in organisational change within libraries. The findings suggest that, more recently, literature on organisational communication, strategic management, planning, marketing and public relations has recommended using communication as a strategy to anticipate and manage change in an integrated and proactive manner. The study concluded that planning and utilising a comprehensive strategy can help libraries to achieve their goals while reducing anxiety and tension resulting from change. The study emphasised the importance of comprehensive communication in managing change and conflict in library environments, confirming the crucial role of communication in change management.

### **7. Limits of the study:**

Temporal limits: The temporal limits refer to the specific period during which field research was conducted within the organisation to determine the role of internal communication in organisational change.

Spatial limits: The study was conducted at Sonatrach's Exploration Division in Boumerdes as a case study. This institution is considered essential to the national economy and focuses on internal communication, particularly the methods used and the extent to which modern, advanced communication tools are employed. The study also examines whether the organisation informs employees about organisational changes and involves them in the process.

### **8. Challenges of the study:**

One of the main challenges encountered in this research was the lack of understanding of organisational change and its relationship with internal communication. The terms used are not well understood by employees in this organisation.

Additionally, there is a lack of studies addressing this topic within the same institution under investigation.

### **9. Definition of concepts:**

#### **Concept of communication**

There are varying definitions of communication among public administration writers. The word 'communication' is derived from the Latin term 'Communes', which translates as 'common' in English and 'commun' in French, meaning general and shared.

Michael Weestroun defines communication as 'the transfer and exchange of meanings – any method that is understood by the parties involved in communication and acted upon correctly'. (Al-Alaq, 2010, p. 5.)

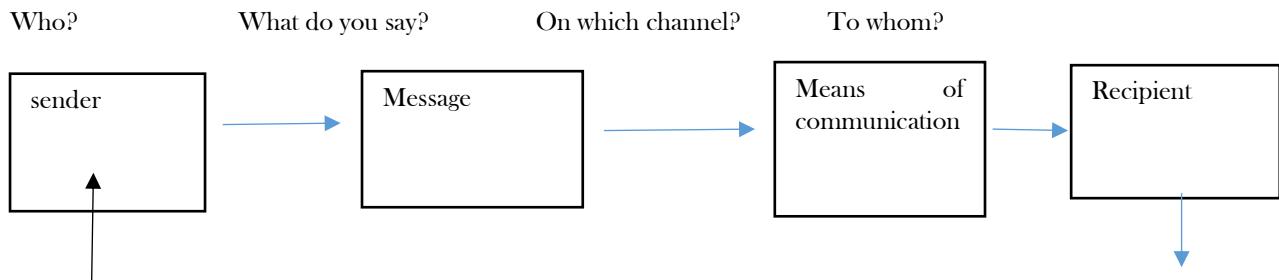
Thus, communication necessarily involves the inclusion of others in your ideas if you are the sender. For example, if one person talks to another, and the second person is not attentive, this does not constitute communication because there is no exchange of ideas between the sender and receiver. Similarly, if someone writes to another using a language that the recipient does not understand, communication has not been achieved, and there is no sharing involved. (Sheha, 2010, p. 386.)

Communication can also be defined as 'the process by which information, meanings and ideas are transmitted from one person to one or more others in a manner that achieves the intended goals within an organisation or social group'. It serves as the connective lines that dynamically link the components of the organisational structure of any institution. It is impossible to consider a group, regardless of its activity, without also considering the communication processes that occur between its sections and among its members. These processes create an organic unit with a degree of integration that enables the group to perform its activities. (Al-Shamma'a, 2015, p. 15.)

Communication is an interactive process between two or more people, as illustrated in Figure 1. In this process, the sender initiates the transmission of a message to the receiver, who may be an individual or a group. The content of the message

encompasses not only facts, but also the sender's feelings and attitudes towards the receiver and the facts. The receiver is expected to send corresponding feedback, which may take the form of facial expressions indicating acceptance or inquiry, or any other behaviour signifying receipt and understanding of the message. This message may also convey feelings and attitudes towards the initial message. Ideally, the transmission and reception process should enable both parties to achieve a full understanding of the message. (Al-Shamma'a K. M., 1999, p. 267.)

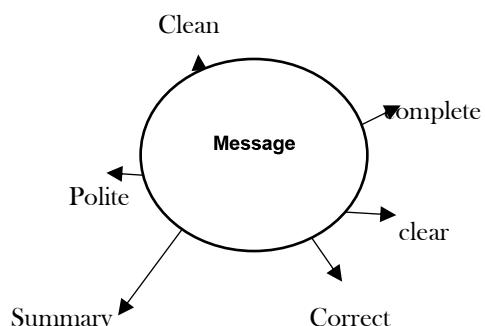
Figure 1 shows a general model of communication.



