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**The Impact of Leadership on Internal Communication in the Context of
Organizational Transformation:**

A Case Study of Ooredoo Telecommunications Company,

From February 1, 2025, To April 30, 2025

**Thesis submitted in partial fulfilment of the requirements for a Master degree in
corporate communication**

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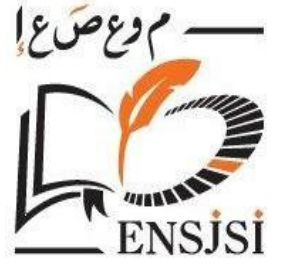
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وزارة التعليم العالي والبحث العلمي
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Dedication

I dedicate this work to my beloved parents,

To my sister and my two brothers,

To my supervisor, Mr. Mohamed Bouhouali,

And to myself, for all the effort I have invested to reach this point today.

Abstract:

This master's thesis focuses on the impact of leadership on internal communication at Ooredoo within the context of organizational transformation. It aims to analyze this impact, examine the tools and channels of internal communication used at Ooredoo, and explore the influence of organizational culture and leadership on internal communication through practical examples such as training programs and external recognition initiatives.

This research adopts a case study approach combining both analytical and descriptive methods, using three main tools: direct observation, content analysis of official publications on Ooredoo's website, and a semi-structured interview with an internal communication manager within the company.

It is grounded in a solid theoretical framework that provides an understanding of various leadership styles through foundational theories, as well as the essential principles of internal communication.

The objective of this study is to demonstrate the real and positive impact of leadership as a fundamental lever in the structuring, quality, and effectiveness of internal communication. It highlights the importance of human-centered leadership, based on reliability, dialogue, and attentiveness, as a key driver of effective, harmonious internal communication aligned with strategic orientations.

Keywords: Internal Communication, Impact, Leadership, Company, Organizational Transformation.

ملخص:

هذه رسالة الماجستير تركز على تأثير القيادة على التواصل الداخلي في شركة أريبدو في سياق التحول التنظيمي. تهدف الدراسة إلى تحليل هذا التأثير، وفحص الأدوات وقنوات التواصل الداخلي المستخدمة في أريبدو، واستكشاف تأثير الثقافة التنظيمية والقيادة على التواصل الداخلي من خلال أمثلة عملية مثل برامج التدريب ومبادرات الاعتراف الخارجي.

تعتمد هذه الدراسة على منهج دراسة الحالة الذي يجمع بين الطريقتين التحليلية والوصفية، مستخدمة ثلاث أدوات رئيسية: الملاحظة المباشرة، تحليل محتوى المنشورات الرسمية على موقع أريبدو، ومقابلة شبه منظمة مع مدير التواصل الداخلي داخل الشركة.

تستند الدراسة إلى إطار نظري قوي يوفر فهماً لأنماط القيادة المختلفة من خلال النظريات الأساسية، بالإضافة إلى المبادئ الأساسية للتواصل الداخلي.

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الكلمات المفتاحية: ، الاتصال الداخلي، التأثير، القيادة، الشركة، التحول التنظيمي.

Study Plan:

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Introduction

Introduction:

In all organizations, whether traditional or modern, private or public, communication is the cornerstone; it is both the origin and the driving force behind their success. As the renowned Austrian psychologist and communication theorist, Paul Watzlawick, a member of the Palo Alto school, famously stated: “*One cannot not communicate.*”

In our context, every organization must communicate in order to remain operational. This communication occurs through various internal dialogue tools and channels that continuously evolve alongside organizational practices: intranet, professional email, corporate social networks, collaborative platforms, and more. This confirms that communication is the art of reciprocal information exchange.

When we speak of information, we naturally refer to one of the most critical forms of communication: internal communication. It is defined as the process by which information is transmitted from management to employees. It serves to connect various hierarchical levels, disseminate strategic information, and foster employee engagement.

Internal communication can be described as the *jewel* of the organization, as it reinforces organizational culture and enhances employee involvement and productivity. An informed employee is, in fact, more engaged and better integrated into their professional environment. However, these positive outcomes are made possible by a key factor present in every organization: leadership.

Leadership plays a decisive role in the effectiveness of exchanges and in creating a collaborative work environment. It can significantly influence the quality of internal communication.

Leadership is defined as the process through which an individual exercises influence and guidance over a group of people, with the aim of motivating, aligning, and directing them toward the achievement of a common goal.

Leaders, through their behaviors, management styles, and communication approaches, profoundly shape the internal dynamics of an organization, particularly in times of organizational transformation, where they play a crucial role in securing employee commitment to new strategic directions.

It is within this framework that our research is situated: to understand the impact of leadership on internal communication in the context of organizational transformation. The company Ooredoo was selected as a case study to explore this research question in depth, through clearly defined objectives that will be developed in the methodological framework.

This telecommunications giant in Algeria is recognized for its best practices in communication and management. Through its various programs and training initiatives, Ooredoo has positioned itself as a market leader, outperforming competitors, particularly due to the national and international recognition it has received, which has strengthened its leadership in the sector.

In accordance with the standards of rigorous academic research, this case study is structured into three main parts:

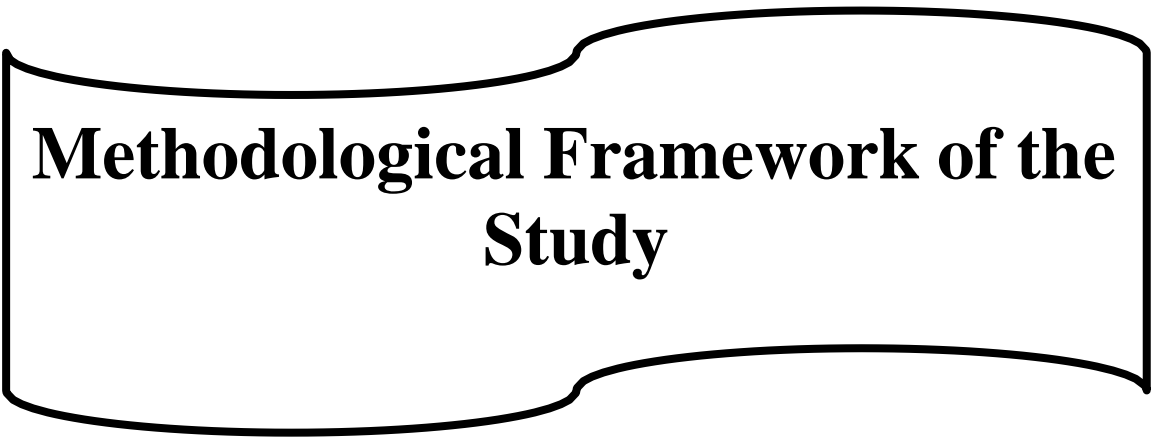
The first part is devoted to the methodological framework, presenting the research problem as well as the different methodological approaches adopted in this analytical study, supported by a variety of tools that enabled the collection of concrete results.

The second part focuses on the theoretical framework, divided into two main chapters:

-The first chapter, titled "*Introduction to Leadership*", will address the definition of leadership, the distinction between a leader and a manager, leadership theories, and the influence of leadership styles on internal communication.

-The second chapter, titled "*Introduction to Internal Communication*", will cover the definition, types, roles, and objectives of internal communication, its strategy, tools and techniques within organizations, internal communication skills, and its connection with organizational transformation.

The third and final part is dedicated to the practical framework. It includes our observations during our immersion at Ooredoo from February 1 to April 30, 2025. This section provides a detailed overview of the company, a thorough analysis of internal communication practices at Ooredoo, an exploration of the tools and channels used, and an examination of the leadership style practiced within the organization. It concludes with an analysis of the semi-structured interview conducted with the Senior Specialist in Internal Communication and Employer Brand Enhancement.



**Methodological Framework of the
Study**

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Problem Statement:

In the context of organizational transformation, internal communication plays a fundamental role in a company's growth and performance by fostering unity, employee engagement, and operational efficiency through improved information flow.

However, internal communication cannot exist in isolation from leadership. The style of leadership practiced within an organization actively shapes it, structuring, guiding, and energizing it. Leaders are key players in ensuring effective internal communication: not only do they set the tone of interactions, but they also influence how messages are formulated, delivered, received, and understood by employees, which in turn depends on the communication tools used within the institution. Moreover, effective leadership is synonymous with a strong organizational culture, which sustains a healthy and dynamic internal environment.

Ooredoo, a leading telecommunications company in Algeria, serves as an exemplary case to illustrate the tangible impact of leadership on internal communication in an era of transformation. The company is currently undergoing a profound phase of organizational change, including digitalization, internal restructuring, and the modernization of processes. These transformations have a direct impact on internal communication practices.

Furthermore, leadership is not only a channel for disseminating information but also a driver of engagement, motivation, and organizational coherence. It is therefore essential to examine its role in supporting and guiding organizational change, this constitutes the central concern of this research.

Additionally, organizational culture, reflecting the company's identity, is a critical factor to consider.

At Ooredoo, this culture is expressed through concrete initiatives such as internal training programs, tools that facilitate seamless information exchange, performance measurement systems, and recognition mechanisms. These have contributed to the company's reputation and have earned it both national and international acclaim in the telecommunications industry.

Thus, this study, through a combined methodological, theoretical, and practical approach, aims to provide both contextual and empirical insight into leadership and its impact on internal communication. It relies on three main research tools to address the key questions, objectives, and hypotheses of this investigation.

Research Questions :

In this context, our research is dedicated to the impact of leadership on internal communication at Ooredoo. We have formulated the following questions:

Main Question: How does leadership impact internal communication at Ooredoo in the context of organizational transformation?

Secondary Questions:

- What is the impact of leadership on internal communication at Ooredoo?

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- Which internal communication tools and channels are used at Ooredoo, and how do they influence information exchange?
- How do organizational culture and leadership influence internal communication, particularly through practical examples such as training programs and external recognition?

Research Hypotheses:

A hypothesis is an affirmative statement, written in the present tense, formally declaring the expected relationships between no more than two variables. It must be confirmed or refuted.

To address the aforementioned questions, it seemed appropriate to approach them through two main hypotheses.

1. Leadership at Ooredoo has a positive impact on internal communication.
2. Ooredoo's organizational culture, in interaction with leadership, positively influences internal communication, particularly through initiatives such as training programs and external recognition.

Research Objective:

An objective is an affirmative statement that explains what the researcher aims to achieve. Through our present study, we aim to achieve the following objectives:

Main Objective:

The main objective of this research is to demonstrate how leadership impacts internal communication at Ooredoo within the framework of organizational transformation.

Secondary Objectives:

1. To analyze how leadership impacts internal communication at Ooredoo.
2. To examine the internal communication tools and channels used by Ooredoo and their impact on information exchange.
3. To analyze the impact of organizational culture and leadership on internal communication, particularly through practical examples such as training programs and external recognition.

The Importance of the Research:

This research is important as it provides a deeper understanding of how leadership, in interaction with organizational culture, influences internal communication at Ooredoo, particularly in a context of organizational transformation. It aims to analyze how leadership styles shape internal exchanges, to identify the tools and channels used to facilitate information flow, and to assess their effectiveness from employees' perspectives.

By highlighting concrete practices such as internal training and recognition initiatives, this study seeks to demonstrate how these levers can strengthen employee engagement and improve the fluidity of communication. Finally, by focusing on the real-life case of Ooredoo,

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this research offers valuable insights for other organizations aiming to enhance their internal communication through more strategic and human-centered leadership.

MOTIVATIONS:

There are various reasons and motivations that influence the researcher's choice of a particular area of study. Consequently, the rationale for selecting this topic is based on both personal and objective motivations.

Personal Motivation:

1. The desire to explore the relationship between leadership and internal communication, particularly in connection with organizational culture, in order to understand how these two elements interact and influence the flow of information within Ooredoo.
2. The aim to grasp the central role of leadership in the development of internal exchanges, by examining the impact of different leadership styles on employees' perceptions and on the fluidity of organizational communication.
3. The interest in understanding how the tools used by leaders, such as internal training and recognition initiatives, influence employee engagement and contribute to more effective internal communication.

Scientific Motivation:

1. This research aims to demonstrate the strategic impact of leadership within the framework of organizational transformation, particularly how it shapes internal communication and contributes to improving internal relationships in a large-scale company such as Ooredoo.
2. Leadership and internal communication are key themes in today's professional environment, where companies must constantly adapt to new dynamics to remain competitive. This makes the study particularly relevant in the context of Ooredoo's transformation.
3. In an increasingly competitive environment, understanding and applying appropriate leadership styles is essential to improving internal communication, strengthening employee engagement, and fostering optimal organizational performance.

1-research method:

To address our research question, we have adopted a mixed-methods approach suited to the subject: a case study method, combined with both descriptive and analytical approaches.

- **Case Study:** A case study will be conducted within Ooredoo to closely examine the interaction between leadership and organizational culture, as well as their impact on internal communication. This analysis will focus on the company's specific practices and concrete examples related to leadership and communication tools.
- **Descriptive Study:** This phase aims to describe Ooredoo, its organizational structure, its core values, and its internal communication practices. The goal is to understand the broader context in which leadership styles and communication tools are implemented.

