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## **Organizational Communication and its Role in Achieving Outstanding Performance in Sports Institutions: -A Field Study at the Directorate of Youth and Sports in Tiaret Province-**

**Zoubida FOUKRACH<sup>1</sup>, Soufiane MAHI<sup>\*2</sup>, Mohamed KHERROUBI<sup>3</sup>, Mohamed OUDDAK<sup>4</sup>, Fayçal BELDJOUHEUR<sup>5</sup>, Mehdi YUCEF ACHIRA<sup>6</sup>, Abderrexak BOUDOUANI<sup>7</sup>, Maamar Badreddine Bensaada<sup>8</sup>, Henni DEHLI<sup>9</sup>, Mohamed SADAoui<sup>10</sup>**

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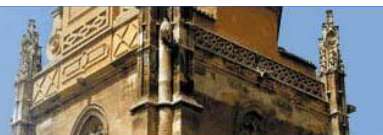
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**Zoubida FOUKRACH<sup>1</sup>, Soufiane MAHI<sup>\*2</sup>, Mohamed KHERROUBI<sup>3</sup>, Mohamed OUDDAK<sup>4</sup>, Fayçal BELDJOUHEUR<sup>5</sup>, Mehdi YUCEF ACHIRA<sup>6</sup>, Abderrexak BOUDOUANI<sup>7</sup>, Maamar Badreddine Bensaada<sup>8</sup>, Henni DEHLI<sup>9</sup>, Mohamed SADAoui<sup>10</sup>(2025). Organizational Communication and its Role in Achieving Outstanding Performance in Sports Institutions: -A Field Study at the Directorate of Youth and Sports in Tiaret Province-. *Journal for Educators, Teachers and Trainers*, Vol. 16(1)190-204**



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Fayçal BELDJOUHEUR<sup>5</sup>, Mehdi YUCEF ACHIRA<sup>6</sup>, Abderrexak BOUDOUANI<sup>7</sup>,  
Maamar Badreddine Bensaada<sup>8</sup>, Henni DEHLI<sup>9</sup>, Mohamed SADAOU<sup>10</sup>**

<sup>1,2,3,4,5,6,7,8,9,10</sup> Innovation et Performance Motrice Laboratory, Institute of Physical Education and Sport, Hassiba Ben Bouali University of Chlef (Algeria).

Correspondant author: [s.mahi@univ-chlef.dz](mailto:s.mahi@univ-chlef.dz)

### **Abstract:**

The aim of the study is to try to identify whether organizational communication patterns and techniques have a role in achieving outstanding performance in the sports institution and whether the obstacles that limit the efficiency of organizational communication negatively affect performance in the sports institution. In order to reach the aim of the study, we used a questionnaire directed to the managers of the directorate. Youth and sports of the state of Tiaret, numbering 31 marchers, We relied on the descriptive approach and the statistical data were processed using the statistical package program (SPSS). The study culminated in the researcher reaching confirmation of the hypotheses. We came up with some proposals, namely holding training courses on organizational communication and its role in the sports institution to increase and develop the capabilities of employees. The problems and needs of employees through holding periodic meetings with them with the aim of strengthening trust between superiors and subordinates.

**Keywords:** Organizational communication, Outstanding performance, Sports institutions.

### **Introduction:**

Communication is considered of great importance in human life, and with the development of life circumstances, the outlook on communication has evolved, as it has become a means and an end to achieving goals. Being a process through which information and ideas are transferred to individuals and they participate in the exchange of opinions, it is “a process through which information of any kind is communicated from any member of the organization’s organizational structure to another member with the intention of causing a change in their behavior.” )Al-Atrouzi (35 صفحة 1998 , It is also considered one of the most important executive means that no administration can carry out its duty without using it, as the more efficient and effective the communication process is, the more information can be passed to the

responsible parties within the sports institution in a flexible and timely manner, and the latter is based primarily on certain data from The most important of which is the availability of correct information related to the required topic ;Because it represents the main pillar in every institution, it contributes to the harmony and cohesion of employees and the unification of their efforts to solve their problems, and the success of any institution is linked to the extent of its effectiveness and its impact on the rest of the administrative processes, and the Youth and Sports Directorate at the state level is considered one of the extremely important sports departments because of its connection to the management of... Many sports facilities and structures, in addition to competitions and administrative activities in turn, it is subject to these factors regarding the performance of its employees in order to develop and improve all aspects of the administrative process with all its human, material and technical components ( **Shake & Bashir Shnouf , 2021, p. 8**)