Source: Adjmout, M. (2021). 'The Role of Internal Communication in Developing Competencies within the Application of Total Quality Principles'. Volume 6, Issue 2, p. 147.

The qualities of a good message can be summarised as follows:

Figure 2: Characteristics of a Good Message



### Concept of Internal Communication

Internal communication is defined as 'the process of exchanging information, ideas and opinions among different management levels within an organisation, with the aim of coordinating activities, making decisions, solving problems and achieving organisational effectiveness'. (Al-Izawi, 2010, p. 45.)

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Internal communication is defined as 'the process of exchanging information, ideas and opinions among different management levels within an organisation, with the aim of coordinating activities, making decisions, solving problems and achieving organisational effectiveness'. (Al-Kitbi, 2005, p. 363.)

### Concept of organisational change:

There are numerous definitions related to organisational change. One of the most important is that organisational change is 'the process of adjusting the goals and policies of management or any element of organisational work to ensure appropriateness of organisational conditions and create new managerial methods and activities that give the organisation a competitive advantage'. Another definition is that it is a tangible process of change in the behavioural patterns of employees that results in a radical transformation of organisational behaviour to align with the demands and climate of both internal and external organisational environments. (Idris, 2007, p. 397.)

Organisational change is also defined as 'a studied and planned process, typically over a long period'. It focuses on plans, policies, organisational structure, organisational behaviour, cultural aspects, performance, technology and work procedures and conditions, among others, with the aim of achieving alignment and adaptation to changes in both internal and external environments for survival, continuity and development.

#### **10. Study procedures, presentation and analysis of the demographic characteristics of the sample members.**

We will explore the study population and the study tool used, testing its validity and reliability, and present and analyse the demographic characteristics of the sample members.

##### **1. Study population and sample**

The study was limited to a group of 80 employees from Sonatrach's Exploration Division in Boumerdes. This represents a random sample of the study population. Data related to the study sample is summarised in Table 1 below:

Table 1 displays the number of distributed and retrieved questionnaires, as well as valid and invalid responses.

Designation:	Number	Percentage %
Distributed Questionnaires	80	100%
Lost Questionnaires	13	16.25%
Retrieved Questionnaires	67	83.75%
Valid Questionnaires	65	97.01%
Cancelled questionnaires	02	02.99%

After distributing the questionnaires to the study population of 80 individuals, 65 were returned. Some were lost, and others could not be retrieved due to tight schedules, employees being occupied with their work, a lack of interest in the questionnaires, and issues related to their validity for the study. This meant that we could only rely on 65 valid questionnaires for analysis.

##### **2. Study tool:**

The study tool was a questionnaire designed to collect the necessary data to answer the research question and verify the validity of the hypotheses. Therefore, the questionnaire was designed and distributed to the study sample. To ensure the study was organised and scientific, the questionnaire was designed based on the proposed problem and aspects addressed in the theoretical section, considering several points:

- The statements in the questions should be phrased clearly and simply to avoid ambiguity and misunderstandings.
- Spelling errors should be avoided, and the language used in the questionnaire should be correct.
- Divide and arrange the sections of the questionnaire, linking them to the study's topic.

Utilise previous studies' questionnaires to construct this questionnaire's superficial format, which is divided into the following sections:

##### **Section One: Pertains to the personal data of the study sample and consists of five questions.**

Section Two relates to internal communication from statement 1 to statement 17.

Section Three concerns the effectiveness of communication in supporting organisational change, from statement 18 to statement 29.

As the statements express choices (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree), this constitutes an ordinal scale. The numbers entered into the programme represent the weights, as indicated in the following table:

Table 2 displays the levels of agreement.

Field Arithmetic mean	Degree of agreement	Scale for rating
[1.80 - 1 ]	From 0.1 to 1.8	Strongly disagree.
[2.60 - 1.81 [	From 1.81 to 2.60.	Disagree
[ 3.40 - 2.61 [	From 2.61 to 3.40.	Neutral
[4,20 - 3.41[	From 3.41 to 4.20.	Agree
[5 - 4.21 [	From 4.21 to 5.00	Strongly agree.

It is essential to test the final version of the questionnaire before distributing it, to ensure the validity and reliability of the study tool.

### 3. Validity and reliability of the study:

The reliability of the study was assessed using Cronbach's alpha. We calculated the Cronbach's Alpha coefficient for each section used in the study to test its reliability. The Cronbach's Alpha value ranges between 0 and 1, with values closer to 1 indicating higher reliability. Table 3 below shows the reliability coefficients for the study sections.

Table 3 shows the results of the reliability and validity coefficients of the study tool.

