



# Communication At Algeria Post Is An Indicator Of Its Leadership Styles A Field Study In The Unit Of Adrar

Dr. Harrouz Bouhafs<sup>1\*</sup>, Pr. Talbi Badreddine<sup>2</sup>

<sup>1</sup>\*University of Bechar, Algeria, "Laboratory of Social, Psychological and Anthropological Studies", University of Relizane, Email: bouhafs.harrouz@univ-bechar.dz

<sup>2</sup>University of Continuing education, (Algeria), E-mail: talbi.b@hotmail.com

**\*Corresponding Author:** Dr. Harrouz Bouhafs

\*University of Bechar, Algeria, "Laboratory of Social, Psychological and Anthropological Studies", University of Relizane, Email: bouhafs.harrouz@univ-bechar.dz

**Citation:** Dr. Harrouz Bouhafs, Pr. Talbi Badreddine (2024), Communication At Algeria Post Is An Indicator Of Its Leadership Styles A Field Study In The Unit Of Adrar, *Educational Administration: Theory and Practice*, 30(7), 128-137  
Doi: 10.53555/kuev.v30i7.6522

## ARTICLE INFO

**Received:** 05/2024

**Published:** 07/2024

## ABSTRACT

Effective organizational functioning hinges significantly upon communication, serving as a fundamental pillar that seamlessly interweaves with various processes and activities. Its intricate relationship with diverse elements and organizational components mirrors the state of activities and operations within. The focus of our study is to unveil the correlation between communication and leadership styles, with an emphasis on an Algerian organizational context. Our investigation specifically delves into the Unit of Algeria Post in Adrar.

In the course of our field study, we meticulously selected a representative sample comprising 234 individuals from 73 postal facilities across the nation. The findings underscore a lack of a singular or conventional leadership style within the organization. Notably, vertical communications from senior leadership, despite demonstrating receptiveness to listening and inclusivity, exhibit a tendency to be relatively closed to active participation. This suggests a leadership orientation primarily centered around mission accomplishment.

At the team level, our study reveals that open communication, both in formal and informal channels, indicates a leadership focus more inclined towards relationships than tasks. This tendency is particularly pronounced in the organizational structures at the level of department heads and team leaders. Consequently, our research sheds light on the nuanced dynamics between communication and leadership styles within the context of an Algerian organization.

**Keywords:** Internal communication, leadership styles.

## 1-Introduction

Leadership has been a focal point for researchers, who have diligently sought suitable leadership styles and approaches to influence and motivate subordinates for optimal effectiveness. Various theories have emerged, some emphasizing the leader's personal traits, while others focus on their behavior towards followers. Additional theories connect leadership effectiveness to meeting the needs and requirements of subordinates. Against this backdrop, Fiedler Frederick proposed a model wherein the most appropriate leadership style aligns with situational conditions (Al-Nuwaika, 2015, p. 47). Fiedler's situational leadership style is posited as the most effective across diverse organizational situations, acknowledging the interplay between situational variables and leader characteristics (Al-Jaroudi, 2011, p. 63). The leader's influence, according to this perspective, operates in ways that adapt to situational dynamics in the work environment, with requisite characteristics and skills contingent upon the leader's position and role within the organization. Attitudes are central to the formation of leaders according to this theory.

Given that influence is rooted in communication between the key actors in the leadership process—leaders and subordinates—mutual responsiveness to situations and positions within the organization becomes imperative, Communication within the organizational context holds essential significance, impacting not only

humanitarian activities and operations but also relationships between diverse individuals and groups. Consequently, the discernible impact of communication on the leadership process underscores its necessity and centrality in navigating the complexities inherent in organizational dynamics.

One noteworthy study in the realm of the relationship between organizational communication and leadership is the work by Mirdad (2018) titled "The role of leadership communication on enhancing job satisfaction among subordinates: a field study on a sample of male and female employees of King Abdulaziz University." This study was conducted with the objective of exploring how a leader's effective communication with their team influences job satisfaction among subordinates. Mirdad employed a descriptive approach, selecting a sample of 202 employees for the study.

Through the application of a questionnaire and subsequent analysis of the results, the researcher discovered a strong correlation between leaders' communication skills and their effectiveness in leadership. This correlation was notably manifested in the heightened job satisfaction experienced by employees. Mirdad's study thus provides empirical evidence highlighting the pivotal role that effective communication plays in leadership effectiveness and its tangible impact on the satisfaction of subordinates within the organizational context.