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This includes detailing the channels used by the company, such as meetings, the intranet, and internal training programs.

- **Analytical Study:** The objective of this part of the research is to analyze the impact of leadership styles and communication tools on the effectiveness of internal communication at Ooredoo. To achieve this, a semi-structured interview will be conducted with a senior executive to gather in-depth insights into the practices in place and their influence on information flow and employee engagement.

2-Sampling:

We broaden our sample by incorporating the internal communication activities and initiatives of the company during the complementary period, taking into account information from various parts of the organization. These data include not only internal documents and publications issued by Ooredoo but also content published on the company's official website

We will use the following tools for data collection:

1. **Observation:** Direct observation of meetings, internal events, and professional interactions within the organization will allow us to capture the real dynamics of internal communication and analyze how leaders apply their leadership style to influence these interactions.
2. **Content Analysis:** Examining internal documents and official publications from Ooredoo, including content published on the company's official website.
3. **Semi-structured Interview:** The interview with a senior manager will provide detailed insights into how their leadership style impacts internal communication. This will offer deep and personalized perspectives on the leadership practices currently in place at Ooredoo.

3-Data gathering tools:

In this context, we rely on a set of tools that play a fundamental role in the scientific construction of our research and contribute to achieving the intended results. Among these tools, we highlight the three most important on which our study is based:

- ✚ Observation
- ✚ Content Analysis
- ✚ Semi-structured Interview

1-Observation:

Observation is a data collection tool which is used by the researcher for collecting live data with the help of his/her senses of observation in the controlled or naturalistic situations of the occurrence of events.¹

Gorman and Clayton define observation studies as those that “involve the systematic recording of observable phenomena or behavior in a natural setting”.²

¹ Smritirekha Satapathy, “Observation as a tool for collecting data,” *ResearchGate*, June 2023, accessed November 11, 2024, 7:45, from [\(PDF\) Observation as a tool for collecting data](#) .

² Ankit Kumar, “OBSERVATION METHOD,” *Library Philosophy and Practice*, July 2023, accessed November 11, 2024, 8:15, from [\(PDF\) OBSERVATION METHOD](#).

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Observation may be regarded as one of the most suitable and natural methods which is used by the researcher in the process of inquiry and investigation. It provides the researcher with a unique and rare opportunity to collect first hand information by making use of his/her own senses for looking, judging and interpreting the things instead of relying on others.³

Observation as a data collection tool can be used in a wide variety of behavioral science researches such as experimental and quasi experimental, descriptive and normative survey, quantitative and qualitative etc. It offers the researcher with a unique chance to gather ongoing and live information in their natural ways and in their natural set up of a social and cultural environment regarding a thing, event, person or phenomenon.⁴

2- Content Analysis:

Content analysis is a widely used research technique that systematically examines and interprets textual, visual, or multimedia content to identify patterns, themes, and meanings. It is a cornerstone method in qualitative research but can also be employed quantitatively to measure the frequency of certain elements within data. This article explores the definition, methods, types, and examples of content analysis, highlighting its importance and applications across various fields.⁵

Content analysis is a “research method for the subjective interpretation of the content of text data”.⁶

Content analysis is “a research technique for making replicable and valid inferences from texts (or other meaningful matter) to the contexts of their use”.⁷

Content analysis can be both quantitative and qualitative.

A- Quantitative Content Analysis:

Quantitative content analysis involves counting the frequency of specific elements, such as words, phrases, or symbols, within a dataset. This type of analysis is used to quantify content trends.⁸

³ Smritirekha Satapathy, 2023, 152.

⁴ Smritirekha Satapathy, 2023, 153.

⁵ Muhammad Hassan, “*Analysis Types, Content Analysis – Methods, Types and Examples,*” Research Method, March 25, 2024, accessed February 27, 2025, at 15:00, from [Content Analysis - Methods, Types and Examples](#).

⁶ Hsieh, Hsiu-Fang, and Sarah E. Shannon. “*Three Approaches to Qualitative Content Analysis.*” *Qualitative Health Research* 15, no. 9 (2005): 1277–88.

⁷ Klaus Krippendorff, *Content Analysis: An Introduction to Its Methodology*, 2nd ed. (Thousand Oaks, CA: Sage, 2004), 18.

⁸ Muhammad Hassan, 2024.

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B- Qualitative Content Analysis:

Qualitative content analysis has been defined as: “any qualitative data reduction and sense-making effort that takes a volume of qualitative material and attempts to identify core consistencies and meanings”.⁹

3- Semi-structured Interview:

An interview is a qualitative research method that relies on asking questions in order to collect data. Interviews involve two or more people, one of whom is the interviewer asking the questions.¹⁰

There are several types of interviews, often differentiated by their level of structure.

- Structured interviews have predetermined questions asked in a predetermined order.
- Unstructured interviews are more free-flowing.
- Semi-structured interviews fall in between.¹¹

Given that the main type of interview used in our research is the semi-structured interview, it is defined as follows:

- **Semi-structured Interview:** is a data collection method that relies on asking questions within a predetermined thematic framework. However, the questions are not set in order or in phrasing.

In research, semi-structured interviews are often qualitative in nature. They are generally used as an exploratory tool in marketing, social science, survey methodology, and other research fields.

They are also common in field research with many interviewees, giving everyone the same theoretical framework, but allowing them to investigate different facets of the research question.¹²

Definition of Keywords:

➤ Internal Communication:

A- Dictionary Definition:

⁹ Michael Q. Patton, *Qualitative Research and Evaluation Methods* (Thousand Oaks, CA: Sage, 2002), 453.

¹⁰ Tegan George, “Types of interviews in research | Guide & examples,” *Scribbr*, March 10, 2022, revised June 22, 2023, accessed November 11, 2024, 8:30, from [Types of Interviews in Research | Guide & Examples](#)

¹¹ George, 2022.

¹² Tegan George, “Semi-Structured Interview | Definition, Guide & Examples,” *Scribbr*, January 27, 2022, revised June 22, 2023, accessed March 2, 2025, 13:56, from [Semi-Structured Interview | Definition, Guide & Examples](#)

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Internal communication is relating to activities, decisions, etc. within a particular organization or company, not outside it.¹³

B- Conceptual Definition:

Internal communications is the practice of keeping all employees, at every level of an organization, connected and in the loop. The primary goal of an internal communications strategy is to ensure that all members of an organization are well-informed and able to collaborate effectively.¹⁴

Internal communication refers to the process of transmitting and exchanging information that is specific to an organization, both within and outside of it. It serves as a means of exchanging ideas, perspectives, desires, and opinions among its members, thereby contributing to increased engagement and cohesion. Through this process, managers or their collaborators are able to exert the necessary influence to direct the group towards the desired goal. Internal communication is also considered a critical tool for facilitating changes in human behavior.¹⁵

Internal communication, also known as intra-organizational communication or employee communication, is defined as a collective effort of the organization's group members to gather information/data and to achieve employee engagement as well as company performance for the organization.¹⁶ It is also said to be "the key to organizational excellence and effectiveness"¹⁷.

Internal communication includes all forms of communication within an organization and is the exchange of information between employees or members of an organization to create an understanding of the business.¹⁸ It can use different sources to communicate within the organization; it can be face-to-face, written, and/or online communication. It is important for companies to choose the right communication channel that fits the business strategy and business goal.¹⁹

The purpose of internal communication is to design and redesign information from the organization and return company values and goals. It also helps organizations to coordinate

¹³ Cambridge University Press, "Internal (adjective)," *Cambridge Dictionary*, accessed March 3, 2025, 14:30, from [INTERNAL | English meaning - Cambridge Dictionary](#)

¹⁴ Blink, "Internal communication explained: What it is and why it matters," *Blink*, last updated October 8, 2024, accessed November 11, 2024, 9:32, from [Internal communication explained: What it is and why it matters | Blink](#)

¹⁵ منال طلعت محمود، مدخل إلى علم الاتصال، المكتب الجامعي الحديث، مصر، 2001، ص، 22.

¹⁶ M. Welch, "Mastering Internal Communication," *Public Relation Review* 39, no. 5 (2013).

¹⁷ P. J. Kitchen and F. Daly, "Internal communication during change management," *Corporate Communications: An International Journal* 7, no. 1 (2002): 50.

¹⁸ A. Tkalac Vercic, D. Vercic, and K. Sriramesh, "Internal communication: Definition, parameters, and the future," *Strategically Managing International Communication in the 21st Century* 38, no. 2 (2012): 223–230.

¹⁹ A. Kataria, A. Kataria, and R. Garg, "Effective Internal Communication," *International Journal of Business Insight & Transformation* 6, no. 2 (2013).

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daily activities and to reduce confusion as well as creating higher understanding for the task.²⁰ Managers and leaders are responsible for the operation of internal communication.²¹

C- Operational Definition:

Internal communication refers to the exchange of information between managers and employees from various departments within an organization, with the aim of facilitating the flow of information, strengthening engagement, and supporting the organization's corporate culture.

➤ **Impact:**

A- Dictionary Definition:

Impact is to have an influence on something.²²

B- Conceptual Definition:

There are many definitions of impact, but it typically refers to the intended and unintended (positive or otherwise) changes (outputs and outcomes) that occur across the organization (within and/or across its programs) and with its stakeholders (e.g., users, clients and partners) over a period of time, short or long term, as a result of the organization's activities.²³

Impact refers to the difference an organization makes through the actions it takes, which result in outcomes, changes, or consequences. These effects can be short-term or long-term, positive or negative, occurring either directly or indirectly, and may be intentional or unintentional.²⁴

Another definition of Impact: It is defined as the positive and negative, primary and secondary long-term effects produced by an intervention, either directly or indirectly, intentionally or unintentionally.

The Global Reporting Initiative defines "**impact**" as the extent to which an organization influences the economy, society, and/or the environment. This definition can be employed to assess and report the positive and negative effects of a project, program, or business activity on the environment, economy, and society.²⁵

²⁰ R. Dolphin, "Internal Communication," *Journal of Marketing Communication* 11, no. 3 (2005).

²¹ A.-M. Pop and D. D. Dumitrascu, "The measurement and evaluation of the internal communication process in project management," *Annals of the University of Oradea, Economic Science Series* 22, no. 1 (2013): 1563–1572.

²² Previous reference, *Impact* (Verb).

²³ Innoweave, "Impact measurement," *Innoweave*, accessed March 2, 2025, 15:02, from [Impact Measurement - Innoweave](#)

²⁴ André Fortin, "Guide pratique sur l'impact," (May 2018), Licence Creative Commons, accessed November 11, 2024, 16:06, from [guide_pratique_impact_2018.pdf](#)

²⁵ Apiday, "Impact – Qu'est-ce que l'impact ?," accessed November 11, 2024, 16:22, from [What is Impact? - Glossary - apiday](#)

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C- Operational Definition:

Based on these various definitions, we can conclude that impact refers to the act of creating a positive or negative change that leads to observable outcomes, whether immediate or long-term, and whether the consequences are intended or unintended.

➤ Leadership:

A- Dictionary Definition:

The ability of a person or a group to lead, influence, or guide individuals, teams, or organizations in achieving goals.²⁶

B- Conceptual Definition:

Leadership is the ability to create a genuine emotional connection with group members in order to lead them to transcend their individual needs in favor of common goals.²⁷

Prentice put leadership in these words, "Leadership is the accomplishment of a goal through the direction of human assistants. A leader is one who successfully marshals his human collaborators to achieve particular ends"²⁸.

Leadership is also a skill that develops over time, a process of interaction between the leader and their followers, and a process of influence toward achieving common objectives.²⁹

Leadership is a process by which an individual influences a group to achieve a common goal.³⁰

In another definition, leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives.³¹

C- Operational Definition:

²⁶ *La langue française*, "Leadership – definition," accessed March 2, 2025, 3:15 PM, from [Définition de leadership | Dictionnaire français](#)

²⁷ Natalie Rinfret, Leadership, le dictionnaire encyclopédique de l'administration publique, la référence pour comprendre l'action publique, École nationale d'administration publique. Accessed November 11, at 16 :55, from [leadership_f.pdf](#)

²⁸ W. C. H. Prentice, "Understanding leadership," *Harvard Business Review* 39, no. 5 (1961): 143.

²⁹ D. Maltais, M. Leclerc, and N. Rinfret, "Le leadership administratif comme concept utile à la modernisation de l'administration publique," *Revue française d'administration publique* 123, no. 3 (2007): 423-441.

³⁰ G. P. Northouse, *Leadership Theory and Practice*, 4th ed. (Thousand Oaks: Sage Publications, 2007), 3.

³¹ G. A. Yukl, *Leadership in Organizations* (Upper Saddle River, NJ: Pearson/Prentice Hall, 2010), 8.

Methodological Framework of the Study

According to these definitions, we can define leadership as a process of exercising influence and guidance by one person over a group of individuals to motivate, align, and lead them towards achieving a common goal.