Topics	Cronbach's alpha reliability coefficient	Validity coefficient
Dimension 1: Internal communication methods in the organisation	0.947	0.973
Dimension 2: The reality of internal communication in the exploration department of Sonatrach.	0.940	0.962
Topic 1: Internal communication	0.965	0.982
Dimension 1: The role of internal communication in conveying information related to change.	0.915	0.956
Dimension 2: The role of internal communication in shaping positive attitudes and perspectives towards organisational change.	0.942	0.970
Topic 2: The effectiveness of communication in supporting organisational change.	0.952	0.975
Total sum:	0.979	0.989

As can be seen from the table, the internal consistency reliability coefficient, 'Cronbach's Alpha', reached 0.979, and the validity coefficient was 0.989, which are both considered high values for the overall sum. The values for the study sections and their dimensions were also significant: the Cronbach's Alpha coefficient was 0.965 for the internal communication section, while the validity coefficient was 0.982.

For the first dimension (the methods of internal communication in the institution), the value was 0.947, and for the second dimension (the state of internal communication in the Exploration Division of Sonatrach), the value was 0.940. Conversely, for the second section, which examined the effectiveness of communication in supporting organisational change, Cronbach's alpha was 0.952, with a validity coefficient of 0.975. Regarding the role of internal communication in conveying information related to change, the value was 0.915, while for the role of internal communication in shaping positive attitudes towards

organisational change, it was 0.942. This indicates the reliability of the questionnaire, meaning it will yield the same results if used again under similar conditions.

The study tool was presented to a group of specialist professors and experts for revision. The questionnaire was designed using a five-point Likert scale (Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree), with numerical gradations from 5 to 1.

Table 4: Five-Point Likert Scale

Degree of agreement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree.
Score	01	02	03	04	05

We distributed the questionnaire to 80 individuals and received 67 responses, two of which were deemed invalid for the study. This represents an 83.75% response rate.

#### 4. Presentation and analysis of the demographic characteristics of the study sample

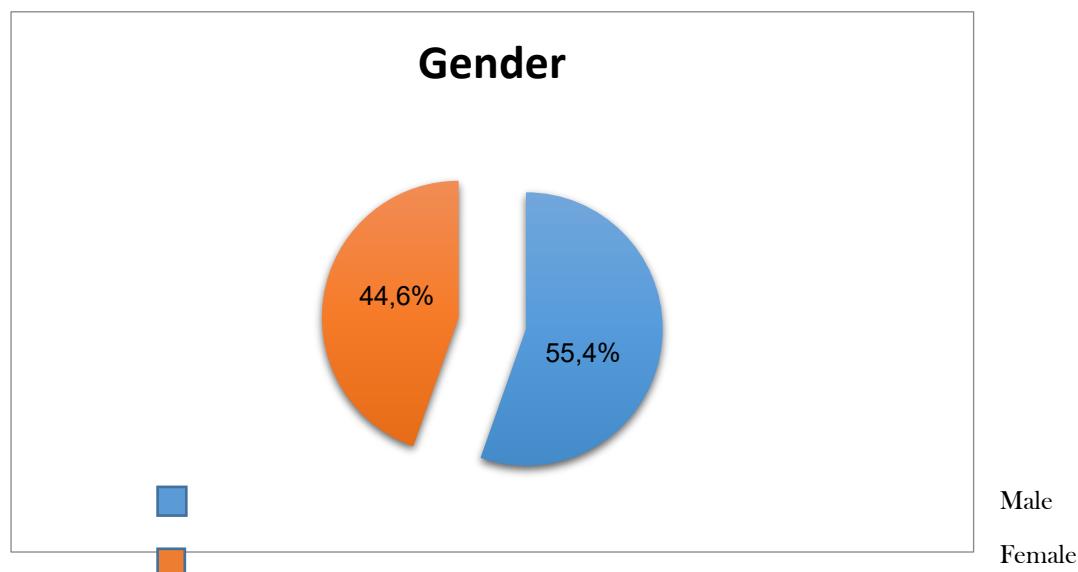
Below, we address the characteristics of individuals in the study population and sample according to personal and occupational variables.

##### 4.1 Distribution of the study sample by gender:

Table 5: Distribution of the study sample by gender

gender	frequency	Percentage %
Male	36	55.4%
Female	29	44.6%
Total	65	100%

Figure 3: Distribution of the study sample by gender



As can be seen from the above figure, most of the respondents were male (55.4%), while females accounted for 44.6% of the total study sample. This distribution reflects an acceptable representation of both genders, with males slightly outnumbering

females. This relative balance is significant from a methodological perspective, as it makes the study results more comprehensive and realistic in the context of the work environment at Sonatrach (Najafov, & Asadov, 2026).

The balanced distribution of males and females in the sample enables a deeper understanding of the role of internal communication in organisational change from diverse perspectives. The following conclusions can therefore be drawn:

- The effectiveness of internal communication is not restricted to a specific gender, but can be evaluated through the interactions of both males and females with the communication tools and methods employed by the institution.