Another notable study in the realm of organizational communication and leadership is the work conducted by Shaaban and Mughni (2022). Their study, titled "Dimensions of transformational leadership and its relationship to organizational communication from the point of view of subordinates in the economic organization - a survey study on a sample of workers of the Salam Bank Corporation, Dali Ibrahim branch, Algeria," sought to uncover the relationship between the dimensions of transformational leadership and organizational communication. The study specifically focused on the perspectives of subordinates within the economic organization.

Through a survey conducted on a sample of workers at the Salam Bank Corporation's Dali Ibrahim branch in Algeria, the researchers found compelling evidence of a strong and direct correlation between the dimensions of transformational leadership and organizational communication. The study highlighted specific connections, such as the ideal effect being linked to horizontal communications, intellectual consultation associated with emerging communications, and individual considerations tied to downward connections. This research underscores the interplay between transformational leadership and effective organizational communication, offering valuable insights into how different leadership dimensions influence communication dynamics within the organizational setting.

The study conducted by Bilal (2019), titled "The effectiveness of organizational communication for administrative leadership and its relationship to the development of the economic organization," stands out as a descriptive exploration that emphasizes the pivotal role of organizational communication within an organization. Bilal sought to underscore its significance in activating the leadership process, involving both leaders and subordinates. The study concluded that effective leadership within an organization necessitates a reliance on communication skills to exert a meaningful impact on human resources.

What is notable in these studies is their singular focus on communication as a broad concept, without delving into its various forms and levels. This oversight may lead to neglecting situational requirements and creating ambiguity in communication dynamics within the leadership process. In light of this observation, our upcoming study aims to provide a more nuanced analysis and characterization of the dimensions of communication's impact within an organization on leadership styles. Specifically, we intend to explore how communication patterns, both upward and downward, can serve as indicators of prevailing leadership styles. This approach seeks to address the complexity of communication within organizational contexts, offering a more comprehensive understanding of its influence on leadership dynamics.

The problem statement of the study is articulated in the following question: "How can communication within the Algerian organization indicate its leadership styles?" To address this fundamental question, our initial assumption is grounded in the idea that communication between the key actors in the leadership process serves as an indicator of their relationship, given its inherent nature of continuous interaction. Consequently, we posit that internal communication within the organization can offer insights into the prevailing leadership styles employed by its leadership. By examining the patterns and dynamics of communication, both upward and downward, we aim to decipher and characterize the leadership styles manifested within the Algerian organization. This approach seeks to establish a connection between the modes of communication and the underlying leadership philosophies and practices within the organizational context.

## **2- Study concepts:**

### **2.1- The concept of internal communication:**

Internal communication stands as one of the fundamental modes of communication within an organization, alongside external communication, which pertains to the organization's interactions with its private and public environment. Internal communication encompasses the various interactions between individuals and groups within the organization, taking both formal and informal forms.

To delve into the concept of internal communication, we can refer to the insights provided by scholars such as Nicole d'Almeida and Thierry Libaert. According to their perspective, internal communication in organizations involves the diverse relationships and interactions that facilitate the production and flow of

information within the organization. This process is accomplished through purposeful and intentional utilization of communication techniques, recognizing information as the raw material crucial for decision-making (Almeida & Libaert, 2014: 5). Here, the emphasis is on the flow of information pertinent to the functioning of the organization, albeit with an omission of informal communication.

Another perspective, articulated by Bachelet, expands the definition by stating that internal communication encompasses all transmissions and exchanges of general and operational information within the organization (Bachelet, 1999: 114). This definition takes a more comprehensive view, encompassing both formal and informal channels, and highlights the role of communication in disseminating essential information throughout the organizational framework. Building upon the previously discussed perspectives, we can define internal communication as the comprehensive spectrum of interactions occurring within an organization, encompassing both formal and informal channels. Its primary purpose is to facilitate the transfer and exchange of information, knowledge, ideas, feelings, and directives. This exchange serves to delineate methods of achievement, work procedures, patterns of thinking, behaviors, and operational processes. The choice of communication channels is tailored to the specific terms and objectives relevant to the parties involved in the organizational processes.

Internal communication serves as the central nexus connecting various activities, functions, and individuals within the organization. It functions as the principal carrier of the organization's culture, effectively disseminating its mission, goals, and strategic initiatives. Through fostering understanding, cooperation, and teamwork, internal communication plays a pivotal role in shaping the organizational ethos and facilitating the collective pursuit of objectives within the organizational framework. As such, it acts as the conduit through which the organization's identity and aspirations are communicated, contributing to the overall cohesion and effectiveness of the organizational ecosystem.