➤ **Company:**

A- Dictionary Definition:

A company is an organization that sells goods or services in order to make money.³²

B- Conceptual Definition:

Literary meaning of the word „company“ is an association of persons formed for common object. A company is a voluntary association of persons recognised by law, having a distinctive name and common seal, formed to carry on business for profit, with capital divisible into transferable shares, limited liability, a corporate body and perpetual succession.³³

According to Chief Justice Marshall of USA, “A company is a person, artificial, invisible, intangible, and existing only in the contemplation of the law. Being a mere creature of law, it possesses only those properties which the character of its creation confers upon it either expressly or as incidental to its very existence”³⁴.

Referring to Justice James, “A company is an association of persons united for a common object.”

According to Prof. Haney, “A company is an artificial person created by law having a separate entity with a perpetual succession and a common seal”³⁵.

C- Operational Definition:

In light of these definitions, a company can be defined as the formation of an association of several individuals aiming to achieve a common goal.

➤ **Organizational Transformation:**

A- Dictionary Definition:

There is no definition of organizational transformation in traditional dictionaries. However, according to the StudySmarter website, it is defined as a process through which a company modifies its structure, strategy, technologies, or culture to adapt to market changes, customer

³² Cambridge Dictionary, *Company (Noun)*.

³³ JCBakewar, *Meaning, Characteristics and Types of Company*, n.d., retrieved March 2, 2025, at 15:42, from [1602174738.pdf](#)

³⁴ Umesh Chandra College, *Introduction to Company Law*, n.d., retrieved November 11, 2024, at 18:09, from [Introduction to Company.pdf](#)

³⁵ JCBakewar, *Meaning, Characteristics and Types of Company*.

Methodological Framework of the Study

needs, or technological advancements. This transformation may involve significant changes in internal processes, human resource management, and the tools used.³⁶

B- Conceptual Definition:

T. Fredberg, F. Norrgren, and A. B. R. Shani, suggested that organizational transformation is a systematic effort by organizational leadership to fundamentally change organizations.³⁷

C. Shawn Burk and Katherine A. Wilson, suggested that organizational transformation is a process of actual change through a modified, normative and cognitive-cultural system that is modified.³⁸

Organizational transformation is a direct effort in creating a new vision for the organization. Organizational transformation is a deep organizational effort to respond to environmental changes or initiate these changes.³⁹

Organizational transformation involves redesigning the organization as a whole, and depends on how managers choose to influence their employees.⁴⁰

C- Operational Definition:

In accordance with these definitions, we may conceptualize organizational transformation as a complete process of change in terms of culture, structure and the organization's strategy.

Review of Previous Studies:

❖ The first study :

-Oloukoi loic Nolwenn Dany, La Communication interne comme moyen de cohésion au sein de, l'organisation, mémoire de fin d'études en vue d'obtenir le diplôme de Master 2, Encadré

³⁶ StudySmarter, *Transformation organisationnelle*, n.d., retrieved March 19, 2025, at 14:45, from <https://www.studysmarter.fr/resumes/economie-et-gestion/theorie-de-la-gestion/transformationorganisationnelle/#:~:text=La%20transformation%20organisationnelle%20est%20le%20processus%20par%20lequel,%C3%A0%201%27%C3%A9volution%20du%20march%C3%A9%20et%20am%C3%A9liorer%20ses%20performances.>

³⁷ T. Fredberg, F. Norrgren, and A. B. R. Shani, *Developing and Sustaining Change Capability via Learning Mechanisms: A Longitudinal Perspective on Transformation*, *Research in Organizational Change and Development* 19 (2011): 1–54, Emerald Group Publishing Ltd, from [Developing and Sustaining Change Capability VIA Learning Mechanisms: A Longitudinal Perspective on Transformation | Request PDF.](#)

³⁸ C. S. Burke, K. A. Wilson, and E. Salas, "The Use of a Team-Based Strategy for Organizational Transformation: Guidance for Moving Toward a High Reliability Organization," *Theoretical Issues in Ergonomics Science* 6, no. 6 (2005): 37–41, from [The use of a team-based strategy for organizational transformation: guidance for moving toward a high reliability organization: Theoretical Issues in Ergonomics Science: Vol 6, No 6.](#)

³⁹ Rasyid Syamsuri, Halim, and Sumitro Sarkum, "Organizational Transformation: A Reviews of the Literature," *International Journal of Scientific & Technology Research* 8, no. 8 (August 2019): 688, ISSN 2277-8616, retrieved on March 19, 2025, at 15:15, from [Organizational-Transformation-A-Reviews-Of-The-Literature.pdf.](#)

⁴⁰ Syamsuri et al., "Organizational Transformation," 688.

Methodological Framework of the Study

par Mr KHODJA Mourad, Spécialité : Gestion des Ressources Humaines, Université MOULOUD MAMMERI de TIZI-OUZOU, Année universitaire 2017-2018.

Study Summary:

Problem Statement: How does internal communication contribute to fostering a positive social climate? - Case Study: Numidia

Methodology:

- **Descriptive Approach:** Conducted through documentary research to understand the concept of internal communication.
- **Empirical Approach:** Involves fieldwork utilizing two main techniques:
 - Semi-structured individual interviews.
 - Questionnaire-based empirical study, culminating in the analysis of responses collected from employees.

Sample: The questionnaire was distributed to 30 participants.

Results: -Only 9 participants responded to the questionnaire.

-Recommendations include improvements such as employee training and the establishment of an internal communication structure.

Justification for selecting this study:

We chose this study due to its detailed examination of internal communication and its role in fostering a positive work environment, which is often one of the key objectives pursued by leaders.

❖ **The second study :**

-Sergi Bartrina de la Fuente, THE EFFECTS OF LEADERSHIP AND INTERNAL COMMUNICATION ON THE ORGANIZATIONAL CLIMATE, GRADO EN ADMINISTRACIÓN Y DIRECCIÓN DE EMPRESAS, AE1049 – TRABAJO FINAL DE GRADO, Tutor: Alma María Rodríguez Sánchez, Universitat JAUME, Facultat de Ciències Jurídiques i Econòmiques, CURSO 2015-16.

Study Summary:

Problem Statement: How do leadership and internal communication influence the organizational climate?

Methodology: The approach is theoretical, drawing on leadership and organizational communication concepts to evaluate their impact.

Sample: While not specifically detailed, the sample generally refers to members within an organization.

Methodological Framework of the Study

Data Collection Tools: The study utilizes surveys to assess employee satisfaction and organizational climate, alongside meetings such as quality circles and working lunches.

Results: Results indicate that effective leadership styles and open internal communication enhance employee motivation and the organizational climate, ultimately leading to improved performance.

Justification for selecting this study:

We selected this study because it is directly related to our research topic, "leadership and internal communication." Its theoretical approach provides a crucial and solid conceptual foundation that has allowed us to develop our own theoretical framework.

❖ The Third Study :

- KHOUNI Hakim, AMAROUCHE Redha, L'impact de la Culture Organisationnelle sur Performance de l'Organisation Cas Pratique : La direction Générale des Douanes Algériennes, mémoire de fin d'étude du cycle Master, Encadré par Mr : SEDIKI Abderahmane, Université MOULOUD MAMMARI de TIZI-OUZOU, Faculté des Sciences Economiques, Sciences de Gestion et Sciences Commerciales, Département des Sciences de Gestion, Promotion 2018.

📌 Study Summary:

Problem Statement: What is the contribution of organizational culture to organizational performance?

Methodology:

- The first phase involves theoretical research aimed at understanding and mastering the basic concepts of corporate culture and organizational performance.
- The second phase encompasses a field survey. The data collection approach is both quantitative and qualitative.

Sample: The questionnaire was distributed to employees and administrative executives, specifically within the General Directorate of Customs.

Data Collection Tools: Field survey.

Results:

- Organizational culture is formally implemented within the surveyed administration.
- Organizational culture has a positive impact on the organization's performance.

Justification for selecting this study:

We opted for this study because it addresses the concept of organizational culture, an element that directly influences leadership styles as well as the internal communication practices adopted within the organization.

Methodological Framework of the Study

❖ The Fourth study :

-Mr AZOUAOU Mazigh, La communication interne et la culture d'entreprise Cas pratique : Sarl Ibrahim & Fils, Ifri, Mémoire de fin de cycle en vue de l'obtention d'un diplôme de Master en sciences de l'information et de la communication. Option : communication et relations publiques, Encadré par Mr MERAH Aissa, Université Abderrahmane MIRA de Bejaia, Faculté des Sciences Humaines et Sociales, Département des Sciences de l'Information et de la Communication, Année Universitaire 2021/2022.

Study Summary:

Problem Statement: How does internal communication at Ibrahim et fils Ifri foster the construction of its corporate culture?

Methodology:

- A qualitative approach was chosen, involving analysis tailored to the research objectives. This method includes observing, describing, and analyzing internal communication. The conducted interviews focus on the relationships and contributions of communication to the development of the corporate culture at Ibrahim et fils Ifri.
- A systemic approach was applied to study the relational interactions among various company actors and the resulting social climate from internal communication.

Sample: The sample includes all executives and department heads at Sarl Ibrahim et fils Ifri, utilizing a non-probabilistic sampling technique.

Data Collection Tools:

- Non-participant observation
- Semi-structured interviews

Results :

- Ifri employs a diverse range of methods for internal communication.
- The company's corporate culture emerges from negotiated agreements among various actors through their daily practices, which are also defined by internal regulations.

Justification for selecting this study:

We selected this specific study because it thoroughly examines the role and practices of internal communication in the development of corporate culture, an aspect directly related to the concept of leadership, which is one of the most fundamental elements in the creation of this culture. It was also chosen for its methodological approach, particularly the qualitative method, which assisted us in analyzing the content of Ooredoo's internal communication.

❖ The fifth study:

Methodological Framework of the Study

مرزوق مقلاتي، "النمط القيادي لمدرء الجامعات و اثره على الروح المعنوية على للعاملين"، مجلة الباحث في العلوم الإنسانية و الاجتماعية، 2023/(03) 15-ISSN: 2170-1121 .

Study Summary:

Problem Statement: The study aims to identify the predominant leadership style among university directors and assess its influence on employee morale.

Methodology: A descriptive approach was employed to analyze the relationship between leadership styles and employee morale.

Sample: The sample comprised 234 employees from three Algerian universities: Oum El Bouaghi, Tebessa, and Khenchla.

Data Collection Tools: Two questionnaires were designed and validated for reliability. The first questionnaire, comprising 37 items, assessed leadership styles, while the second, consisting of 42 items, measured employee morale.

Results: The findings revealed that the democratic leadership style had the most significant influence on employee morale (17.9%), followed by the authoritarian style (12.1%) and the laissez-faire style (10.8%). Overall, the level of employee morale was considered moderate.

Justification for selecting this study:

We decided to explore this study because it focuses on the impact of leadership styles, which provided us with the opportunity to expand our theoretical framework on the various leadership styles integrated within an organization.

The sixth study :

-SAIDENE Abdelmalek, TAIB Taous , Les Styles De Leadership Au Centre De Divers Contextes Organisationnels : enquête auprès des salariés de CEVITAL, université A/MIRA bejaia, laboratoire ESTERE, (Alger), 20/05/2023.

Study Summary:

Problem statement: The study investigates how different leadership styles influence cohesion and the work climate within CEVITAL.

Methodology: A quantitative approach was adopted, employing probabilistic and stratified sampling methods to ensure fair representation among employees.

Sample: The study involved 63 employees from CEVITAL, randomly selected from various departments.

Data Collection Tools: Self-administered questionnaires were used to gather data, allowing respondents to express their views freely without researcher influence.

Methodological Framework of the Study

Results: The findings indicate that 88.89% of employees prefer a democratic leadership style, which promotes a cohesive and collaborative work environment. In contrast, the authoritarian style was less favored, with only 9.52% of employees showing preference for it.

Justification for selecting this study:

This study was chosen for its ability to provide new and relevant insights into the impact of leadership styles. This approach is particularly relevant to our research problem, which aims to study this impact on the internal communication at Ooredoo.

❖ The seventh study :

-ط.د. أحمد فرحات، د. عتيقة حرايرية، « القيادة والمستويات القيادية في المنظمات: وسيلة المنظمات للبقاء والتكيف » ، أفكار وآفاق، المجلد، 9 العدد، 4 السنة 2021 الصفحة 163 - 184.

Study Summary:

Problem Statement: The evolution of leadership in a complex and uncertain environment raises questions about its effectiveness and best practices for achieving the strategic objectives of organizations.

Methodology: An analytical approach is adopted to study leadership theories and identify behaviors and practices that promote organizational effectiveness.

Sample: The study focuses on large organizations, examining various leaders and their leadership styles in different contexts.

Data Collection Tools: Qualitative and quantitative methods such as surveys, interviews, and document analysis are used to gather data on leadership practices.