**1-Problematic:** Organizational or administrative communication is considered the process through which information, experiences, and everything new are transferred within a single organization. It is “like a nervous system through which management can achieve the decision-making process ( **Shehib, 1982, p. 242**)According to this, it is a process through which ideas and information are transferred and exchanged, and this subsequently affects human behavior and trends. It is considered a dynamic process, given the role it plays as it is an open system and is affected and affected by the internal and external environment. It has a significant role in achieving efficiency and effectiveness, in the sense of providing... time, effort and cost, Obtaining results that parallel the efforts made in response to the new challenges imposed by administrative transformations. Communication and job performance play a major role in the success and development of institutions. If we look at any institution, especially the sports institution (the Directorate of Youth and Sports of the State of Tiaret), we find that it has goals that it seeks to achieve, Among them is achieving outstanding performance, which is considered the main axis around which the efforts of many presidents focus, as it constitutes the most important goals of the institution as it is one of the most important topics in the function of human resources management in the institution. The success of any organization is linked to the extent of the effectiveness and efficiency of the performance of its human resources, which depends on Ease of communication in the organization. That is, there is no outstanding performance without the presence of communication. Through the above, we raised the following problem:

**Does organizational communication play a role in achieving outstanding performance in a sports organization?**

Within this problem fall the following sub-questions:

1-Do organizational communication patterns have a role in achieving outstanding performance in a sports organization?

2-Do organizational communication techniques help in achieving outstanding performance in the sports organization ?

3- Do the obstacles that limit the efficiency of organizational communication affect the performance of the sports institution?

## **2-Hypotheses:**

**2-1-General hypothesis:** Through the question that we mentioned in our previously mentioned problem, we have developed the general hypothesis that we would like as a preliminary solution to address our research.

**Organizational communication has a role in achieving outstanding performance in the sports organization**

## **2-2Partial hypotheses:**

- Organizational communication patterns have a role in achieving outstanding performance in the sports organization.
- Organizational communication techniques help him achieve outstanding performance in the sports organization.
- Obstacles that limit the efficiency of organizational communication negatively affect the performance of the sports institution.

## **3. Terminology Definitions:**

**3-1. Organizational Communication:** It is defined as the process aimed at the flow of data and information in the form of facts between different units of a project, in various directions, including downward, upward, and horizontal, across the multiple work centers within the organizational structure. ( **Hijab, 2003, p. 35**) It is operationally defined as an administrative and organizational process within the organizational structure of the entity, carried out through the transfer and delivery of information in its various directions—downward, upward, and horizontal—within a structured organizational framework.

**3-3. Outstanding Performance:** It is the behavior that exceeds the average of normal performance. It also represents a link in the chain of superior performance ( **Asil Ali, p. 124**). It is operationally defined as the individual's ability to achieve unprecedented results that surpass both their own and others' performances, with a high degree of quality.

**3-4. Sports Institution:** It is a group with a continuous organization, composed of several individuals or legal entities, and its purpose is to provide care for youth and create favorable national and social conditions for the development of their abilities within the general policy framework of the state. ( **Issam, 2001, p. 376**) It is operationally defined as an entity managed by a unit with organization and activities between different units across several governorates, managed by the federation, and possessing legal personality according to the framework of its creation.

#### **4. Research Objectives:**

- To understand whether the patterns of organizational communication play a role in achieving outstanding performance in the sports institution.
- To determine whether organizational communication techniques assist in reaching outstanding performance within the sports institution.
- To identify whether the obstacles that limit the effectiveness of organizational communication impact performance in the sports institution.