The success of organisational change at Sonatrach largely depends on the quality of internal communication, the clarity of messages and their acceptance by employees, regardless of gender(Najafov, & Asadov, 2026)..

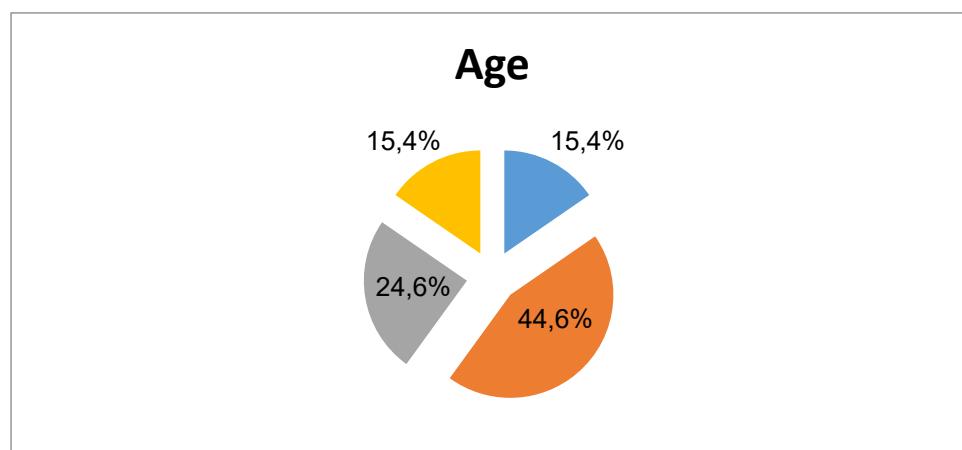
- The proportional representation of women in the sample indicates progress in integrating women into a traditionally male-dominated work environment, highlighting the importance of understanding potential differences in communication and change perspectives.

The gender distribution of the study sample indicates diverse opinions that represent the organisational reality at Sonatrach. This enhances the credibility of the study and supports recommendations related to the development of internal communication systems as a fundamental factor in the successful implementation of organisational change.

Table 6: Distribution of the study sample by age

Age	frequency	Percentage %
Under 30 years	10	<b>15.4%</b>
From 31 to 40 years old	29	<b>44.6%</b>
From 41 to 50 years old	16	<b>24.6%</b>
Over 50 years	10	<b>15.4%</b>
Total	65	<b>100%</b>

Figure 4: Distribution by age



Under 30 years



From 31 to 40 years old



From 41 to 50 years old



Over 50 years



The figure above shows that the largest percentage of the sample (44.6%, or 29 individuals) falls within the 31-40 age group. This age group typically represents the most active demographic in institutions. Additionally, the 41-50 age group accounts for 24.6% (16 individuals) and comprises individuals with advanced experience and skills. The under-30s and over-50s groups both represent 15.4% (10 individuals each), indicating that the sample includes representation from all age categories and allowing for a comprehensive view of employees' opinions regarding internal communication and its role in change.

The age distribution suggests that Sonatrach has a well-integrated professional workforce with a significant focus on the active age group (31-40 years). Therefore, any organisational change strategy that relies on internal communication should focus on this group, as it is the main driver of change processes. Furthermore, the communication methods employed should consider both style and tools.

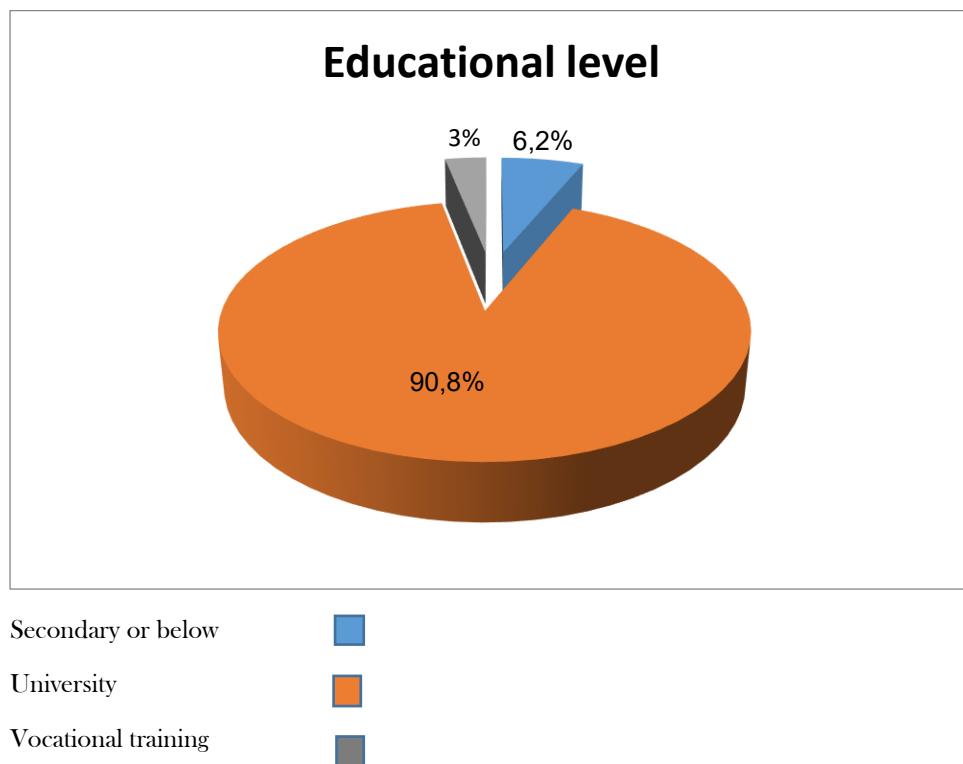
Internal communication plays a crucial role in the success of organisational change at Sonatrach. This role's success depends on understanding the characteristics of the age groups within the institution. Given that it comprises the largest percentage, the age group (31-40 years) should be the focal point of the communication strategy (Najafov, & Asadov, 2026)..