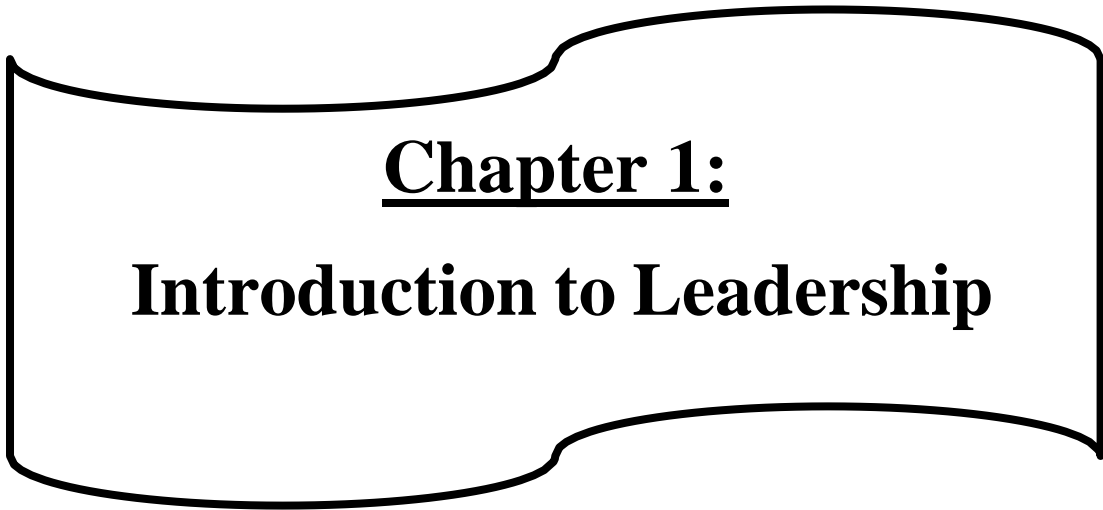
Results: The findings highlight the importance of adaptive and visionary leadership, capable of managing change and enhancing effectiveness at all organizational levels.

Justification for selecting this study:

The choice of this study is primarily justified by its methodological approach, which combines both quantitative and qualitative methods. This approach also helped us analyze the content of Ooredoo's internal communication documents.



**Theoretical Framework of the
Study**



Chapter 1:
Introduction to Leadership

Chapter I: Introduction to Leadership

Introduction:

Leadership is a fundamental concept in organizational studies, shaping the way institutions function, communicate, and evolve. As a dynamic and multifaceted phenomenon, leadership influences decision-making, team performance, and overall corporate culture. Understanding its principles is crucial to analyzing how leaders interact with their teams and facilitate internal communication.

This chapter begins by defining leadership and distinguishing it from management. It then presents the major leadership theories, including the Trait and Behavioral theories, Fiedler's Contingency Model, Blanchard and Hersey's Situational Leadership, Burns' and Bass' Transactional-Transformational Approaches, as well as Carmazzi's Environmental Leadership Style. A comparative analysis of these theories follows, highlighting their respective strengths, limitations, and practical applications.

Finally, the chapter explores the direct impact of leadership styles on internal communication. It emphasizes how different leadership approaches influence the flow, clarity, and effectiveness of communication within organizations, laying the groundwork for the core analysis of this research.

Chapter I: Introduction to Leadership

1.1 What is Leadership?

It would appear that no one has really satisfactorily defined the concept of leadership. One might hear it said that “I can’t really describe leadership, but I know it when I see it.” In fact, attempted definitions of leadership do not really explain leadership; they at best merely convey the essence of leadership from a particular point of view. For example, in a typical community, the term may refer to anyone in the community who has relatively high visibility, such as elected officials. In an organization, it often is used to highlight the executive director, president, and/or Board members.

Some view leadership as a series of specific traits or characteristics. Others see it as comprised of certain skills and knowledge. And some think of leadership as a process that places an emphasis on social interaction and relationships.

According to Vance Packard, “leadership appears to be the art of getting others to want to do something you are convinced should be done.” Harry Truman succinctly stated, “Leadership is the ability to get men to do what they don’t want to do and like it” .

Most articles and books on the topic of leadership indicate that it means influencing the actions of others. Ken Blanchard, the author of a number of books and articles on leadership has defined it as follows: In any situation in which someone is trying to influence the behavior of another individual or group, leadership is occurring. Thus, everyone attempts leadership at one time or another, whether his or her activities are centered on a business, educational institution, political organization, economic development organization, or family.

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Blanchard more recently defined leadership as the capacity to influence others by unleashing their power and potential to impact the greater good.¹

Peter G. Northouse explains a brief history of the evaluation of leadership definition. Here is a simple description of leadership from the same book.

“Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.”

Here the critical points are “process,” “influences,” and “common goal.” The process makes leadership an interactive event. There is no leadership without any influence, and without any common goal, there is no direction.²

Leadership is understood as a broad concept encompassing “the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives.”³

Dr. Munroe would say that it took him forty years of research, interacting with leaders, and teaching, to define leadership. In his terms, Leadership is the capacity to influence others through inspiration motivated by passion, generated by vision, produced by a conviction, ignited by a purpose.⁴

These various definitions demonstrate that the concept of leadership is complex and multifaceted, with no single definition universally accepted. Scholars and practitioners have approached leadership from different perspectives—some emphasizing traits, skills, and processes, while others focus on influence, vision, and purpose. Despite these variations, a common thread emerges: leadership is fundamentally about guiding, inspiring, and influencing others toward a shared goal. Whether seen as an art, a process, or a set of attributes, leadership remains a dynamic and evolving concept that continues to shape organizations and societies.

1.1 Leader vs. Manager

The distinction between a manager and a leader is often overlooked by those who do not explore the topic in depth. However, the two roles are fundamentally different. A manager operates from a position of formal authority within a hierarchical structure, whereas a leader does not necessarily hold such a position. While a leader may also occupy a high-ranking role, their influence does not stem from official power, but rather from the trust and respect they have earned. It is this credibility that inspires others to follow them voluntarily.

In this way, “a person without any formal power can become a leader, but a manager will hardly become an efficient one if he is not at the same time a leader to his team.”⁵

¹ Ken Blanchard, *Leading at a Higher Level* (Upper Saddle River, NJ: FT Press, 2010), xvi.

² Z. Amjad, "Good Leader to Great Leader," Academia.edu, accessed February 1, 2025, 9:45 a.m, from [Good Leader to Great Leader](#).

³ Gary Yukl, *Leadership in Organizations*, 7th ed. (Upper Saddle River, NJ: Prentice Hall, 2010).

⁴ M. Mutabaruka, "Leadership Lessons from Dr. Myles Munroe," TAP Magazine, April 16, 2016, accessed February 16, 2025, 9:00 a.m, from [Leadership 101 - Lessons from Dr. Myles Munroe — TAP Magazine](#).

⁵ M. T. Palomo, *Liderazgo y motivación de equipos de trabajo* (Madrid: ESIC, 2001), 17.

Chapter I: Introduction to Leadership

Bert Nanus has stated that: If managers are known for their skills in solving problems, then leaders are known for being masters in designing and building institutions; they are the architects of the organization's future.⁶

Here the difference between a leader and a manager according to Palomo:

Table 1. The difference between a Leader and a Manager according to Palomo

Manager	Leader
Customer-oriented.	Oriented to both internal and external clients.
Oriented towards rules and procedures. Long term vision.	Oriented towards the vision and a shared project.
Focused on routine.	Focused on important activities and urgent ones that require bright thinking.
Efficiency.	Effectiveness.
"Know-how".	"Know-why".
Relies on technology.	Relies on relationships.
Drives.	Guides and shows the way.
Handles things himself.	Forms opinion.
Manages.	Creates new ideas, new strategies, new politics and new methodologies.
Plans, organizes, controls, delegates and does adjustments and modifications.	Long term vision.
"Problem-solver".	"Problem-finder".
Fixated role.	Build role.
Knows how to use technology.	Knows people and helps them grow.
Emphasis on physical and material resources.	Emphasis on emotional resources.
Demands technical abilities.	Demands integrity, coherency and loyalty, and shares those values.
Controls and supervises the results.	Develops and advises his followers.
Internal and present.	External and future.

Source : M. T. Palomo, *Liderazgo y motivación de equipos de trabajo* (Madrid: ESIC, 2001), adapted from Diaz Carrera, 1994.

According to Palomo, any person can become a leader within an organization as long as:

- His ideas and actions mobilize others to want to work towards a common goal.
- Gets the support of the rest without giving orders.
- Does not ask for obedience, but commitment and implication.
- Gets credibility through his actions.
- Becomes an example for the others to follow.
- Changes the status quo in order to make new and revolutionary processes that alter the usual environment.
- Experiments and takes risks.
- Visualizes the future.

⁶ Bert Nanus, *The Leaders' Edge: The Seven Keys to Leadership in a Turbulent World* (Chicago: Contemporary Books, 1989), 7.

Chapter I: Introduction to Leadership

- Generates a shared vision and believes in it.
- Fosters collaboration and team work.
- Pays attention to new progress and tendencies, and is a fast learner.
- Does not foster obsolete ways of thinking, but creativity and innovation.
- Favors synergies both within and without the organization.
- Communicates in the right way changes to his collaborators, as well as the actions and implications those changes imply.
- Follows a clearly proactive approach.⁷

Warren Bennis, one of the foremost experts on leadership, makes the following distinctions between managers and leaders:

- The manager administers; the leader innovates.
- The manager is a copy; the leader is an original.
- The manager focuses on systems and structure; the leader focuses on people.
- The manager relies on control; the leader inspires trust.
- The manager has a short-range view; the leader has a long-range perspective.
- The manager asks how and when; the leader asks what and why.
- The manager has his eye always on the bottom line; the leader has his eye on the horizon.
- The manager imitates; the leader originates.
- The manager accepts the status quo; the leader challenges it.
- The manager does things right; the leader does the right things.⁸

By looking at the differences shown by Palomo and Bennis, some clear similarities come up. For example, both authors say that managers are mainly focused on handling tasks and current systems, while leaders are more focused on vision, new ideas, and people's growth. They also point out that managers follow rules and steps to keep order and work well, whereas leaders focus on motivating and making changes.

However, a small but important difference appears: Palomo puts more focus on people skills and a leader's ability to bring teams together without using official power, while Bennis shows a leader's ability to question the usual way of doing things and think differently. These ideas fit together and suggest that leadership is more than just the opposite of management—it's a more complex relationship depending on the company situation and goals.

Also, many experts say that a good manager should also be a good leader, since the two roles often work together. In today's organizations, leadership and management are not separate but different roles that help achieve success over time. So, instead of seeing leadership and management as opposites, it makes more sense to look at how they work together and support each other inside a company.

⁷ Palomo, *Liderazgo y motivación*, 17.

⁸ Bennis, Warren. *On Becoming a Leader* (Reading MA: Addison-Wesley, 1989), p. 45.

Chapter I: Introduction to Leadership

1.3 Leadership Theories

The quest to understand leadership has been ongoing for many years, leading to continuous efforts to develop theories and models that define its fundamental principles. Over time, scholars have proposed various frameworks to explain effective leadership and how individuals can enhance their leadership capabilities.

There is considerable debate within the academic community regarding the distinction between a leadership model and a theory. For the purposes of this study, both terms are understood as frameworks that provide insights into effective leadership and its development. While the core principles of leadership remain largely unchanged, the models used to interpret and apply these principles continue to evolve. Examining key leadership theories is therefore essential for a comprehensive understanding of what leadership entails. Among these, trait theory, behavioral theory, and contingency or situational theory have been widely studied and discussed.

This research explores multiple leadership theories, with a particular focus on those proposed by Catell, Stodgill, Fiedler, Blanchard and Hersey, Burns, Bass, and Carmazzi. These theoretical frameworks provide valuable insights into how leadership can influence internal communication practices within organizations such as Ooredoo. More specifically, they serve as a foundation for analyzing how leadership affects the flow of information, the selection and use of internal communication tools and channels, and the role of organizational culture in shaping communication dynamics. Practical examples, such as training programs and external recognition will be used to illustrate how leadership and culture interact to support or hinder internal communication. These theories will be further discussed in the following chapters to support a deeper understanding of their application in real organizational contexts.

1.3.1 The trait leadership theory

The trait leadership theory was the first approach ever taken on about leadership, and it states that a leader is “born” that way, with a number of attributes that will make him stand out of the rest and lead them. According to this theory, as a leader has certain qualities that make him so, he won’t be able to help standing out and becoming the leader of every social circle he is on (of the family, the group of friends, at work, etc.).⁹

“From the very moment of their birth, some are meant to follow and some to lead”.¹⁰

Many authors researched about the personal attributes many leaders shared with each other to determine which of them were essential to be a good leader. One of the earliest to do so was Cattell, who came out with the 16 Personality Factor Model a person must have to be a good leader: These factors include characteristics such as warmth, reasoning ability, emotional stability, dominance, and liveliness, among others.¹¹

⁹ Palomo, *Liderazgo y motivación*, 17.

¹⁰ Aristotle, *Politics*, trans. Benjamin Jowett, accessed March 26, 2025, at 9:45 a.m, from [The Internet Classics Archive | Politics by Aristotle](#)

¹¹ R. B. Cattell, “New Concepts for Measuring Leadership, in Terms of Group Syntality,” *Human Relations* 4, no. 2 (1951): 161–84.