#### **5. Previous and Similar Studies:**

**5-1. Study by Salim Kafan** titled "A Study on the Effectiveness of Organizational Communication in the Institution and its Role in Decision-Making." A thesis submitted for a Master's degree in Psychology and Educational Sciences, University of the Brothers Mentouri, Constantine, 2004-2005. This study aimed to explore the effectiveness of organizational communication in the institution and its role in decision-making. The descriptive method was used, and a random stratified sample was chosen. The researcher employed various tools for data collection, including observation, interviews, and questionnaires. The main findings of the study include:

- Effective communication plays a significant and necessary role in the institution, especially in ensuring the success of organizational decisions.
- The success of decisions within the institution is not necessarily an indicator of effective communication, as other factors such as experience and professional competence may contribute to decision success.
- Effective organizational communication is essential in activating organizational decisions.

**5-2. Study by Amal Belaid** titled "The Role of Administrative Communications in Decision-Making." This study aimed to examine the role of administrative communications in decision-making at Sonelgaz in the Wadi region. A thesis submitted for a Master's degree in Organization and Work, University of Qasdi Merbah, Ouargla, 2014-2015. The researcher used the descriptive method, with a purposive sample, and a questionnaire was used as the primary data collection tool. The main findings of the study include:

- Administrative communication patterns, including downward communication, assist in decision-making. Written communication tools such as posters, reports, and meetings all contribute to decision-making.
- Employee participation in decision-making is not apparent, as the administration does not open opportunities for employees to suggest solutions or discuss decisions.

**5-3. Study by Warda Brouis** titled "The Effectiveness of Administrative Communication in Ensuring Decision-Making Success in the Industrial Institution and its Impact on Employee Performance." This study aimed to examine the



effectiveness of administrative communication in ensuring decision-making success at the Qadila Mineral Water Factory and its impact on employee performance. The researcher used the descriptive method and employed a questionnaire as the primary data collection tool. Due to the small number of respondents, a comprehensive survey method was used. The main findings include:

- The effective communication system at Qadila Water Factory eliminates ambiguity and builds trust between management and employees, thus achieving the institution's goals through meetings, which serve as a valuable communication method.
- Problems such as negligence in work, arrogance, poor treatment, ignorance of regulations, and a lack of collaboration between management and employees lead to poor communication and human relations, which in turn negatively affect decision-making and employee performance.
- Management does not adopt a participatory decision-making approach by involving workers in decision-making, and there is no encouragement for employees to make decisions individually, despite awareness of the importance of employee involvement in decision-making.

**5-4. Study by Diyab Saad Jaber Al-Mutrafi** titled "Effectiveness of Administrative Communication and its Barriers Among Primary School Principals in Mecca from the Perspective of Teachers." A thesis submitted for a Master's degree in Educational Administration and Planning, Um Al-Qura University, Saudi Arabia, 2012. This study aimed to explore the effectiveness of communication methods among primary school principals in Mecca from the teachers' perspective. The researcher used the descriptive analytical method and a questionnaire as the data collection tool. The study's main findings include:

- One of the main features of communication effectiveness among primary school principals in Mecca is the ease of communication when needed.
- Among the problems hindering the effectiveness of administrative communication is the excessive secrecy surrounding many school activities.

**5-5. Study by Mohammed Abdullah Al-Anzi** titled "The Impact of Administrative Communications on the Effectiveness of Administrative Decisions." A thesis submitted for a Master's degree in Business Administration, Middle East University, 2010. This study aimed to examine the effectiveness of administrative communication and its impact on the effectiveness of administrative decisions at the Kuwaiti Ministry of Justice. The researcher used the descriptive and analytical method and employed a questionnaire for data collection, using a census sample due to the small size of the population.

The main findings of the study include:

- Encouraging communication between employees and managers ensures the flow of necessary information, thus facilitating decision-making through directives, instructions, and advice.

- Upward communication delivers information and reports on achievements and suggestions from employees to managers. Communication between employees at the same administrative level fosters cooperation and eases the flow of necessary information.