Age diversity indicates the importance of adopting flexible, integrated communication tools that meet everyone's needs.

Table 7: Distribution of the study sample by educational level

Educational level:	frequency	Percentage %
Secondary or below	4	06.2%
University	59	90.8%
Vocational training	2	03.0%
Total	65	100%

Figure 5: Distribution by Educational Level



The figure shows that the majority of the study sample (90.8%, or 59 individuals) has a university education, while a small percentage (6.2%, or 4 individuals) has a secondary education or lower. Only 3.0% (two individuals) have received vocational training.

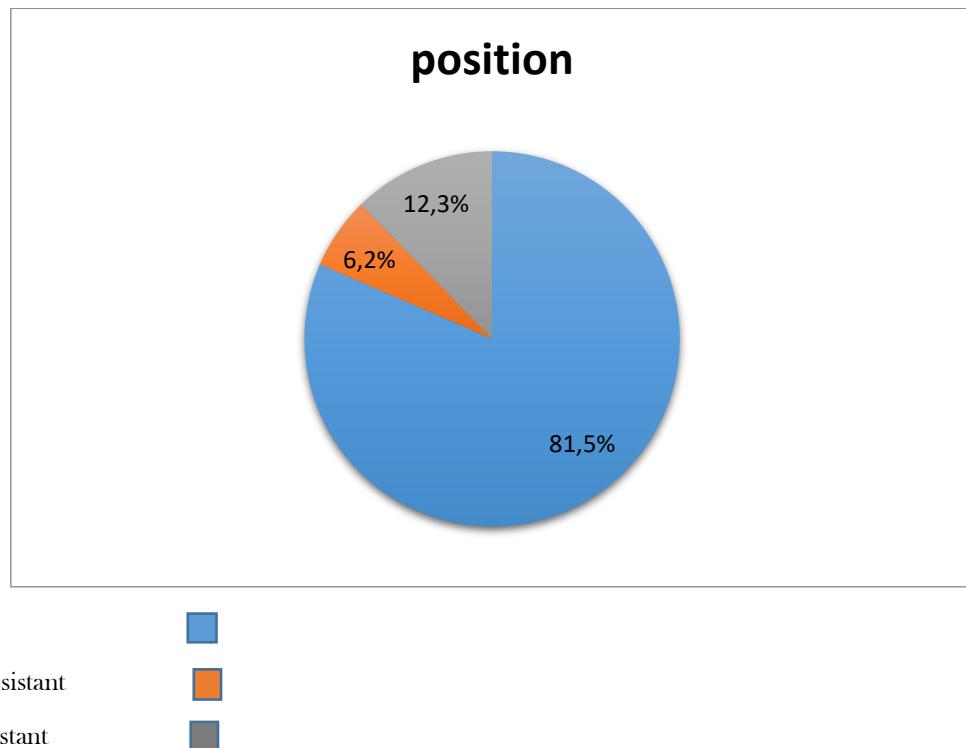
This distribution indicates that employees with a university education form the overwhelming majority in the study, likely reflecting the nature of work within Sonatrach, which requires high scientific and technical qualifications to align with its complex industrial and technological activities.

It can therefore be concluded that internal communication's effectiveness in supporting organisational change within an institution like Sonatrach relies heavily on the university-educated segment of employees, who represent the largest portion of the studied workforce. This highlights the importance of adopting internal communication methods that consider the high level of education of this group to achieve effective and sustainable organisational change.