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However, Cattell's 16 Personality Factor Model has been greatly criticized due to its inability of replication. Kline and Barret tried to replicate it using the exact same methodology as Cattell, being able to verify only four of the sixteen factors.¹²

According to Gibb, there are five qualities that every good leader possesses and are inherent in him as a part of his personality. These qualities are:

- Intelligence.
- Extroversion.
- Empathy.
- Adjustment.
- Self-confidence.¹³

Stodgill expanded on this theory by identifying a range of traits and skills necessary for leadership, including adaptability, intelligence, assertiveness, decisiveness, and dependability.¹⁴

McCall and Lombardo further elaborated on this by identifying four primary traits that define a leader: emotional stability, the ability to admit mistakes, good interpersonal skills, and intellectual breadth.¹⁵

Despite these contributions, empirical studies have disproven the notion that leaders are simply born with specific traits. Today, it is widely accepted that leadership emerges in response to particular situations, environments, or groups, challenging the view that a leader is born with innate qualities.

This theory has led to the development of other leadership models that consider the contingency and situational factors influencing leadership behavior.

1.3.2 Behavioral Theory

1.3.2.1 Lewin's three main leadership styles

According to Lewin, there are three main leadership styles, which are considered the classic styles as there was not much written about leadership before Lewin's work.

- Authoritarian style :

The authoritarian leader makes decisions without consulting the others, as he believes he is above them and way better qualified, so involving his subordinates in the decision-making process would only delay it and increase the risk of deciding wrong. The leader offers clear instructions on what's to be done, when, how and by whom, because he believes that workers

¹² P. Kline and P. Barret, "The Factors in Personality Questionnaires Among Normal Subjects," *Advances in Behaviour Research and Therapy* 5, no. 3 (1983): 141–202.

¹³ C. A. Gibb, *Leadership: Selected Readings* (Harmondsworth: Penguin, 1969).

¹⁴ R. M. Stodgill, *Handbook of Leadership: A Survey of Theory and Research* (New York: Free Press, 1974).

¹⁵ M. W. McCall and M. M. Lombardo, *Off the Track: Why and How Successful Executives Get Derailed* (Greensboro, NC: Center for Creative Leadership, 1983).

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are unable to develop their job properly without his guidance. He does not care much about the possible complains and does not have a close relationship with the rest of the team.

It is possibly one of the most extended leadership styles, especially on aged companies with also aged leaders that have been on top for a long time. It is a style based on power and obedience, creating a deep dependence on the leader for the decision making.

- **Participative style :**

Also known as democratic, the leaders that adopt this leadership style involve the rest of the team in the decision making process, although decisions are not always made by consensus, as the leader may hold the final say if an agreement can't be reached. Even in that case, members are encouraged to participate in the decision making process and their opinions are heard and taken into account. The participative leader knows he is not always right and he may not have all the information needed to make the best decision, so he trusts on their subordinate's knowledge and skills to get their feedback that may point out something he is missing. That way the final decision will be better for the whole group's sake. Lewin's study found out that the democratic style is typically the most effective one of the three he identified, as it keeps a good balance between the power-based authoritarian style and the complete freedom of the delegative style.

- **Delegative style :**

The delegative or laissez-faire leadership style is the one where the leader leaves most of the decision-making process to his subordinates, minimizing his involvement in it. Although it may seem like the best style from the subordinate's perspective, because the leader heavily relies on them and they should be motivated for this reason, research concluded that it was the least productive of all three.

1.3.2.2 Lewin's methodology and conclusions

Kurt Lewin carried out, along with R. Lippit and R. K. White, a series of experiments on the impact of different leadership styles on children's aggressive behavior. The aim of these experiments was to understand how it was possible that a dictator like Hitler turned rational human beings into completely obedient machines.

The experiments consisted in assembling three groups of kids that met after class and worked on different activities under the supervision of three different leaders, one of each style. The groups rotated every six weeks so every group was under the supervision of every leader. The results of the experiments are as following:

- **Authoritarian:** the kids worked really hard when the leader was closely supervising, but turned hostile and fought one another when the leader was not around, unable to behave as a team. They were completely submitted to the leader and did what he ordered without hesitation. Their initial high performance gradually decreased due to aggressiveness and individualism.

- **Participative:** the kids had a good relationship between them and interacted naturally. They complimented their partners when they did a good job and were motivated. Even if their performance was not as high as with an authoritarian leader at first, it was in time, and the work they did was of much higher quality.

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- Delegative: when having little or no supervision, the kids performed at the lowest rate and did the minimum effort. They lacked motivation and didn't interact much with their partners. Having so much freedom lead to chaos.¹⁶

1.3.3 Fiedler's contingency model

Fiedler, proposed a contingency model about leadership. He assumed that there was not a leadership style that always worked better than the others, but that the situation played a key role in the success or failure of a leadership style.

The development of the LPC (Less Preferred Coworker) questionnaire, allowed him to identify the three main dimensions that affected the suitability of a certain leadership style in a concrete situation.

The dimensions are:

- Relationship between the leader and the followers: the degree of trust between them, the loyalty, respect and attachment from the group towards the leader or the willingness of the group to follow the leader's instructions are considered in this dimension.

- Structure of the task: it becomes harder to lead when a task is ambiguous and unstructured than when it is well defined and structured.

- Leader's position of power: this dimension is related to the formal power the leader has over his followers and that is given by the position he has within the organization. It becomes easier to lead when the leader is in a powerful position.

Fiedler then described two extreme and opposite leadership styles:

- Task oriented leadership: this style is similar to the authoritarian style Lewin introduced, and it consisted in the leader closely supervising the subordinates, giving them clear instructions and making all the decisions by himself. The main goal of the leader is to achieve the production goals and to keep up with the schedule.

- People oriented leadership: this style focuses on the needs of the employees rather than in the task or schedule. It provides them with guidance and support, as well as freedom, and the main goal of the leader is to create and maintain a good relationship with his followers.

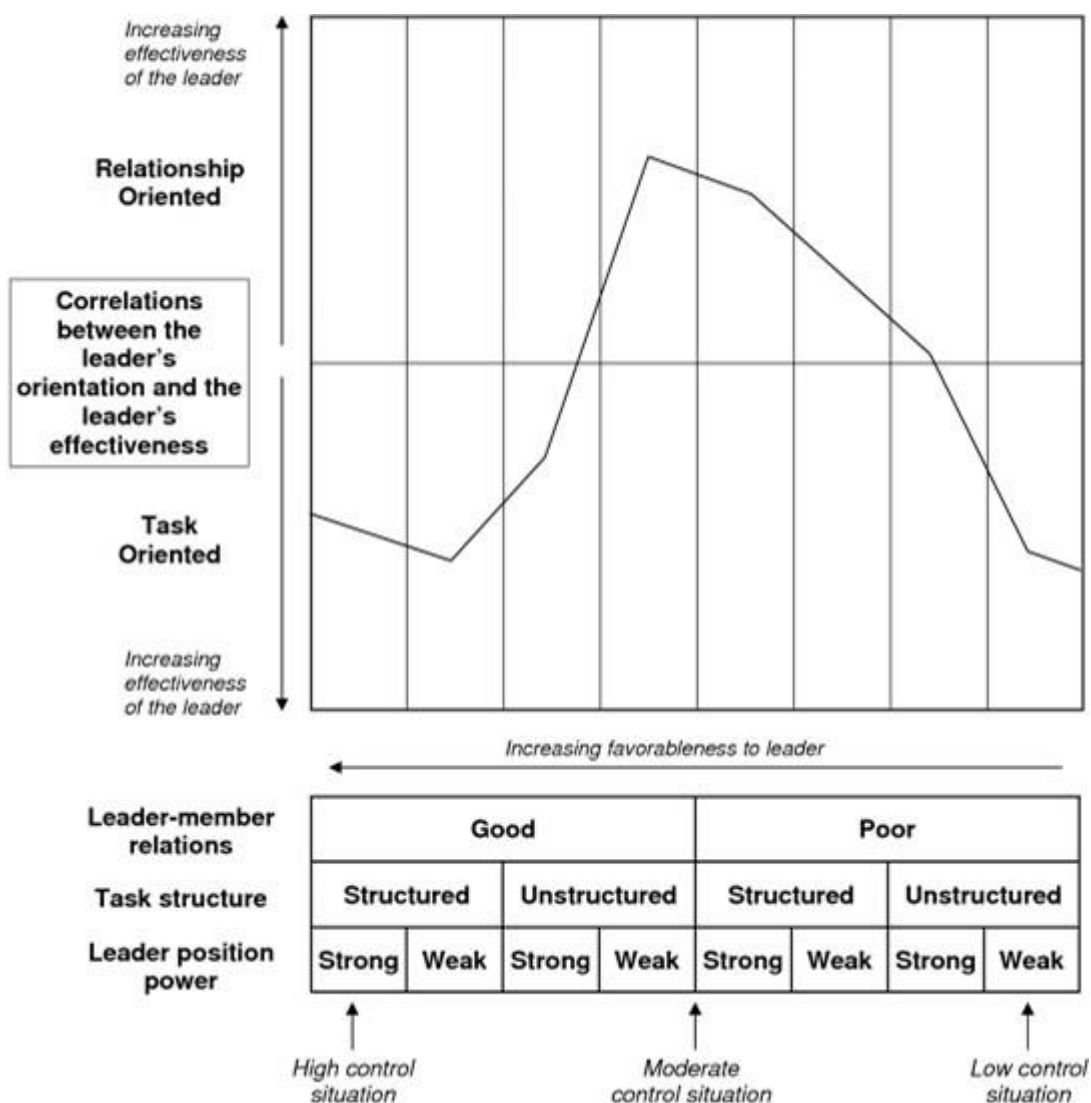
Using this model, Fiedler identified eight possible leadership styles. In Figure 1 we can see how the two opposite extreme styles are represented on the upper and lower parts of the table and each one of the eight alternative leadership styles are closer to the task oriented leadership or the people oriented one, depending on the combination of values on each dimension. Thus, each combination of values, that represents a specific situation, has a particular leadership style that suits it better than the others.¹⁷

¹⁶ K. Lewin, R. Lippit, and R. K. White, "Patterns of Aggressive Behavior in Experimentally Created Social Climates," *Journal of Psychology* 10 (1939): 271–301.

¹⁷ F. E. Fiedler, *The Effect of Cultural Heterogeneity, Leader Power, and Leader Attitudes on Group Performance: A Test of the Contingency Model* (Urbana, IL: University of Illinois, 1965).

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Figure 1. Leadership style changes depending on the situation



Source: F. E. Fiedler, *The Effect of Cultural Heterogeneity, Leader Power, and Leader Attitudes on Group Performance: A Test of the Contingency Model* (Urbana, IL: University of Illinois, 1965).

1.3.4 Blanchard and Hersey's situational leadership

This theory was first introduced in the book *Management of Organizational Behavior: Utilizing Human Resources*, and it was developed by Blanchard some years later, becoming what is known nowadays as the situational leadership II. This approach agrees with Fiedler's contingency theory on thinking a specific situation has critical effects on the success or failure of a leadership style.

Blanchard and Hersey, think that the leader should adapt his leadership style to the maturity of the group of people he is supposed to lead, understanding maturity as the capability and willingness of the group to perform a certain task. He identified four possible levels of maturity:

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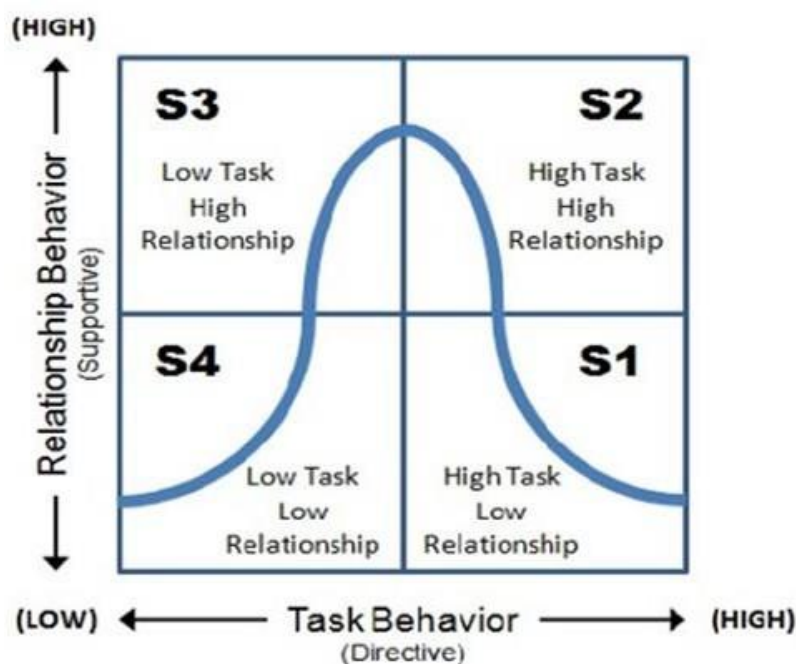
- A. Low competence and commitment. Insecure, unable or unwilling.
- B. Some competence and variable commitment. Unable but willing.
- C. High competence and variable commitment. Able but unwilling or insecure.
- D. High competence and high commitment. Able and willing.