## 2.2-The concept of administrative leadership

The concept of leadership has been articulated by various scholars, each offering unique perspectives on its definition. Fiedler, for instance, characterizes leadership as "the degree to which the situation allows the leader to influence the behavior of his subordinates," underscoring the significance of situational factors in shaping leadership behavior (Al-Nuwaika, 2015, p. 47). Donnell' & Koontz define leadership as "the ability to exert influence on others through the means of communication in order to achieve goals," emphasizing communication as a pivotal tool for influencing the leadership process (Mazhouda and Qarza, 2017, p. 94). Larson & Hunt, on the other hand, perceive administrative leadership as methods enabling a manager to foster harmony and cooperation among organizational employees to attain desired goals (Agha, 2010, p. 304). This definition places emphasis on the tasks of leaders and their roles in guiding subordinates toward shared objectives.

In alignment with these perspectives, we define leadership as the art of influencing individuals, adeptly guiding them towards goals, enhancing interaction, maintaining cohesion, and adapting to the situational context they face. Leadership, in this context, involves motivation to inspire collective efforts towards the attainment of shared objectives. This definition integrates the essential elements of influence, guidance, and motivation, emphasizing the dynamic nature of leadership within the evolving landscape of organizational challenges and opportunities.

Through the above, we conclude that the concept of leadership revolves around 3 basic elements:

- Positive influence on subordinates and gain their loyalty, trust and docility.
- Unify the efforts of subordinates and motivate them within the organizational framework.
- Achieving organizational goals based on the common goals of subordinates.

## 3- Method and tools:

In this study, we relied mainly on the questionnaire, and divided it into two main axes, a axis dedicated to public data, and a axis dedicated to monitoring communicative indicators indicating leadership styles.

To measure the stability of the questionnaire with respect to O3 questions containing 13 items, we used the Cronbach alpha equation by spss on all the paragraphs in the questionnaire and obtained the following result:

**Table No. 01 shows the degree of stability of the questionnaire using the Cronbach alpha coefficient**

Nombre d'élément	Alpha de Cronbach
<b>13</b>	<b>0.86</b>

**Source:** Prepared by researchers using SPSS 25

The table results indicate a high level of stability for the questionnaire, with an estimated reliability coefficient of 0.86, This suggests that the survey instrument demonstrates consistent and reliable measurements across its various sections.

The field study was conducted over a period from 24/03/2021 to 30/06/2021 within the Algeria Post Administration, specifically in the Adrar Unit. This unit encompasses 84 post offices, three distribution centers, two mobile offices, and an express mail office.

The study population includes all individuals working within the Algeria Post in the Adrar region, supervised by the Adrar unit, totaling 563 individuals. To ensure a representative sample, we employed the recommendations of the Krejcie and Morgan study, as detailed in Appendix No. 01. This study provides guidelines for determining an appropriate sample size based on the size of the original population (Krejcie and Morgan, 1970: 607-610). Accordingly, we selected a sample of 234 individuals. This sample was carefully chosen to align with the characteristics of the organization's workforce and to encompass all types of post offices and distribution centers. Stratified sampling was employed to ensure proportional representation, with the sample size in each stratum reflecting the percentage of personnel working in distribution centers and post offices, as illustrated in the subsequent table.

**Table No. 02 shows the total and stratified sample by place of work**

Categories	Number	Total Workers	Stratifiedsample
Directorate	01	72	30
Central Post Office	01	36	15
Distribution Centers	03	28	12
Post Offices Class 1	03	44	18
Post offices class 2	04	65	27
Post Offices Class 3	12	123	51
Post Offices Class 4	62	195	81
Total	86	563	234

**Source:** Prepared by researchers using SPSS 25

To calculate the stratified sample, we extracted the percentage of the total workers in each category by looking at the total sample of 234, and on this basis we concluded to choose the numbers specified for the forms according to the type of postal structures as follows:

- Directorate we chose 30 forms.
- Central Post Office we chose 15 forms.
- 03 distribution centers, from which we chose 12 forms.
- Class 1 post offices numbering 03 we chose 18 forms from them.
- Class 2 post offices numbering 04 we chose 27 forms from them.
- Class 3 post offices numbered 12 we chose 51 forms.
- Class 4 establishments numbered 62 we chose 81 forms from them.

This brings the total to 234 forms representing the organization's personnel structurally and geographically.

#### 4-General characteristics of the respondents:

**Table No. 03 shows the general characteristics of the sample members**

Properties	Detail	Number	Percentage
sex	Male	165	70,51
	Female	96	29,49
Professional Experience	Less than 5 years	115	49,15
	5- Less than 10	54	23,08
	10. Less than 15	36	15,38
	15. Less than 20	29	12,39
Study Level	primary	00	0,00
	medium	04	1,71
	secondary	92	39,32
	University	138	58,97

**Source:** Prepared by researchers using SPSS 25

The characteristics of the sampled individuals reveal notable trends. The majority, constituting 70.51%, are males. This gender distribution aligns with the organization's recent policy of expanding its presence into all municipalities and remote areas, providing more opportunities for males, particularly in post offices at levels 4, 3, and 2. Consequently, this has contributed to a higher percentage of individuals with less than five years of experience, making up 49.15% of the sample. Those with 10 years of experience comprise 23.08%, while a minority possess over 10 and 15 years of experience.