Table 8: Distribution of the study sample by position

Position	Frequency	Percentage (%)
Staff	53	81.5%
Supervision Assistant	4	6.2%
Execution Assistant	8	12.3%
Total	65	100%

Figure 6: Distribution by Years in Position



The figure above shows that most of the sample are in managerial positions, accounting for over four-fifths (81.5%) of the sample, while execution and control agents represent much smaller percentages (12.3% and 6.2%, respectively).

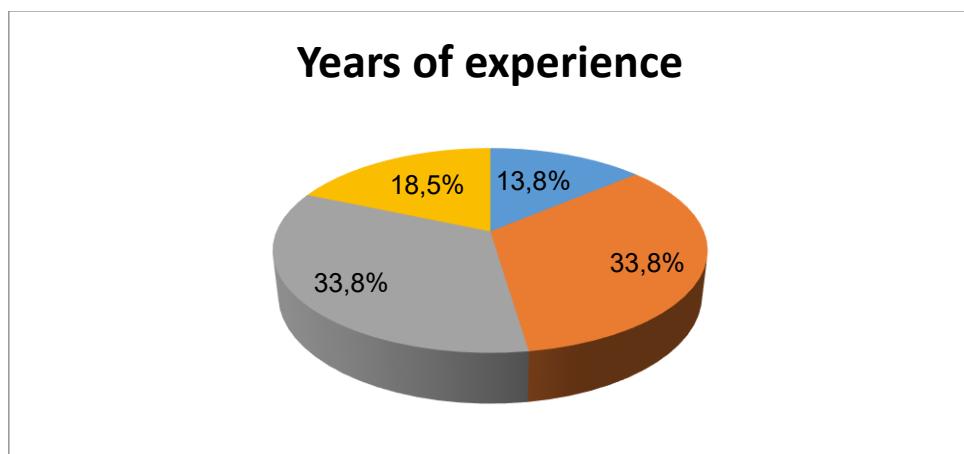
This distribution suggests that the study primarily focused on the managerial group within Sonatrach, reflecting the importance placed on managers in understanding the dynamics of internal communication and its impact on organisational change. This may be because managerial staff are typically more involved in developing strategies and implementing changes within the organisation.

The results also suggest that internal communication effectiveness in organisational change at Sonatrach can be more accurately evaluated from a managerial perspective, potentially reflecting a managerial viewpoint rather than being comprehensive across all employee levels. Therefore, future studies would benefit from a more balanced sample to provide wider representation of various job categories and achieve a more comprehensive understanding of the effectiveness of internal communication in the organisation.

Table 9: Distribution of the study sample by years of experience

Experience	Frequency	Percentage (%)
Under 5 years	9	13.8%
From 5 to 10 years	22	33.8%
From 11 to 15 years	22	33.8%
Over 15 years	12	18.5%
Total	65	100%

Figure 7: Distribution by Years of Experience Years of



The results regarding the distribution of the study sample by years of experience at Sonatrach indicate that the majority of participants have moderate professional experience. 67.6% of the sample have between 5 and 15 years of experience. This reflects a human resource base with sufficient knowledge of the institution's reality and working mechanisms, as well as the flexibility necessary to engage with organisational change. In contrast, the category of new employees (with less than five years' experience) represents only 13.8% of the sample, which may suggest limited participation in or integration with organisational activities related to change.

The group of employees with long experience (more than 15 years) constitutes a moderate percentage (18.5%), indicating the presence of individuals with deep expertise without dominating the sample. This distribution reflects a relative balance within the sample, enhancing the credibility of the study when evaluating the role of internal communication as perspectives vary according to experience level. It also suggests that employees with moderate experience are the primary agents of change, being best placed to bridge the gap between the requirements of organisational reality and the nature of the desired change.

### **Presentation and Analysis of Study Results**

#### **1. Presentation and analysis of internal communication methods**

Table 10: Means and standard deviations for the dimension of internal communication methods in the institution

Number	Items	Arithmetic mean	Standard deviation	Ranking	Overall degree of agreement
01	Direct communication	4.107	0.731	03	High
02	Official meetings	4.000	0.661	06	High
03	Paper and digital bulletins.	4.030	0.789	05	High
04	Bulletin board	4.215	0.739	01	Very high
05	Internal email	4.046	0.694	05	High
06	Digital platform of the organisation	4.138	0.704	02	High
Internal communication methods in the organisation		4.089	0.719	High	

The statistical table above shows that the internal communication methods used by the institution are highly effective. The overall mean level of agreement on these methods is (4.089), with a standard deviation of (0.719), indicating a high level of agreement. “Bulletin boards” were found to occupy first place with a mean of 4.215 and a standard deviation of 0.739, indicating a “very high” level of agreement and reflecting their importance in conveying information clearly within Sonatrach.