There is another dimension Blanchard and Hersey consider in this approach and it involves the leader's behavior towards the group. The leader can adopt two basic behaviors:

- Task/directive behavior: the leader focuses on the tasks, giving direct and clear orders on what is to be done, how, when and where, leaving no room for creativity. Communication exists mostly downwards and the leader also closely supervises their follower's performance.
- Relationship/supportive behavior: the leader focuses on his followers, listening to them, and providing them with guidance, advice and support. Communication goes both upwards and downwards, as the leader constantly interacts with the group and includes them in the decision making process.

Using these two dimensions, Blanchard and Hersey presented four different styles of leadership where the leader adapts his behavior to the maturity of the group (Figure 2).

Figure 2. Situational leadership style



Source: Ken Blanchard, Patricia Zigarmi et Drea Zigarmi, *Leadership and the One Minute Manager: Increasing Effectiveness through Situational Leadership* (New York: Morrow, 1985).

1.3.4.1 Directive style (S1)

This is the right style to use when the followers are not competent, committed, insecure or unwilling to perform a task. The leader should focus highly on the task and not much on the relationship. When a leader faces a situation where the follower cannot do his job or is unwilling or afraid to try, the leader clearly defines the roles and goals of the group, giving specific instructions of what is to be done, how, when and where, and closely supervising that the followers stick to these instructions. He is also the one responsible for making all the decisions and does not include any of the followers in the decision making process.

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1.3.4.2 Coaching style (S2)

This style suits well when the followers are quite competent and committed, and motivated to carry out the tasks they are given, but unable to do so on their own. In this situation the leader should focus on both the task and the relationship with the followers. A leader that uses this style asks for the opinion of the followers while keeping the power to make the decisions and directing the group. Although he does not give up his power, it is an improvement if we compare it with the directive style because it opens a communication channel that runs both ways as the leader takes into account how his followers feel about the decisions he makes, his suggestions and opinions. He also explains his decisions so everyone can understand the reasons that are behind each decision he makes.

1.3.4.3 Supportive style (S3)

This leadership style works well when the followers are competent and quite committed, but not motivated or insecure about the task. The leader should approach a situation like this by highly focusing on the relationship and not much on the task. When the leader realizes that his followers know how to do the job but are not doing it properly, he must find out what the problem is and address it. For that reason, he gives up some of his power by letting the followers in the decision making process and the problem solving, and his role is to support and advice the followers in their decisions, listening to their point of view and complimenting them when they do a good job.

1.3.4.4 Delegative style (S4)

This is the right way to lead a team when the followers are competent and committed, as well as motivated and willing to do the job. The leader focuses neither on the task nor on the relationship. When dealing with a group that can perfectly work on its own and is willing to do so, the leader, after a dialogue where the followers are notified and agree about it, completely transfers the responsibility and the decision making power to the followers. This leadership style requires a high level of trust as the leader is no longer in control of the tasks or the decisions the group makes. It is a quite risky style to use so the leader has to make sure that the followers are indeed capable of succeeding without his lead and motivated to do so.

This is an approach that considers that the most relevant situational factor affecting leadership is the maturity of the followers that are supposed to be led and that its development will determine which leadership style will better apply when attempting to lead them. Therefore, a leader will succeed when he correctly identifies at what stage of maturity are his followers and adapts his leadership style to it, focusing more on the task that is to be performed or on the relationships among the group.¹⁸

In summary, the directive and coaching styles are primarily driven by the leader, whereas the supportive and delegative styles place more emphasis on the follower's initiative and involvement.

1.3.5 The transactional-transformational approach of Burns

Burns, approached the leadership theory from a different point of view, including many of the previously introduced leadership styles in a style he named transactional, and proposing a new

¹⁸ Ken Blanchard and Paul Hersey, *Management of Organizational Behavior: Utilizing Human Resources* (Englewood Cliffs, NJ: Prentice-Hall, 1969).

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one, which had also similarities to some of the styles other authors identified, the transformational style.

1.3.5.1 Transactional leadership

Several leadership theories tend to describe the leader–follower relationship as a form of exchange: when followers meet expectations and perform well, they receive certain benefits in return. In this dynamic, the leader also gains from the performance of the team. While this exchange does not necessarily imply an authoritarian approach, it often reflects a focus on individual or group interests rather than a shared collective vision. The leader’s role may involve offering support, but without necessarily encouraging the group to unite around a common purpose.

Burns named those kinds of leaders transactional leaders, and considered them to be immature and selfish, as they put their individual goals ahead of the group’s best interests. The transactional leader has no interest in modifying the normal flow of operations, and usually fails to plan long term strategies, focusing too much on daily issues.

These are the characteristics of a transactional leader:

- Contingent reward: transactional leaders positively link effort and reward, exchanging one for the other with the followers, in a previously set amount that should satisfy both parts.
- Management by exception: only when something unusual occurs the leader steps in to make some correction. Leadership is responsive and only deals with daily issues, failing to see the big picture.
- Follower’s control: leaders use standard forms of inducement, reward, punishment and sanction to control followers, monitoring their performance in order to decide how to proceed.
- Extrinsic motivation: transactional leaders motivate their followers by setting goals and promising rewards if the followers give the desired performance and the goal is achieved. Intrinsic motivation is not used by transactional leaders.
- Leadership by power: the leader has to be in a position of power in order to be able to reward or punish their followers for their performances. He is only followed because of that power he sustains, and if he ever loses it their former subordinates would not follow his lead anymore.¹⁹

1.3.5.2 Transformational leadership

A transformational leader, unlike a transactional one, is not afraid of changing the organization’s culture, but willing to. He understands that a transactional leadership does not work if one wants to accomplish long term objectives, so instead of focusing on managing the day-to-day operations, he focuses on building an organizational culture and transmitting it to the rest of the group to secure the organization’s future. This means focusing his efforts on team-building, motivation and collaboration, linking the personal values of each individual to the organization’s culture and making them be a part of a whole. To do that, transformational

¹⁹ J. M. Burns, *Leadership* (New York: Harper & Row, 1978).

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leaders must lead by example and be the first ones to do so, so everyone else can identify with them.

Although they are commonly treated as opposites and considered to be mutually exclusive, Bass viewed them as continuous rather than opposite. He considered that a transformational leadership was an extension of a transactional one, and ineffective if the total absence of a transactional relationship between leaders and followers. Moreover, he stated that a transformational leader could act as a transactional one if necessary, but that was not possible the other way around.²⁰

According to Kouzes , transformational leaders inspire others to surpass themselves, provide individual recognition, stimulate new approaches and ways of thinking and facilitate the subordination of their own interests to the groups' ones.

These are the characteristics of a transformational leader:

- Creativity: transformational leaders must be creative when facing problems and be able to identify alternative approaches if the initial one does not solve the problem.
- Inspirational motivation: it refers to the leader motivating the followers to work for a goal that is beyond any of the individual interests. Transformational leaders use intrinsic motivation to motivate their followers to do a task because they want to and believe is the right thing to do, not because of the reward they will get for it.
- Vision: related to inspirational motivation, a transformational leader is able to focus on the long term and have a vision, and then shares that vision with the rest of the group and makes them a part of it. This way a bond is made between leader and followers as they share a common vision of the organization, and they all work towards that vision.
- Follower's development: it is a leader's duty to create learning opportunities for his followers and encourage them to solve problems so they can develop themselves, both personally and professionally.
- Individualized consideration: followers are treated differently but with equity. This means the leader has to know well each one of their followers to provide personal advising, to address individual needs or challenges. All this effort is done by the leader in order to line up the different individual interests with the organizational ones.
- Intellectual stimulation: the leader supports the followers questioning themselves, their way of doing things, and even the leader's opinions. A transformational leader empowers his followers so they can assume responsibilities, address problems on their own and try new ways of doing things. By doing that the followers are more motivated, committed and satisfied with their job, leading to personal and professional growth from which the organization benefits.
- Interactivity and proactivity: a transformational leader must constantly interact with his followers. They have to be able to reach out to him easily, communication channels must be open both sides and the leader has to possess good communication skills to benefit from it. Furthermore, proactivity is also required in a transformational leader, constantly forming new expectations in followers.
- Charisma: it is also required that the leader has personal qualities that make the followers want to follow him. He has to be capable of influencing others by making them idealize him, and that can be achieved by the leader having passion for what he does, conviction on the

²⁰ J. D. Bass, *Instructional Leadership Activity of Elementary Principals in Effective Schools* (master's thesis, Virginia Polytechnic Institute and State University, 1989).

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common vision he shares with the rest of the group, ethics and moral behavior, or prestige, among other qualities.

- Coherence between the leader's actions and the mission, vision and values of the organization: last but not least, a leader has to be true to the mission, vision and values he has created for the organization. If his actions do not agree with that, he will lose credibility and the trust of his followers.²¹

1.3.6 The transactional-transformational approach of Bass

Bernard M. Bass expanded on James MacGregor Burns' ideas by applying the concepts of transactional and transformational leadership to the context of organizational management.

1.3.6.1 Transactional Leadership

Transactional leadership represents those exchanges in which both the superior and the subordinate influence one another reciprocally so that each derives something of value.²² Simply stated, transactional leaders give followers something they want in exchange for something the leaders want.

Burns²³ and Bass²⁴ similarly distinguished between levels of transactional leadership. Burns suggested that the kinds of transactions leaders and followers engage in range from the obvious (jobs for votes, subsidies for campaign contributions) to the less obvious (exchanges of trust, commitment, and respect). Similarly, Bass noted that transactional leaders have various transactions available to them. Transactions based on leaders' knowledge of the actions subordinates must take to achieve desired personal outcomes (e.g., working overtime for a paid vacation) are most common.

In these exchanges, transactional leaders clarify the roles followers must play and the task requirements followers must complete in order to reach their personal goals while fulfilling the mission of the organization.²⁵

1.3.6.2 Transformational Leadership

Transformational leadership is based on more than the compliance of followers; it involves shifts in the beliefs, the needs, and the values of followers. According to Burns, 'the result of transforming leadership is a relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents.'²⁶

²¹ J. M. Kouzes, *El desafío del liderazgo* (Buenos Aires: Granica, 1997), 21.

²² G. A. Yukl, *Leadership in Organizations* (Englewood Cliffs, NJ: Prentice-Hall, 1981).

²³ J. M. Burns, *Leadership* (New York: Harper & Row, 1978).

²⁴ B. M. Bass, *Leadership and Performance Beyond Expectations* (New York: Free Press, 1985).

²⁵ Kurt W. Kuhnert and Paul Lewis, "Transactional and Transformational Leadership: A Constructive/Developmental Analysis," *Academy of Management Review* 12, no. 4 (1987): 648, accessed February 14, 2025, from [Transactional and Transformational Leadership: A Constructive/Developmental Analysis](#).

²⁶ *Ibid*, 648.

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Both transformational leaders and charismatic leaders gain influence by demonstrating important personal characteristics. Many of these characteristics were described by Bass²⁷, some of them are self-confidence, dominance, and a strong conviction in the moral righteousness of one's beliefs. Thus, key behaviors of successful transformational leaders may include articulating goals, building an image, demonstrating confidence, and arousing motivation. These behaviors can convince and motivate followers without bartering for goods and rights, which characterizes transactional leadership.²⁸

1.3.6.3 The comparison between transactional and transformational leadership:

Bass applied Burns' ideas to organizational management. He argued that transactional leaders 'mostly consider how to marginally improve and maintain the quantity and quality of performance, how to substitute one goal for another, how to reduce resistance to particular actions, and how to implement decisions. In contrast, transformational leaders attempt and succeed in raising colleagues, subordinates, followers, clients, or constituencies to a greater awareness about the issues of consequence.'²⁹

1.3.6.4 The impact of transformational leadership

Transformational leaders operate out of deeply held personal value systems that include such values as justice and integrity. Burns refers to these values as end values, those that cannot be negotiated or exchanged between individuals. By expressing their personal standards, transformational leaders are able both to unite followers and to change followers' goals and beliefs.

Bass's insights on leadership remain highly relevant, particularly in corporate and institutional contexts. While transactional leadership helps maintain order and efficiency, transformational leadership plays a key role in fostering change and ensuring long-term success.³⁰

1.3.7 Carmazzi's environmental leadership style

Carmazzi introduces the Environmental Leadership Style, which focuses on creating a self-sustaining organizational culture that naturally drives motivation and collaboration. Rather than directly managing individuals, the environmental leader cultivates an environment where team members perceive their roles as integral to the group's success and are intrinsically motivated to contribute. This approach relies on two keys of self-awareness, fostering growth without blame and recognizing others' achievements, alongside five pillars of transformation, including a shared purpose, a structured methodology, a common language, a unified identity, and a supportive internal environment. By embedding these principles, the leader empowers individuals at all levels, facilitating a culture of continuous development and co-learning.

²⁷ B. J. Avolio and B. M. Bass, *Transformational Leadership, Charisma, and Beyond* (Tech. Rep. No. 85-90, Binghamton: State University of New York, School of Management, 1986).

²⁸ Kuhnert and Lewis, 650.

²⁹ Ibid 649.

³⁰ Kuhnert and Lewis, 650.