Furthermore, educational qualifications within the sample indicate a significant balance, with 58.97% holding university degrees and the remaining individuals having completed secondary education. This balance in academic qualifications is particularly noteworthy for the organization, considering its status as a service-oriented organization heavily reliant on software and modern communication systems. The diverse educational background ensures a well-rounded and qualified workforce capable of adapting to the technological demands of the organization's operations.



### 5- Presentation and discussion of the results of the questionnaire:

**Table 04 shows the forms of communication between the administrative levels**

What is the form of communication between the administrative levels of the organization?		never		sometimes		Always		Arithmetic mean	standard deviation	direction of the answers
Contact the General Manager is through supervisors only	N	23	72	139	23	72	139	2,50	0,670	Always
	%	9,83	30,77	59,40	9,83	30,77	59,40			
The General Manager directly contacts the workers	N	88	105	41	88	105	41	1,80	0,716	sometimes
	%	60,37	44,87	52,17	60,37	44,87	52,17			
General Manager Contacts Workers Through Supervisors	N	34	61	139	34	61	139	2,45	0,735	Always
	%	14,53	26,07	59,40	14,53	26,07	59,40			

**Source:** Prepared by researchers using SPSS 25

The table results indicate that communication with the manager occurs primarily through supervisors, namely the heads of post offices and distribution centers. The mean for the first paragraph related to this aspect is 2.41, with a standard deviation of 0.67. According to the Cohen scale (Arnoldo, 2015, p.35), this standard deviation suggests an average dispersion in the respondents' answers, signifying a moderate level of agreement among them.

Similarly, downward communications reveal that 59.40% of the respondents believe that the manager contacts workers exclusively through supervisors, as evidenced by an arithmetic mean of 2.45 and a standard deviation of 0.73. This pattern can be attributed to the geographical dispersion of post centers and offices across the state of Adrar, with considerable distances between them (e.g., Timimoun 210 km, Reggane 140 km, Bordj Badji Mokhtar 778 km, Timiaouine 930 km, Ulf 260 km, Tinrkok 270 km). Despite the availability of internal communication applications like aemail, the practical challenges of geographic distribution persist.

Interestingly, the communication system, while challenging due to geographical factors, serves to strengthen the authority of supervisors in communication processes, Supervisors become the crucial link between the directorate and workers in postal structures. This dynamic has led to leaders in these structures assuming roles at the forefront of work teams, each characterized by unique compositions, relationships, and operational methods.

**Table No. 05 shows the behavior of leaders in upward communications**

In your communication with your boss, do you touch the following things?		never		sometimes		Always		Arithmetic mean	standard deviation	direction of the answers
Listens to you attentively	N	14	83	137	14	83	137	2.53	0.60	Always
	%	5,98	35,47	58,55	5,98	35,47	58,55			
Interacts with you easily	N	18	96	120	18	96	120	2.44	0.63	Always
	%	7,69	41,03	51,28	7,69	41,03	51,28			
Takes your suggestions	N	31	123	80	31	123	80	2.21	0.65	sometimes
	%	13,25	52,56	34,19	13,25	52,56	34,19			
Ignores you	N	141	72	21	141	72	21	1.49	0.65	sometimes
	%	60,26	30,77	8,97	60,26	30,77	8,97			

**Source:** Prepared by researchers using SPSS 25

Analyzing the results from the table, it is evident that 58.55% of respondents believe that their leaders consistently listen to their concerns, with an arithmetic mean of 2.53 and a standard deviation of 0.60. This indicates that leaders in the organization prioritize human aspects and emphasize relational aspects of leadership more than technical aspects. In the second paragraph, 51.28% of respondents believe that their leaders always interact with them easily, with an arithmetic mean of 2.44 and a standard deviation of 0.63.

Exceptions to these trends were observed in the organizations of the second category and the central post, where responses tended to be more varied, as indicated in Appendix No. 02. Notably, the general trend in these exceptions was labeled as "sometimes" If we consider the scope of supervision, it becomes apparent that the central post office and organizations of class 2 have a larger number of subordinates compared to other classes.