**6. Methodology Used:** In line with the nature of the study, we followed the descriptive approach, which aims to describe the phenomenon as it exists in the present in order to diagnose it, uncover its strengths and weaknesses, and determine the relationships between its elements or between it and other phenomena, under a specific influence. (Hamed, 2003, p. 100)

**7. Study Population and Sample:** Within the scope of the topic addressed, our study population consists of all the administrators and consultants in the Directorate of Youth and Sports of Tiaret Province. Due to the nature of our research and our desire for objectivity in the results, the study sample was selected randomly, consisting of 31 individuals (15 administrators and 16 sports consultants)

**8. Study Tools:** A questionnaire was used as the main tool for data collection. The questionnaire was divided into three main sections (Dimensions and Techniques of Communication. Organizational Communication Barriers.

**8-1. Scientific Conditions for the Tool:** There are standard conditions that must be considered during the completion of the tests according to sound scientific principles, which are as follows:

**8-2. Validity of the Judges (Face Validity):** To assess the alignment between the questionnaire questions and the research problem and hypotheses, and to ensure the validity and objectivity of the scientific tool, we presented the preliminary version of the questionnaire to specialized professors in the field of physical education and sports to gather their opinions. Based on the feedback provided by the judges, we made the agreed-upon adjustments, most of which focused on improving the phrasing of some questions, removing others that were inconsistent with the sections, and moving some phrases from one section to another

**9. Control of Study Variables:** Based on the research hypotheses, there are two variables, one of which affects the other. In this study, the independent variable is organizational communication, and the dependent variable is outstanding performance.

**10. Statistical Tools Used:** The statistical data were analyzed using the SPSS (Statistical Package for the Social Sciences) program. The statistical methods used included:

- Frequencies and percentages to describe the characteristics of the study population and to determine responses regarding the study sections and dimensions included in the tool.

- The Chi-Square ( $k^2$ ) test for determining the relationship between the independent and dependent variables.

## 11- Presentation and Analysis of the Questionnaire Results:

### 11-1. Presentation and Analysis of the First Hypothesis Results: Organizational Communication Patterns and Their Role in Achieving Outstanding Performance in the Sports Institution.

**Question (03):** What is the most prevalent communication pattern in your institution that contributes to achieving outstanding performance?

**Table (01):** Represents the frequencies, percentages, and the results of the Chi-Square ( $k^2$ ) test for the results of Question 3.

Statistical significance	Scheduled K2	Calculate K2	"Percentages	View repetitions	categories
Statistically significant	5.99	7.80	45.16 %	14	<b>Downlink</b>
			9.67%	03	<b>Uplink</b>
			45.16 %	14	<b>Horizontal</b>
			100%	31	<b>"Total</b>

- **Analysis of Results:** It is evident from the results presented in the table above that **45.16%** believe that **downlink and horizontal communication** are the most prevalent in the organization, contributing to achieving outstanding performance. **9.67%** believe that the most prevalent form of communication is **uplink communication**. Through the statistical processing of the questionnaire using the **Chi-square test ( $k^2$ )**, we find that the calculated  $k^2$  is greater than the tabulated  $k^2$  at the **significance level of 0.05** and **degrees of freedom (2)**. This indicates that there is a statistically significant difference in favor of the greater frequency. Therefore, the alternative hypothesis can be accepted, and the null hypothesis can be rejected. Hence, we conclude that **downlink and horizontal communication** contribute equally to achieving outstanding performance.
- **Question (04):** What is the nature of downlink communication in the sports organization that helps in achieving outstanding performance?

**Table (02):** Represents the frequencies, percentages, and the results of the Chi-square test related to the results of question 4.

Statistical significance	Scheduled K2	Calculate K2	"Percentages	View repetitions	categories
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"Statistically significant	7.815	11.70	16.12%	05	Instructions
			16.12%	05	Clarifications
			16.12%	05	Guidelines
			51.61%	16	Commands
			100%	31	total

**Analysis of Results:** It is evident from the results shown in the table above that **51.61%** of participants believe that the nature of **downward communication** in the sports organization, which contributes to achieving **outstanding performance**, is in the form of **commands**. Meanwhile, **16.12%** each believe that **instructions**, **guidelines**, and **clarifications** are the most common forms of communication. These results suggest that **commands** are the most prevalent type of downward communication within the sports organization, contributing to enhanced performance. Through the statistical analysis of the questionnaire using the **Chi-square test ( $k^2$ )**, we find that the **calculated  $k^2$**  is greater than the **tabulated  $k^2$**  at a **significance level of 0.05** and **degrees of freedom (3)**. This indicates that there is a **statistically significant difference** in favor of the higher frequency, leading to the **acceptance of the alternative hypothesis** and the **rejection of the null hypothesis**. Based on this, we conclude that the nature of downward communication in the sports organization, which contributes to achieving outstanding performance, is **commands**

## 11-2 Presentation and Analysis of Results for the Second Hypothesis

**Question No. (11):** What is the most commonly used **communication method** within the sports organization that contributes to achieving outstanding performance?