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Ultimately, this leadership style ensures that motivation and leadership emerge organically within the organization, reducing dependency on hierarchical control.³¹

1.3.8 Comparative Analysis of Leadership Theories

To better understand these leadership models and theories, the following table outlines their key characteristics, followed by a detailed analysis of their similarities and differences.

Table 2. Comparative Table of the Five Main Leadership Theories

Theory	Key Authors	Core Principles	Strengths	Limitations
Trait Theory	Stogdill , Cattell , Gibb	Leaders possess innate traits (intelligence, self-confidence, extraversion, etc.).	Identifies common characteristics of successful leaders.	Does not account for context or the development of leadership skills.
Behavioral Theory	Lewin , McGregor	Leadership is based on observable behaviors (authoritarian, democratic, laissez-faire).	Emphasizes learning and leadership development.	Does not consider situational or individual factors.
Situational Theory	Fiedler , Blanchard & Hersey	Leadership effectiveness depends on the context and the maturity of subordinates.	Flexible and adaptable, considers group dynamics.	Difficult to apply in practice, requires constant evaluation.
Transactional-Transformational Theory	Burns , Bass	Transactional leadership (rewards and punishments) vs. transformational leadership (vision, motivation, inspiration).	Comprehensive approach integrating both exchange-based and transformational leadership.	Transformational leadership can be difficult to sustain long-term.
Environmental	Carmazzi	Focuses on	Encourages a	Requires a

³¹ Arthur Carmazzi, *Lessons from the Monkey King: Leading Change to Create Gorilla-Size Results* (Singapore: Veritas Pub., 2007).

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Leadership Theory		creating an organizational culture that fosters intrinsic motivation and collaboration. Leaders shape the environment rather than directly managing individuals.	self-sustaining leadership culture and enhances long-term organizational growth.	strong initial setup and alignment of shared values, making it complex to implement.
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Source: Self-made.

Although all the leadership theories come from a different viewpoint, they all meet at the common point of describing how leaders motivate and guide their groups. Trait and behavioral theories focus on individuality and things that can be seen, assuming that leadership is either innate or learned through specific behavior.

In contrast to these, situational and environmental theories of leadership are concerned with the situational dependence of leadership styles and emphasize the importance of external factors for effective leadership. Transactional-transformational theory, as opposed to these, provides a two-way account, accounting for systematic exchanges (transactional) as well as motivational leadership (transformational) and is consequently an integrative model for application in a variety of organizational settings.

One of the key distinctions among these theories is how each approaches leadership development. Trait theory assumes that leadership characteristics are stable and inborn, while behavioral, situational, and environmental leadership theories argue that effective leadership can be acquired through experience and adaptation. Transactional leadership also closely adheres to systematic organizational structures with a focus on clear expectations, rewards, and control of performance, compared to transformational and environmental leadership that encourages visionary thinking, creativity, and intrinsic motivation.

In addition, communication is enacted differently in the models. Situational and transformational leadership are focused on two-way communication and employee involvement, which encourages open organizational culture. Transactional and authoritarian behavioral models of leadership are susceptible to one-way, top-down communication, where structure and efficiency are accorded greater significance than coordination. Environmental leadership, by shaping the workplace climate, acts as a facilitative role between structured leadership and participatory involvement so that stability and innovation are kept in balance. In practice, leadership is rarely a single model. Instead, effective leaders merge a number of models into their own approach and tailor it to the culture of the organization, dynamics of the team, and immediate requirements. While trait theory can spot future leaders, situational and transformational theories make sure that leadership is modified with changing organizational needs. Thus, an integrated leadership approach, a combination of different theories, best offers

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the most effective and enduring method of leading teams and fostering internal communication.

Their relevance to the current research lies in the direct impact they have had on internal communication within Ooredoo. Since leadership defines how information is communicated, perceived, and applied, each model provides a different lens through which the company's internal communication practices can be viewed. Transactional leadership, for example, may influence the formality and organizational structure of internal communication, while transformational leadership may produce a more motivational and engaging communication style. Similarly, situational and environmental leadership theories describe how Ooredoo leaders modify their communication strategy based on organizational culture and workforce dynamics.

By applying these leadership models to Ooredoo, this study aims to investigate how leadership styles affect internal communication, namely through the messages conveyed and the tools used within the organization.

1.4 Impact of leadership on internal communication

1.4.1 Influence of leadership styles on internal communication

Leadership plays a decisive role in shaping how internal communication is structured and experienced within organizations. Each leadership style tends to influence the way messages are shared, interpreted, and responded to by employees. For instance, transactional leaders often rely on clear, formal communication channels that ensure precision and order, though sometimes at the expense of open feedback and employee engagement. In contrast, transformational leaders encourage more dynamic and participatory communication, fostering dialogue and a sense of inclusion across all levels of the organization.

Meanwhile, situational and environmental leadership styles introduce a more adaptive dimension to communication. They emphasize the need to tailor communication strategies based on evolving organizational contexts and the diverse expectations of team members. This flexibility often results in more responsive and human-centered internal communication systems.

In the case of this study, such distinctions are particularly relevant. Understanding how leadership styles influence internal communication is crucial for organizations like Ooredoo, which operate in fast-changing environments and place strong emphasis on collaborative work culture. By examining this relationship, the research seeks to show how communication can be optimized not just as a tool for information-sharing, but as a driver of motivation, alignment, and cooperation within the organization.

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Conclusion Of This Chapter:

This first chapter has provided a comprehensive foundation for understanding leadership and its multifaceted nature within organizations. By distinguishing between the roles of leaders and managers, it has clarified the unique contributions that leadership brings to organizational development and communication. The exploration of various leadership theories, from trait and behavioral models to situational, transactional-transformational, and environmental approaches, has revealed how leadership styles adapt to different organizational contexts and influence team dynamics in diverse ways.

A comparative analysis has highlighted that no single theory can fully encapsulate the complexity of effective leadership. Instead, modern organizational environments require a flexible, integrated approach that draws on multiple leadership models depending on situational needs and team characteristics.

Finally, this chapter has established the critical link between leadership and internal communication. It has shown that leadership style directly affects how communication flows within an organization, whether it is top-down, participatory, motivational, or adaptive. The next chapter will now focus more specifically on internal communication.



Chapter II:

**Introduction to Internal
Communication**

Chapter II: Introduction to Internal Communication

Introduction

In this second chapter, we will provide an in-depth definition of the concept of internal communication by exploring its various types, its role, and its objectives.

We will also examine the resources of internal communication, its strategies, tools, and techniques, as well as the essential skills required to ensure its effectiveness. Finally, we will discuss how to develop a structured communication plan.

This categorization will allow us to gain a deeper understanding of the fundamental role of internal communication, which serves as the cornerstone of any organization's success, regardless of its industry or size. It enables the implementation of the company's strategy to achieve its objectives and is also a key factor in fostering a climate of trust and establishing a healthy and professional relationship between leaders and employees.

Chapter II: Introduction to Internal Communication

2.1 What is Internal Communication?

As an organizational function, internal communication has been broadly defined as “all formal and informal communication taking place internally at all levels of an organization.”¹

Internal Communication has also been defined as, “the communication flow among people within the boundaries of an organization.”²

According to Frank and Brownell, internal communication refers to “Communication transactions between individuals and/or groups at various levels and in different areas of specializations that are intended to design and redesign organizations, to implement designs, and to co-ordinate day-to-day activities.”³

Internal communication creates and maintains communication systems between employers and employees⁴ and is repeatedly identified as a growing part of communication practice.⁵ It involves different aspects of receiving and sharing information and represents one of the basic management activities, vital for organizational success.⁶

Internal communication includes all communication that occurs within various types of organizations and represents transfer of ideas, information, attitudes and emotions between people, often with the intention of modifying behavior.⁷

Internal communication practices within the organization include the entire spectrum of communication activities, formal and informal, with the main goal of disseminating information to various audiences within the organization. These activities include downward, upward and horizontal communication, and can be initiated by any member of the organization.⁸

The relation between the concept of Internal Communication and Leadership:

Internal communication reflects perceptions of the adequacy of leaders' communication behavior to their employees, including communication regarding the strategic direction of the organization, providing information about expectations that clarifies the organizational goals to the employees⁹, the performance expected and feedback on the performance actually

¹ Heidi K. Kalla, “Integrated Internal Communications: A Multidisciplinary Perspective,” *Corporate Communications: An International Journal* 10 (2005): 304, from: [10.1108/13563280510630106](https://doi.org/10.1108/13563280510630106).

² Alessandra Mazzei, “Promoting Active Communication Behaviors through Internal Communication,” *Corporate Communications: An International Journal* 15, no. 3 (2010): 221–234.

³ Andrea Frank and Judi Brownell, *Organizational Communication and Behaviour: Communicating to Improve Performance* (Orlando, FL: Holt, Rinehart and Winston, 1989).

⁴ Ana Tkalac Vercic, “Internal Communication with a Global Perspective,” in *The Global Public Relations Handbook: Theory, Research, and Practice*, ed. Krishnamurthy Sriramesh and Dejan Vercic (New York: Routledge, 2019), 195–205.

⁵ Mary Welch, “Appropriateness and Acceptability: Employee Perspectives of Internal Communication,” *Public Relations Review* 38, no. 2 (2012): 246–254.

⁶ Jennifer M. George and Gareth R. Jones, *Contemporary Management: Creating Value in Organizations*, 4th ed. (New York: McGraw-Hill/Irwin, 2006).

⁷ Fikreta Bahtijarević-Šiber and Predrag Sikavica, eds., *Leksikon Menedžmenta* [Management Lexicon] (Zagreb: Masmedia, 2001).

⁸ Julie Carrière and Christine Bourque, “The Effects of Organizational Communication on Job Satisfaction and Organizational Commitment in a Land Ambulance Service and the Mediating Role of Communication Satisfaction,” *Career Development International* 14, no. 1 (2009): 29–49.

⁹ Sanjay K. Pandey and Hal G. Rainey, “Public Managers’ Perceptions of Organizational Goal Ambiguity: Analyzing Alternative Models,” *International Public Management Journal* 9, no. 2 (2006): 90.

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achieved. Further internal communication reflects perceptions of the adequacy of the ability of employees to communicate feedback to leader(s) on problems related to tasks and performance, providing important leadership information regarding problems requiring attention. Finally, it reflects perceptions of the adequacy of lateral communication among employees demonstrating emotional support, all expectedly of vital importance to good organizational performance.¹⁰

2.2 Types of Internal Communication

There are three main types of internal communication:

2.2.1. Downward Communication

By definition, downward communication originates from the top of the hierarchical pyramid and reaches employees and workers through managerial intermediaries or written communication tools distributed on a large scale, such as the internal company newsletter. Its primary function, which is almost mandatory, is the dissemination of "regulatory information." This information is already shared through a legally required medium: notice boards. Typically, these boards display the company's internal regulations, safety measures, service notes, and documents issued by union representatives and the works council.

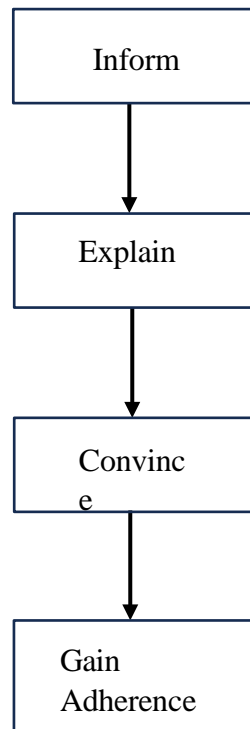
Downward communication also serves to enhance employees' understanding of the company's environment and the organization itself, whether through corporate newsletters or specific documents. It is a management tool that can be highly effective when handled with objectivity. However, if used by management as a propaganda tool, it may be negatively perceived by employees.

It is crucial that downward communication remains a genuine informational tool dedicated to employees, ensuring they feel valued and well-informed about their role within the organization. To be effective, it must maintain credibility and rely on the most appropriate communication channels.

¹⁰ Christian B. Jacobsen and Henrik H. Salomonsen, "Leadership Strategies and Internal Communication in Public Organizations," *International Journal of Public Sector Management* 33, no. 7/8 (2020), issue publication date: February 15, 2021, retrieved March 6, 2025, at 2:08 PM, from [Leadership strategies and internal communication in public organizations | Emerald Insight](#)

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Diagram of Downward Communication Functioning:
Figure 03: Downward Communication Model



Source : Book : La communication d'entreprise, Philippe Morel.

Downward communication remains the most common form of communication. However, establishing an internal communication system that is exclusively downward, without allowing employees to express themselves, would be unreasonable. The information gathered at higher levels of the hierarchy can help prevent conflicts or even crisis situations. Therefore, downward communication alone is not sufficient.¹¹

2.2.2 Upward Communication

Upward communication originates from employees at the operational level and moves up the hierarchical structure. It can be either induced or spontaneous. The development of upward communication serves three main objectives: investigation, detection, and stimulation. It can take multiple forms. It is considered formal when it is structured, and when both the sender and receiver are clearly identified. Conversely, it is informal when it lacks structure, but the sender and receiver can still be identified. When it has no structure, no identifiable sender, and no known receiver, it is referred to as noise or a rumor.