Examining the overall results of the first two paragraphs, it suggests a tendency of leaders toward social relations with subordinates rather than focusing solely on task-oriented aspects. This observation aligns with Fiedler's theory, which categorizes leaders into two types:

A- Relationship-oriented leaders: They focus on strengthening social relationships with subordinates, as a kind of motivation to support the work environment that encourages them to work and raises their morale.

B- Mission-oriented leaders: motivate subordinates in the direction of accomplishing the tasks assigned to them, and do not focus primarily on their relationships with their subordinates, and some may call them accomplished leaders, and here does not mean dictatorial achievement in the use of power, but the focus of the leader is in the direction of work more than workers (Hugh and Feldman, 1986: p 128).

The substantial number of supervisors in the organization contributes to a diversity of leadership styles. With a total of 88 supervisors for post centers and offices, in addition to the director, four deputies, and heads of departments and interests, the reality of multiple leadership styles becomes evident. Interestingly, some discrepancies emerged between the responses of the total sample and the stratified samples in the third paragraph. Approximately 52.56% of respondents indicated that their leaders occasionally consider their suggestions, resulting in an arithmetic mean of 2.21 and a standard deviation of 0.65. Conversely, organizations classified as class 1 demonstrated a higher average of 2.56, suggesting that leaders in these postal branches consistently value and incorporate the suggestions of their subordinates.

This discrepancy underscores the existence of variations in leadership styles among supervisors in the organization, These differences are not explicitly delineated by official organizational structures, nor are they strictly within the scope of designated responsibilities and powers. Instead, they appear to be influenced by a myriad of personal and social factors, including individual attributes, educational levels, social and relational capital, cultural values, personal goals, types and numbers of subordinates, workplace dynamics, and communication skills. These diverse factors contribute to the nuanced landscape of leadership within the organization.

Organizational dynamics, alongside an array of influential factors, wield the capacity to give rise to diverse leadership paradigms within organizations, Notably, Sutermeister, in his seminal work dated 1969, delineated these leadership archetypes into five foundational categories (Sutermeister, 1969: pp. 46-39):

1- Free leadership style: An approach grounded in a principle of non-intervention, wherein subordinates are granted autonomy to delineate the pathways of accomplishment. This methodology involves the strategic delegation of powers, meticulous assignment of responsibilities, and a fundamental reliance on the maturity of subordinates as a steadfast assurance for the realization of objectives, This deliberate empowerment of subordinates is designed to cultivate an environment where communication flows seamlessly in all directions, fostering a culture of openness and collaboration (Nawaf, 2009, pp. 253-255).

2- Autocratic leadership styles: This leadership paradigm embodies the characteristics of dictatorial leaders, hinging upon the centralization and consolidation of authority. It is distinguished by a rigorous exertion of control over subordinates, a perception of them as lacking maturity, and an impetus to drive accomplishment through all available means. In this framework, leadership is construed as a unidirectional process, predominantly flowing from top to bottom, a perspective that extends to communication channels as well.

3- Democratic leadership styles: This form of leadership is rooted in the practice of seeking input from subordinates in decision-making processes, particularly those pertaining to their respective responsibilities, It facilitates a myriad of collaborative opportunities and encourages diverse forms of communication, including upward, downward, and horizontal channels, Notably, this leadership style gravitates towards the cultivation of social relations and views communication as a pivotal instrument for influencing and motivating subordinates towards dedicated work efforts (Likert and Hayes, 1982: p 191-193).

4- Participatory leadership style: This model entails actively engaging subordinates in organizational decision-making processes, ensuring they are equipped with comprehensive information available to leaders. This approach aims to instill confidence and a sense of belonging among subordinates, fostering a collaborative dynamic where they work not merely under the leader but alongside them. The emphasis lies in creating an inclusive and participatory organizational environment.

5- Mixed leadership style: This style according to Sutermeister depends on the application of all previous patterns according to the situations facing the leader, as this style of leadership succeeds in meeting the following things: [Diagnose reality well - flexibility and open the way for all possible options - Adopting a trade-off method in all situations - Focusing on relationships, the task and the goals at the same time - Not using ready-made or mechanical methods in leadership ..].

In reference to the fourth paragraph, a significant majority, comprising 60.26% of respondents, conveyed that their immediate leaders consistently acknowledge their communications. This is reflected in the arithmetic mean of 1.49, with a standard deviation of 0.65. These metrics underscore the leaders' proactive engagement with feedback and a conscientious avoidance of neglecting social interactions with subordinates. Notably, in smaller postal structures, bidirectional communication becomes imperative for the seamless

continuity of business operations.