Conversely, ‘formal meetings’ were ranked last with an average score of 4.000 and a standard deviation of 0.661. Despite this, they still achieved a high level of agreement, suggesting that they are utilised but may be less favoured than other methods. Other methods, such as ‘digital platforms’, ‘direct communication’ and ‘internal email’, showed similar levels of agreement, indicating a diversity of methods and balanced use of traditional and modern approaches.

Standard deviation values ranging from 0.661 to 0.789 indicate close convergence in respondents’ opinions, reflecting consistency in their perception of the importance and effectiveness of internal communication methods at Sonatrach. Sonatrach clearly places great importance on strengthening internal communication channels, which is considered a crucial factor in supporting interaction and coordination within the work environment. Therefore, we can infer that the respondents agree that internal communication in Sonatrach’s Exploration Division in Boumerdes relies on effective communication tools and methods for conveying information.

#### **2. Presentation and analysis of internal communication methods and reality in the exploration division of Sonatrach:**

Table 11: Means and standard deviations for the dimension of internal communication reality in the exploration division of Sonatrach

Number	Items	Arithmetic mean	Standard deviation	Ranking	Overall degree of agreement

01	I can easily communicate with my direct supervisor.	4.169	0.674	03	High
02	The information I receive is clear and easy to understand.	4.261	0.667	02	Very high
03	I am aware of what is happening within the organisation with regard to new developments.	4.307	0.727	01	Very high
04	I receive information in a timely manner.	4.107	0.731	04	Very high
05	The leadership is interested in the communication process.	4.046	0.647	08	High
06	My supervisor considers my feedback on specific topics.	3.892	0.886	09	High
07	All of the organisation's rules, policies and goals are completely clear.	3.892	0.886	10	High
08	The organisation's work environment facilitates communication.	4.107	0.640	05	High
09	My supervisor listens to my complaints objectively.	3.615	0.878	11	High
10	I hear rumours long before official information is released.	4.107	0.640	06	High
11	Regular meetings are held among employees within the organisation	4.052	0.739	07	High
Reality of internal communication in the exploration department of Sonatrach.		4.052	0.709	High	

The results of the table regarding the means and employees' opinions on the reality of internal communication in the Exploration Division of Sonatrach suggest a generally positive outlook. Most items reflect the effectiveness of internal communication channels, particularly with regard to receiving information and instructions from direct supervisors and updates from the organisation. The highest means were achieved by items such as item three, which recorded a mean of 4.307 and a standard deviation of 0.727 – the highest among all items – indicating employee satisfaction with the flow of information regarding developments within the organisation.

However, some items demonstrate relative weaknesses in certain areas, such as a lack of clarity regarding organisational goals or slow responses from management. Items six and seven recorded the lowest mean score (3.892) and the highest standard deviation (0.886) respectively, indicating significant variability in employee opinions on these issues.

Overall, the mean score for assessing internal communication was 4.052 with a standard deviation of 0.709, suggesting that internal communication within the organisation is generally considered to be effective. However, improvements are still required in some areas to ensure smoother and clearer communication between different job levels.

### 3. Presentation and analysis of the effectiveness of internal communication in supporting organisational change

#### 3.1 Presentation and analysis of the role of internal communication in conveying information related to change:

Table 12: Mean and standard deviation for items related to the role of internal communication in conveying information regarding change.

Number	Items	Arithmetic mean	Standard deviation	Ranking	Overall degree of agreement
01	The organisation relies on effective formal communication channels to convey change-related information.	4.138	0.788	02	High
02	I receive information about changes in a timely manner.	4.138	0.863	01	High
03	I find the change-related information clear and understandable.	4.076	0.816	05	High
04	Multiple means are used to convey information about the change.	4.092	0.842	04	High
05	Internal communication helped me to understand the reasons for the change.	4.046	0.758	06	High
06	Internal communication helped me to understand the importance of the change.	4.107	0.687	03	High
07	Internal communication increased my trust in decisions relating to the change.	3.861	0.788	08	High
08	Internal communication helps to reduce employees' resistance to change.	4.000	0.661	07	High
Role of internal communication in conveying information related to change		4.057	0.775	High	

As can be seen from the table above, the internal communication methods used by Sonatrach's Exploration Division in Boumerdes are effective in conveying information related to organisational change. This is reflected in the mean scores and standard deviations for each statement in the questionnaire.

The analysis indicates that most statements received 'high' levels of agreement, demonstrating employees' recognition of the importance of internal communication in supporting organisational change. The highest mean score (4.138) was achieved for two statements: 'The organisation relies on effective formal communication channels to convey information regarding change' and 'Information related to change is sent in a timely manner', which highlights the effectiveness and timeliness of formal communication as pivotal factors in the successful implementation of change.