**Table No. (03):** Represents the frequencies, percentages, and the results of the **Chi-square test ( $k^2$ )** related to the results of Question No. (11).

Statistical significance	Scheduled K2	Calculate K2	"Percentages	View repetitions	categories
"Statistically significant	7.815	24.87	19.35%	06	Phone
			19.35%	06	Reports
			61.29%	19	Regular meetings
			00%	00	Internet
			100%	31	total

- **Analysis of Results:**It is evident from the results shown in the table above that **61.29%** of participants believe that the most commonly used communication method within the organization, which contributes to achieving **outstanding performance**, is **regular meetings**. Meanwhile, **19.35%** of participants each believe that **the phone** and **reports** are the most common communication methods. Through the statistical analysis of the questionnaire using the **Chi-square test ( $k^2$ )**, as shown in the table above, we find that the **calculated  $k^2$**  is greater than the **tabulated  $k^2$**  at the **significance level of 0.05** and **degrees of**

**freedom (3).** This indicates that there is a **statistically significant difference** in favor of the higher frequency. Therefore, the **alternative hypothesis** is accepted, and the **null hypothesis** is rejected. Based on this, we conclude that **regular meetings** are the most frequently used communication method that plays a role in achieving **outstanding performance** in the sports organization.

- **Question No. 13:** Does taking into account the suggestions provided by workers during their participation in meetings contribute to achieving **outstanding performance**?

**Table No. (04):** Represents the frequencies, percentages, and the results of the **Chi-square test ( $\chi^2$ )** related to the results of **Question No. 13**.

Statistical significance	Scheduled K2	Calculate K2	"Percentages	View repetitions	categories
"Statistically significant	5.99	32.97	%80.64	25	yes
			%19.35	06	Sometimes
			%00	00	no
			%100	31	total

- **Analysis of Results:** It is clear from the results shown in **Table No. (14)** that **80.64%** answered **"Yes"**, indicating that they believe considering the suggestions made by employees during meetings plays an effective role in achieving **outstanding performance**. **19.35%** answered **"Sometimes"**, and the answer **"No"** was absent. Through the statistical analysis of the questionnaire using the **Chi-square test ( $k^2$ )**, as shown in the table above, we find that the **calculated  $k^2$**  is greater than the **tabulated  $k^2$**  at the **significance level of 0.05** and **degrees of freedom (2)**. This indicates that there are statistically significant differences in favor of the most frequent response. Therefore, the **alternative hypothesis** is accepted, and the **null hypothesis** is rejected. Based on this, we conclude that the suggestions provided by employees during meetings play an effective role in achieving **outstanding performance** within the sports organization.

### 11-3 Presentation and Analysis of Results for the Third Hypothesis:

**Question No. (18):** Do the communication difficulties you face with the team negatively impact the administrative performance in the sports organization?

**Table No. (05):** Represents the frequencies, percentages, and the results of the **Chi-square test ( $k^2$ )** related to the results of **Question No. (18)**.

Statistical significance	Scheduled K2	Calculate K2	"Percentages	View repetitions	categories
	5.99	14.00	%64.51	20	yes
			%12.90	04	no

"Statistically significant"			%22.58	07	ometime
			% 100	31	total

**Analysis of Results:** It is evident from the results shown in the table above that **64.51%** of respondents answered "Yes", indicating that they believe the communication difficulties faced with the team negatively impact performance within the sports organization. **22.58%** answered "Sometimes", and **12.90%** answered "No". Through the statistical analysis of the questionnaire using the **Chi-square test ( $k^2$ )**, as shown in the table above, we find that the **calculated  $k^2$**  is greater than the **tabulated  $k^2$**  at the **significance level of 0.05** and **degrees of freedom (2)**. This indicates that there are **statistically significant differences** in favor of the most frequent response. Therefore, the **alternative hypothesis** is accepted, and the **null hypothesis** is rejected. Based on this, we conclude that **communication difficulties** with the team in the organization have a **negative impact** on the performance within the sports organization.