**Table No. 06 shows the behavior of leaders in downward communications**

In your direct superior's communications with you, do you touch the following things?	never		sometimes		Always		Arithmetic mean	standard deviation	direction of the answers	
	N	%	N	%	N	%				
Inspires you with his ideas	N	26	123	85	26	123	85	2.25	0.64	sometimes
	%	11,11	52,56	36,32	11,11	52,56	36,32			
Encourages you to work	N	23	85	126	23	85	126	2.44	0.66	Always
	%	9,83	36,32	53,85	9,83	36,32	53,85			
Consult you	N	16	95	123	16	95	123	2.46	0.62	Always
	%	6,84	40,60	52,56	6,84	40,60	52,56			
Good at guiding you	N	62	111	61	62	111	61	2.00	0.72	sometimes
	%	26,50	47,44	26,07	26,50	47,44	26,07			
Raises your morale	N	36	93	105	36	93	105	2.29	0.72	sometimes
	%	15,38	39,74	44,87	15,38	39,74	44,87			
Improves your rating	N	38	86	110	38	86	110	2.31	0.73	sometimes
	%	16,24	36,75	47,01	16,24	36,75	47,01			

**Source:** Prepared by researchers using SPSS 25

The chosen leadership style engenders distinct modes of communication with subordinates, manifesting its essence in their conduct across diverse situations. Analysis of respondents' answers in the first paragraph of the table reveals that 52.56% believe their leaders intermittently inspire them with innovative ideas. The arithmetic mean of the responses stands at 2.25, with a standard deviation of 0.64. These metrics suggest that certain leaders exhibit charismatic and technical attributes that inspire their subordinates, instilling in them a passion for challenges and fostering enthusiasm for their work. Motivational inspiration, as evidenced here, constitutes a facet of transformational leadership, wherein leaders may adopt a moderately autocratic style to elevate the ambitions and goals of subordinates, or a participatory approach aimed at harnessing the collective energies of the work team.

In the second paragraph, a noteworthy 53.85% of respondents conveyed that their leaders consistently motivate them to work and innovate. The arithmetic mean for this response is 2.44, with a standard deviation of 0.66. This observation signifies that leaders possess effective communication skills and exert persuasive influence on subordinates. This is achieved through mission-oriented leadership and achievement-focused styles, underpinned by support for the technical system and alignment with organizational goals. Importantly, this approach is not mere courtesy; instead, it is a strategic imperative. Vertical organization and reliance on technological applications position supervisors as intermediaries between management and subordinates, motivating and encouraging the latter to intensify their efforts in pursuit of the desired goals. Simultaneously, within the same table, 52.56% of respondents expressed that their leaders consistently seek their input on work-related matters, as indicated by an arithmetic mean of 2.46 and a standard deviation of 0.62 in the third paragraph. This trend is pervasive across all centers and offices except for the Central Post and the class 2 post office, where tendencies lean toward "sometimes" with arithmetic averages of 2.07 and 2.22, respectively (refer to Appendix No. 03). This aligns with the patterns observed in the preceding table concerning themes of actively listening to concerns and facilitating easy interaction with subordinates. The correlation underscores that effective communication with subordinates is instrumental in steering a successful leadership process, a principle emphasized by "Fiedler," who posits that the nature of relations between the leader and subordinates is a crucial factor in the success of the leadership process (Rashwan, 2010, p. 72).

Furthermore, the act of consulting subordinates inherently demands a democratic or participatory leadership style grounded in principles of open communication and mutual trust between the leader and their subordinates. Importantly, this approach is not universally applicable to all situations. Blanchard & Hersey introduced an additional situational variable—the level of maturity among subordinates—significantly tied to their capacity and inclination to work. Consequently, the leader's conduct varies across roles such as informant, persuader, participant, and director, contingent upon the maturity level of subordinates and the leader's discernment of the prevailing situation (Al-Taher, 2018, p. 65).

In terms of providing guidance at work, the prevalent response in the fourth paragraph indicates that leaders "sometimes" enhance the guidance of their subordinates, with an average response score of 2.00 and a standard deviation of 0.72, reflecting a moderate degree of variability in the responses. This pattern mirrors the trend observed in the fifth paragraph related to boosting morale, where the average response was 2.29 and the standard deviation was 0.72. Similarly, in the last paragraph, the trend persists, with a weighted arithmetic mean of 2.31 and a standard deviation of 0.73. These results are intrinsically interconnected and cannot be fully comprehended in isolation from the preceding findings. Fiedler's model underscores three interrelated factors: the leader-subordinate relationship, the structure and organization of work, and the extent of authority vested in the leader (Michele & Myers, 1982: pp. 191-193). Consequently, the leader's style oscillates between being task-oriented and being people-oriented based on the dynamics of these factors.