In contrast, the statement with the lowest mean score (3.861) suggests that internal communication is perceived as having a lesser impact on supporting the change process, potentially indicating a weakness that requires attention. Standard deviations ranged from 0.661 to 0.863, indicating limited to moderate variability in participants' opinions and a relative consensus on the importance of internal communication.

Overall, the general mean score of 4.057 suggests that internal communication is viewed positively as an effective means of conveying information related to change. This highlights its vital role in preparing employees, helping them to understand the dimensions of organisational change, and mitigating their resistance to it.

3.2 Presentation and analysis of the role of internal communication in shaping positive attitudes and perceptions towards organisational change:

Table 13: Means and standard deviations for the dimension of the role of internal communication in shaping positive attitudes and perceptions towards organisational change

Number	Items	Arithmetic mean	Standard deviation	Ranking	Overall degree of agreement
01	Internal communication helped me to understand the importance of organisational change.	4.030	0.789	05	High
02	Internal communication increased my trust in decisions related to change.	4.215	0.739	01	High
03	Internal communication reduces resistance to change among employees.	4.046	0.694	04	Very high
04	I feel that my opinions are considered during the change process.	4.138	0.704	03	High
05	Internal communication enhances employee motivation during periods of change.	4.169	0.674	02	High
Role of Internal Communication in Shaping Positive Attitudes and Perspectives towards Organisational Change		4.119	0.720	High	

The table above illustrates the results of the analysis of the role of internal communication in shaping positive attitudes and perceptions towards organisational change. This analysis was based on six items, which were measured using means and standard deviations. The most prominent item was 'Internal communication enhances my confidence in decisions related to change', with a mean of 4.215 and a standard deviation of 0.739, indicating strong agreement among respondents regarding the pivotal role of internal communication. Next, the item 'Internal communication plays a role in boosting employee motivation during periods of change' had a mean of 4.169 and a standard deviation of 0.674, reflecting a positive perception of communication's impact on motivation.

The lowest mean was for the item 'Internal communication contributes to understanding the importance of organisational change', which scored a mean of 4.030 and a standard deviation of 0.789. However, this still falls within the high evaluation range. The overall mean is estimated at 4.119, with a standard deviation of 0.720.

The results suggest that internal communication is an effective and influential tool for supporting organisational change, enhancing trust, increasing motivation and facilitating informed decision-making. This helps to create a positive environment that facilitates acceptance of change and reduces resistance within Sonatrach.

### **Conclusion:**

The results of this study highlight the crucial role of internal communication in facilitating organisational change within Sonatrach. The analysis showed that effective communication is critical to the success or failure of change efforts. The study found that the methods of internal communication used within the organisation and how they are implemented play a pivotal role in disseminating information related to change and influencing employees' attitudes and perceptions towards it.

The study also revealed that effective internal communication creates a participatory work environment, enhancing job engagement and reducing resistance to change – particularly when communication is transparent and clear. Therefore, improving internal communication within the organisation is a strategic necessity to ensure smooth and successful organisational change.

Internal communication is vital for managing various organisational functions, such as conveying orders, ideas and instructions between management and subordinates. Feedback is particularly important as it determines how organisational members understand and accept the content of messages, ensuring the effective execution of tasks and orders. Therefore, management must pay more attention to these two factors due to their importance.

In a rapidly changing environment, organisations must adapt to ensure their survival and continuity, and this transformation is a hallmark of the times. This transformation involves shifting from one organisational state to another, which can only be achieved through effective change programmes.

In many cases, employees fear change programmes due to a lack of understanding and awareness of these initiatives, as well as concerns about their future professional and social status post-change. The conflict between acceptance and rejection of change is known as resistance to change. To alleviate this, the organisation must adopt an effective communication system operating in both directions to ensure transparency, coordination and clarification of these programmes, and implement an open-door policy to foster comfort and clear communication.

Moreover, involving employees in these programmes is essential to avoid resistance, as it is difficult for individuals to reject something they participated in. Additionally, effective change programmes require good planning, selecting the right timing and providing all the necessary resources – both material and human – to enhance their effectiveness.

### **Ethical Considerations**

This study was conducted in accordance with established ethical standards for social science research. Data were collected through a structured questionnaire administered to employees of the Exploration Division of Sonatrach in Boumerdes. Participation in the study was voluntary, and respondents were informed of the purpose of the research prior to their involvement. Anonymity and confidentiality of participants' responses were strictly maintained, and the data were used solely for academic research purposes. No personal identifiers were collected, and all responses were analysed in aggregate form. The study did not involve any physical, psychological, or social risk to participants. As the research was based on voluntary participation and anonymous data collection, formal ethical committee approval was not required.

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### Conflict of Interest

The author declares that there is no conflict of interest associated with this publication. The research was conducted independently, and no financial, institutional, or personal relationships influenced the research design, data collection, analysis, or interpretation of results.

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