**Question No. (21):** Do you think the **lack of trust** between employees during communication affects performance negatively within the sports organization?

**Table No. (06):** Represents the frequencies, percentages, and the results of the **Chi-square test ( $k^2$ )** related to the results of **Question No. (21)**

Statistical significance	Scheduled K2	Calculate K2	"Percentages	View repetitions	categories
"Statistically significant"	5.99	32.97	%80.64	25	yes
			%19.35	06	no
			%00	00	Sometime
			% 100	31	total

**Analysis of Results:** It is clear from the results shown in the table above that **80.64%** of participants believe that the **lack of trust** in the communication process among employees negatively impacts performance within the sports organization, and to a **large extent**. **19.35%** believe its impact is **moderate**, while **no one** answered with "**weak**" impact. Through the statistical analysis of the questionnaire using the **Chi-square test ( $k^2$ )**, as shown in the table above, we find that the **calculated  $k^2$**  is greater than the **tabulated  $k^2$**  at the **significance level of 0.05** and **degrees of freedom (2)**. This indicates that there is a **statistically significant difference**, which leads to the **acceptance of the alternative hypothesis** and the **rejection of the null hypothesis**. Based on this, we conclude that the **lack of trust** in the communication process among employees **negatively affects performance** within the sports organization, and to a **large extent**.

## 12- Interpretation and Discussion of Results:

**12-1 Interpretation and Discussion of Results in Light of the First Hypothesis:** The first hypothesis discusses organizational communication patterns and their role in achieving high performance within the sports organization. After performing

statistical analysis on the results, it becomes clear that organizational communication does not only involve the transmission of information in one direction, but also aims to coordinate the actions and departments of the organization. This was confirmed by the study of Fadil Daliou, which highlighted that there are two types of organizational communication: formal and informal. We found that the most prevalent types of communication in the sports organization are downward and horizontal communication. This is due to the control of senior management over lower management and the spirit of cooperation between different departments and administrative levels.

However, a few participants believed that upward communication is the most widespread. This could be attributed to the fact that administrators frequently communicate with their superiors to obtain clarifications, submit reports, or raise complaints. Regarding the nature of downward communication, it is comprised primarily of orders, followed by instructions, directions, and clarifications, all in equal proportions. This is because it is necessary to explain the organization's objectives with clear instructions to ensure smooth operations and ultimately achieve high performance. The upward communication messages, on the other hand, are mainly complaints, followed by reports, and then inquiries, which contradicts the study by Amal Belayed, who found that upward communication topics primarily involved reports. It was also clear that horizontal communication plays a crucial role in achieving high performance within the sports organization. This can be explained by the fact that administrative tasks require communication with colleagues at the same level and within the same department to gather relevant information for making informed decisions, which reduces obstacles and challenges faced by administrators.

Based on the above, we conclude that organizational communication patterns (downward, upward, and horizontal) contribute to achieving high performance within the sports organization. Therefore, the first hypothesis is validated. This study aligns with the findings of Amal Belayed's research, as both studies sought to explore administrative communication pattern

## **12-2 Interpretation and Discussion of Results in Light of the Second Hypothesis:**

The second hypothesis centers around the idea that organizational communication techniques help achieve high performance within the sports organization. Based on the results from the survey, it became evident that communication with superiors through intermediaries helps achieve high performance. Regarding the method of conveying information within the sports organization, written reports and publications are most commonly used. This is due to the ease of re-reading the message when needed, a point that was also confirmed in Amal Belayed's study, which noted that administration uses written methods to communicate orders and instructions to subordinates. Meetings and conferences were found to be the most effective methods for transmitting information and the most commonly used within the sports organization. The administration's regular meetings with employees contribute to achieving better performance. This is because meetings serve as a means of ensuring active interaction and the exchange of necessary information, as well as providing a platform for addressing and solving workplace issues. These

findings align with the research by Warda Brouis, Additionally, it was found that the use of online platforms for the administration's communication has a role in achieving high performance. The communication between the directorate and other regional and local directorates contributes to achieving high performance. We also observed that written communication methods help achieve high performance because they can be stored as records. This finding was confirmed by Amal Belayed's study as well.