Analyzing the relationships between leaders and their subordinates within the organization reveals a relatively positive dynamic. However, when considering the authority granted to supervisors, it tends to be moderate, as they lack the authority to modify incentives and work systems. The majority of leadership powers are concentrated in the hands of higher-ranking officials, such as managers and sub-managers. Despite the limited authority of post office heads, who constitute the majority, it does not excuse the withdrawal of some leaders from their supervisory and guidance responsibilities.

Horizontal communications within work teams appear to surpass vertical communications, particularly in problem-solving contexts, as evidenced in Appendix No. 04. A notable 38.01% of respondents turn to their colleagues to address work problems, compared to 33.71% who seek guidance from their direct leaders. This suggests positive horizontal relationships within work teams that facilitate the activation of the leadership process in postal structures. It reinforces the notion that leaders are often guided by relationships rather than purely by tasks. The mechanical structuring of tasks within the organization inherently assumes their automatic placement, with their effectiveness contingent on successful communication and coordination among various stakeholders in the organization.

Despite the prevalence of relationship-oriented leadership styles, a discernible disparity in leadership communications has been observed. Notably, leaders, while engaging in permanent consultations with their subordinates, only sporadically incorporate their suggestions. This suggests that certain leadership behaviors are geared towards assimilation and tension alleviation rather than genuine consultation aimed at involving workers in decision-making processes or eliciting their opinions on overarching policies and work methodologies. The realization by some respondents that they are inadequately evaluated by their leaders serves as an additional indicator of mistrust and a perception of injustice, particularly within the central post and class 2 offices. In contrast, class 1 offices and distribution centers exhibit positive evaluations from their subordinates across all indicators outlined in Appendix No. 03.

These variations underscore the existence of diverse leadership styles within the organization, lacking a singular, typical leadership approach, especially concerning social relations. The tasks and authorities of these leaders predominantly align with task-oriented priorities, methods of achievement, and control, often overshadowing their focus on the interpersonal dynamics that bind both parties in the leadership process. This phenomenon is commonplace in large public organizations that operate through automated and mechanized procedures, prioritizing the technical system at the expense of the social system. Such organizational structures may drive individuals to strengthen their social relations and form informal groups as a form of resistance, seeking to satisfy needs that are not met within the confines of the large official organization.

## **6- Conclusion:**

Upon scrutinizing the intricacies of communication within the Algerian organization, it is discernible that effective communication between the two facets of the leadership process stands as a paramount benchmark for success. Dynamic leadership, by extension, relies substantially on adept communication skills encompassing persuasion, motivation, and influence. This dependence unfolds within the context of confronting diverse scenarios and challenges. Consequently, the nature of communication serves as a telltale sign of the prevailing leadership style, whether at the organizational echelon or within work teams.

The investigation undertaken in this study unearthed noteworthy insights regarding leadership communication at the senior management level. Despite its ostensibly open channels through supervisors and intermediate layers, this communication often lacks direct engagement. Consequently, it falls short of fully meeting the satisfaction of organization employees. The interaction with this leadership tier has evolved into automated electronic communications, meticulously programmed within the communication system. The utilization of task-centric applications underscores that leaders at this level tend to be achievement-oriented and task-focused.

In stark contrast, leaders within work teams exhibit a distinct orientation towards relationships. This inclination becomes evident through direct interpersonal contacts, informal communications, and the cultivation of social bonds among team members. The collaborative sharing of work responsibilities and collective problem-solving further underscores this relational emphasis. This propensity can be attributed to the broader responsibility that the organization assigns to work teams. These teams are treated as cohesive units within the formal system, strategically organized around task-oriented communication networks and



internal workflows. Such technical preparations enable them to execute services according to predefined procedures, presenting leaders in these teams with substantial situational challenges. These challenges encompass the delicate balance between fulfilling task requirements on one hand and preserving team cohesion and harmony on the other.