From the results, we conclude that the second hypothesis is validated, and the study aligns with the findings of Mohammed Abdullah Al-Anzi's research.

### **12-3 Interpretation and Discussion of Results in Light of the Third Hypothesis:**

The third hypothesis is based on the idea that communication barriers affecting organizational communication negatively impact performance within the sports organization. It was clear that communication difficulties faced by employees when interacting with their superiors hinder the achievement of high performance. Administrators also felt that their managers were not receptive to ideas they presented in their work environment. This result can be explained by the leadership tendencies of the managers , Additionally, the lack of experience among employees was found to affect the effectiveness of organizational communication, thereby negatively impacting administrative performance. Most respondents agreed that building trust among employees had a significant positive effect on the efficiency of administrative performance, and this was achieved through meetings between management and employees, a point confirmed by Warda Brouis in her study.

Based on the results, we conclude that the third hypothesis is validated, which aligns with the findings of Diab Saeed Jaber Al-Mutairi's study, which focused on communication barriers that affect the effectiveness of administrative communication among primary school managers.

**General Conclusion:** From the above, we can summarize the following conclusions:

- The first hypothesis, which states that organizational communication patterns play a role in achieving high performance, was confirmed in the Directorate of Youth and Sports in Tiaret. Our study showed that the most prevalent types of communication in the Directorate of Youth and Sports in Tiaret are downward and horizontal, with downward communication being characterized mainly by orders, followed by instructions, clarifications, and directions. Upward communication messages are mainly complaints, followed by reports and inquiries.
- The second hypothesis, which states that communication techniques contribute to achieving high performance, was also confirmed. We found that both written and oral communication methods have a significant role in achieving high performance. Reports are the most common way to convey information due to their ease of re-reading. Meetings and conferences are the most effective methods for achieving high performance, and we found that staying up to date with technological advances, providing modern communication devices, and



activating electronic administration are necessary steps for successful and effective communication in sports organizations.

- The third hypothesis, which posits that barriers to organizational communication negatively impact performance, was also confirmed. We found that employees' lack of experience affects the effectiveness of organizational communication and that failure to foster trust in the communication process between employees significantly impacts administrative decision-making. It is crucial to address employee concerns through regular meetings and enhance trust between management and employees.

Therefore, we can confirm the general hypothesis of the study: **organizational communication plays a role in achieving high performance within the sports organization.**

**Suggestions:** In light of the conclusions drawn from the study, we propose the following suggestions:

- Organize training courses and programs on communication and its role within the sports organization to enhance and develop employee skills.
- Conduct studies on administrative communication and organizational culture among employees.
- Provide modern communication devices and implement electronic administration to ensure effective and successful communication within the sports organization.
- Place greater emphasis on using electronic communication tools as an essential source for transmitting information in the sports organization.

**Conclusion:** Communication is the fundamental pillar of any organization, facilitating the smooth operation of its management and fostering cooperation and harmony among its members. The success of the organization in achieving its objectives depends on organizational communication, which plays a vital role in improving performance to the level of excellence. It is one of the key factors for the functioning of any institution, particularly sports organizations, as without effective communication, administrative functions such as control, coordination, and guidance cannot be carried out. Decisions, made on the basis of available communication, are more rational, and involving employees or managers in this process has various benefits, including making them feel valued, strengthening their trust in the organization, and enhancing their contributions. A supportive, communicative atmosphere where managers engage closely with their subordinates fosters stronger bonds and improves performance, leading to excellence within the sports organization. Therefore, it is essential to provide opportunities for everyone to share their ideas and suggestions to avoid dissatisfaction with decisions that may appear unjust or serve the interests of only a minority, which could harm the organization.

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