### 7- Bibliography List::

- Hugh J. Arnold , Daniel C. Feldman (1986): Organizational Behaviour, McGraw-Hill Inc, New York ,US.
- Hussein Abdel Hamid Ahmed Rashwan: (2010) Leadership - A Study in Psychological, Administrative and Organizational Sociology, University Youth Foundation, Alexandria, Egypt.
- Kanaan Nawaf: (2009) Administrative Leadership, 3rd Edition, Dar Al-Thaqafa for Publishing and Distribution, Amman, Jordan.
- Majida Al-Jaroudi: (2011) Transformation Leadership in Organizations: An Introduction to Leadership Theories, Cordoba Publishing and Distribution, Riyadh, Saudi Arabia.
- Michele Myers & Gail Myers, (1982) Managing by communication : An organizational approach, Mc Graw-Hill book company, New York.
- Nicole d'Almeida·Thierry Libaert: (2014) La communication interne des entreprises· 7e édition·paris·Dunod.
- Rensis Likert and Samuel Hayes, Jr., (1957) Some Applications of Behavioral Research, UNESCO, Basle, Switzerland.
- Robert Sutermeister (1969) A people and Productivity, second edition, McGraw, hill Book Company, New York, United States of America.
- Abderrahmane Taher: (2018) Situational leadership as an entry point to achieve professional competence for human resources, Journal of Psychological and Educational Research, University of Constantine 2, Algeria, 09 (02), 73-93.
- Arnoldo Téllez and others ( 2015) Effect size, confidence intervals and statistical power in psychological research, Russian Psychological Society, Lomonosov Moscow State University, Volume 8, Issue3. p27-47.
- Atallah Bashir Abboud Al-Nuwaita: (2015) The Impact of Leadership Styles on Achieving the Organizational Commitment of the Employees of the Ministry of Interior - Jordan, Journal of Administrative Sciences Studies, Amman, Jordan, 42, (01), 45-64.
- Fouad bin Sadaqa Mirdad, (2019) The Role of Leadership Communication on Enhancing Job Satisfaction among Subordinates: A Field Study on a Sample of King Abdulaziz University Employees, University of Sharjah Journal of Humanities and Social Sciences, United Arab Emirates, 16(02), 210-246.
- Mughni Zainab, Shaaban Karima (2022). Dimensions of transformational leadership and its relationship to organizational communication from the point of view of subordinates in the economic organization - a survey study on a sample of workers of the organization of Al-Salam Bank, branch of Dali Ibrahim Algeria, Algerian Journal of Social Sciences and Humanities, University of Algiers 3, 10 (02), 235-255.
- Noureddine Mazhouda, Asmahan Garza, (2017) The Impact of Administrative Leadership Styles on the Practice of Organizational Citizenship Behaviors from the Perspective of Individuals Working at the Faculty of Economic, Commercial and Management Sciences, Algerian Journal of Economic Development, Kasdi Merbah University, Ouargla, Algeria, 04(06) 89-110.
- Robert V. Krejcie and Daryle W. Morgan,(1970) Determining Sample Size for Research Activities, Educational and Psychological Measurement 30:3, 607-610.
- Sassi Bilal, (2015) The effectiveness of organizational communication of administrative leadership and its relationship to the development of the economic organization, Hikma Journal of Social Studies, Algeria, 3(06), 50-70.
- Wafik Helmy Al-Agha (2010) Administrative Leaders and their Role in Bringing about Development and Positive Organizational Change in Banks Operating in the Gaza Strip, Journal of Al-Azhar University in Gaza, Humanities Series, 12(02), 297-346.
- Bachelet Catherine: (1998) La situation de la communication interne en PME: ébauche d'une typologie. Revue internationale P.M.E. l'Université du Québec·11(2-3).

### 6- Appendixes:

Appendix 01 Optimal sample size using Krejcie and Morgan formula

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note. — *N* is population size. *S* is sample size.

Appendix No. 02 Table No. showing the behavior of leaders during the communication of subordinates with them

Categories	Listens to you attentively	Interacts with you easily	Takes your suggestions	Ignores you
Post Offices Class 1	2,67	2,72	2,56	1,50
Post offices class 2	2,22	2,04	1,96	1,67
Post Offices Class 3	2,53	2,51	2,16	1,45
Post Offices Class 4	2,56	2,52	2,32	1,33
Directorate	2,70	2,37	2,20	1,53
Central Post Office	2,27	2,13	1,80	1,93
Distribution Centers	2,67	2,58	2,25	1,58

Appendix No. 03 Clarifies the Behavior of leaders in Downward Communications

Categories	Inspires you with his ideas	Encourages you to work	Consult you	Good at guiding you	Raises your morale	Improves your rating
Post Offices Class 1	2,44	2,67	2,56	2,39	2,50	2,61
Post offices class 2	2,04	2,15	2,22	1,70	2,07	1,96
Post Offices Class 3	2,25	2,43	2,43	1,90	2,20	2,27
Post Offices Class 4	2,31	2,51	2,52	2,00	2,36	2,38
Directorate	2,23	2,53	2,53	2,07	2,40	2,43
Central Post Office	2,00	1,93	2,07	1,87	1,93	1,73
Distribution Centers	2,42	2,75	2,83	2,42	2,67	2,67

Appendix No. 04 clarifies contacts to request help with business problems

Order	Percentage	Who to contact to help you solve problems Facing you at work?	n
2	33,71	supervisor	01
1	38,01	Colleagues	02
4	4,75	Syndicate	03
3	20,36	You try to solve it yourself	04
5	3,17	Ignore	05