¹¹ Philippe Morel, *La communication d'entreprise* (Paris,2009), 90.

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Upward communication is spontaneous when it is not triggered by a downward communication and induced when it responds to or follows a downward message. It is also known as feedback when it serves as a simple reaction to a new situation or a decision-making process. Additionally, it can inform the hierarchy by conveying questions that reflect employee concerns or expectations. It can also manifest in the form of claims or protests. Regarding its content, it may relate to the organization itself, encompassing its components, activities, structure, situation, and products. It can also pertain to individuals and the professional environment, including clients, suppliers, partners, competitors, etc.

Regardless of whether the communication is downward or upward, information always follows the same circuit: sender, transmitter (or intermediary), and receiver. However, depending on whether it is downward or upward communication, senders become receivers and vice versa, while intermediaries remain in the same position.¹²

2.2.3 Interactive Communication

This third type of internal communication logically derives from the previous two, as it serves to complement them. The richest exchanges often occur during spontaneous meetings, commercial opportunities, festive events, or informal encounters. That being said, interactive communication, also referred to as *mutual communication*, can leverage tools used in other types of communication, depending on the objectives assigned to them, the form they take, and how they are utilized. By offering employees the opportunity to engage in dialogue, whether with the initiators of the communication tools or with members of different departments within the company-organizations foster interaction. This is why even tools traditionally associated with downward communication can become instruments of exchange. For instance, the company's internal newsletter can serve as a communication platform if it includes one or more sections open to employees, without censorship, and is published frequently enough. In this way, the newsletter can evolve into a genuine dialogue tool.

Technology-based tools such as intranets are particularly well suited to mutual communication. They can integrate a variety of information, including news flashes, corporate event calendars, practical information, press reviews, classified ads, and internal document directories. Additionally, they may feature corporate directories (listing names, roles, departments, phone extensions, fax numbers, etc.), training offers from the works council, messaging systems (individual or departmental), and interactive surveys. Through these various features, a significant flow of interpersonal information exchange can be created.¹³

2.3 Role and Objectives of Internal Communication

According to Robbins and Judge, internal communication plays four main roles within an organization:

¹² Ibid., 92.

¹³ Morel, *La communication d'entreprise* (2009), 93.

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- Control: communication can act both as a way of checking and ensuring that the organization is having a proper performance, or as a way of detecting and correcting possible malfunctions.
- Motivation: it is widely accepted that motivation plays a key role in employee performance, so if the manager is skillful, he can use communication to increase employee motivation. This can be done not only by showing the employee how to do his job, but also explaining what it is that he is doing and why is it important for the organization, as well as letting him know when he is doing a good job.
- Emotional expression: many members of the organization find in it his main social interaction environment due to the amount of time they spend in it. This is why communicating with their peers is the way many employees have to expressing themselves emotionally.
- Information: the last role is the more obvious, and it is that internal communication allows information to flow through the organization, helping its members with the decision-making processes.¹⁴

According to García Jiménez, internal communication is the carrier that allows the opinions of all the members of the organization to come together and make a common reflection of the organization, considering four main characteristics:

- Corporative: helps find and establish a corporative personality and identity.
- Operative: is the way to share technical knowledge and positive attitudes of implication and collaboration in order to achieve a better overall performance.
- Cultural: it teaches how to behave within the organization, its beliefs, inner assumptions, behavioral rules and values.
- Strategic: it is essential while designing organizational strategies, as every plan of action needs a communication strategy in order to be successfully carried out.¹⁵

Based on the perspectives of Robbins and García Jiménez, we can conclude that internal communication is a key pillar in organizations. It not only ensures control and efficiency by facilitating information flow and decision-making but also plays a crucial role in motivating employees and fostering a sense of belonging. By shaping the corporate culture and aligning strategic objectives, it strengthens collaboration and engagement among members. Ultimately, effective internal communication enhances both individual performance and overall organizational success.

2.4 Strategy, Tools, and Techniques of Internal Communication in Organizations

2.4.1 Strategy of Internal Communication in Organizations

2.4.1.1 Definition of Internal Communication Strategy

-The first definition of strategy was provided around 1960 by A.D. Chandler: "Strategy consists of determining the fundamental long-term objectives and goals of an

¹⁴ Robbins, S. P., et T. Judge, *Organizational Behavior* (Upper Saddle River, N.J.: Pearson Prentice-Hall, 2009), 27.

¹⁵ García Jiménez, J., *La comunicación interna* (Madrid: Díaz de Santos, 1998), 28.

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organization, then selecting the courses of action and allocating the resources necessary to achieve these goals and objectives.¹⁶

- "The internal communication strategy is the art of directing, harmonizing, and creating synergy between the different forms of communication within the company to achieve objectives of general interest.¹⁷"

A communication strategy is therefore a necessary condition for three main reasons:

- a) It serves as a key instrument for ensuring coherence between communication objectives, marketing objectives, and the organization's strategic goals.
- b) It provides continuity by defining the fundamental and long-term choices of communication.
- c) It acts as a control tool, as communication outcomes can only be assessed if objectives have been clearly defined beforehand.

2.4.1.2 Internal Communication Strategy

The internal communication strategy encompasses all actions and resources implemented to achieve a company's communication objectives. It is crucial for any business or organization that aims to communicate effectively with its target audience. A communication strategy helps define the key messages to be conveyed, identify the most relevant communication channels to reach the target audience, and determine the necessary means and resources to achieve these goals.

➤ The development of a communication strategy follows several key stages:

□ Identify the Target Audience : The communication targets are the groups of people addressed by a communication action. Two types of criteria are used to define them:

- a) Quantitative criteria: Useful for determining the target's size and its compatibility with the available budget.
- b) Qualitative criteria: Influence the creative style, including lifestyle and areas of interest.

□ Define the Objectives : Clearly establish the goals to be achieved through the communication strategy. These objectives may vary, such as increasing brand awareness, retaining existing customers, or launching a new product or service.

□ Design the Message : The message should be simple, clear, and easily memorable to ensure the audience understands and retains it.

□ Select the Media Channels : Choose the most appropriate communication channels to effectively reach the target audience.

¹⁶ J.-L. Charoni and S. Separi, *Manuel d'application : Organisation et gestion de l'entreprise*, 2nd ed. (Paris: Dunod, 2001), 326.

¹⁷ J.-M. Decaupin, *La communication marketing : Concepts, techniques, stratégies*, 2nd ed. (Paris: Économica, n.d.), 39–46.

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- Evaluate the Budget : Ensure that the budget is sufficient to cover all selected communication channels.
- Measure the Results : Implement monitoring and evaluation mechanisms to assess the effectiveness of the communication strategy.
- Coordinate All Communication Actions : Once the strategy's results are measured, they can be used to enhance future communication efforts.

2.4.2 Tools of Internal Communication

Internal communication tools are used to make internal communication more effective and the use of one or another will depend on the purpose of the communication, the recipient and the situation. Its effectiveness is conditioned to the skills of the emitter.

The basic internal communication tools are the following:

- Electronic bulletin: reflects public news about the organization. It is convenient that the members of the organization receive it before it is released externally.
- Internal bulletin: reflects internal news about the organization, but it is only distributed within the organization. It is periodical and it contains information about activities, services, departments or business endeavors of the company. It has to contain information that is useful for both managers and employees, if it wishes not to become a failed and ineffective communication.
- Suggestion box: it can be a physical box or a virtual space where the members of the organization can deliver their ideas or suggestions in order to improve different aspects of the organization. Its effectiveness will depend on the participation and the willingness of the directives to pay attention to employee's suggestions and not just ignore them.
- Claim campaign: it is an alternative to the suggestion box and it consists in periodically establishing a certain days when any member of the organization can openly approach managers and let them know their claims, suggestions or ideas. In order for this to be effective, employees have to feel safe about speaking their minds and managers must be able to take bad comments without reprisal.
- Letters: physical mail is still used in organizations to communicate relevant organizational information, or for more personal purposes such as individual recognition or greetings card. In order to keep its power to impact, its frequency has to remain low.
- Memorandum: it is similar to the internal bulletin, but only distributed to a certain department or section of the organization, as its information is only relevant to them.
- Quality circle: it consists of periodical meetings of a reduced group of people in which they discuss problems that they identified and improvements that can be made in the organization.
- Working lunch: are formal calls to a meeting for lunch that aim to foster internal cohesion and personal relationships between the participants. Even if it is convened formally, the communication that usually takes place in this kind of meetings is informal.

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- E-mail: it is one of the most used tools of internal communication due to its speed and low cost. Its advantages can also become inconvenient if they induce to a wrong use, so its use should be only to deliver relevant information to the recipient. Otherwise, if the recipient is overwhelmed by too many irrelevant e-mails, this tool becomes a source of noise and loses its effectiveness.

- Surveys: it is used to measure different aspects of the organization, such as employee satisfaction or organizational climate, and it can also be used to detect problems. In order to be effective, it must guarantee anonymity, so employees can give their real opinion freely. If not, employees can lie to avoid possible reprisals.

- Presentation leaflet: also used in external communication, it contains a brief presentation about the basic information of the organization. Internally it is useful to get new employees familiarized with the company.

- Intranet: it is an internal network that allows instant communication, only accessible to the members of an organization through a personal access code. It can be considered more as a medium through which many tools can run, and it allows to virtually carrying out all the traditional actions of internal communication. The intranet is supposed to be used for formal communications, so the members of the organization should only use it for work-related purposes. The main communication tools that the intranet offers are forums, e-mail, on-line chats, virtual suggestion box, e-learning or videoconference, among others.

- Employee handbook: it is a document that introduces the organization and its basic features to new employees, in order to make their integration easier. It is handed to new employees so they can familiarize with the organization, so they know what they are offered but also what is expected of them.

- Loudspeaker: it is used to make announcements of global interest for all employees.
- Work meetings: they can be periodically scheduled or in response to a particular situation. In these sessions, members of the organization discuss the previously settled agenda and when the session ends the minutes are redacted as evidence of who attended the meeting, when and where it took place, and the agreements and conclusions accorded. A copy of the meetings must be handed to all the participants.

- Bulletin board: it is a board that is traditionally placed in a crossing point of the organization, usually in the access zones or the common break zones such as the cafeteria or the dining room. In this board managers can put information about the organization, but also employees and trade union representatives can use the board to pass on information to the rest of the organization. Many organizations have replaced the traditional boards for screens or illuminated boards, but its effectiveness remains low as not many people pay attention to what is posted there.

- Videoconferences: they are used to attend work meetings between people that are in different places without having to travel to a meeting point. Their use is the same as the work meetings but for when the attendants are geographically apart.¹⁸

¹⁸ M. Túnéz, *La gestión de la comunicación en las organizaciones* (Manganeses de Lampreana, Zamora: Comunicación Social, 2012).

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2.4.3 Internal Communication Techniques

Three main categories of techniques are used together in the field of internal communication: oral communication, written communication, and nonverbal communication.

A. Oral (Verbal) Communication:

The communication process within an institution can be carried out through verbal or oral methods, meaning through spoken words. This method differs from written communication in that it is simpler, easier to use, and particularly effective in situations requiring explanations and clarifications. It allows for immediate and explicit responses to questions posed.

Oral communication is divided into two types:

- **Direct oral communication**, characterized by immediate and face-to-face interaction.
- **Indirect oral communication**, which relies on the use of intermediary communication tools.

Direct oral communication requires the physical presence of all parties involved, necessitating meetings and discussions. In contrast, indirect oral communication relies on auditory media, which are considered a central and widely used tool in this context.

One of the drawbacks of oral methods is that the transmitted information is susceptible to distortion, alteration, and change.¹⁹

B. Written Communication :

Written communication is carried out through written words transmitted by the sender to the recipient. This method is considered one of the most fundamental and authentic communication techniques within an institution. Written communication is characterized by accuracy, clarity, and reliability, as messages are conveyed through various means, including internal memoranda, reports, official correspondence, advertisements²⁰, and in some cases, institutional suggestion boxes.²¹

One of the key advantages of written communication is that it allows for the retrieval of information whenever necessary, reducing the risk of distortion, misinterpretation, or loss. However, this method also has some limitations, as it lacks the immediacy of oral communication and does not provide instant feedback from the recipient.²²

C. Nonverbal Communication:

In addition to the two previously mentioned types, nonverbal communication plays a crucial role. This mode of communication is characterized by its ability to convey information,

¹⁹ Jean-Pierre Lehnich, *La communication dans l'entreprise*, 5e éd. (Blida, Alger: Call Que Sais-Je, éditions du Tell, 2003), 73.

²⁰ محمد حافظ حجازي, وسائل الاتصال الرسمي (البيروقراطية، الكومبيوتر وقرابية) (الإسكندرية: دار الوفاء لنديا للطباعة والنشر, 2006), 124-122.

²¹ Nicole d'Almeida et Thierry Libert, *La communication interne dans l'entreprise*, 4e éd. (Paris: Dunod, 2004), 39.

²² F. Gondrand, *L'information dans l'entreprise: pourquoi, comment* (Paris: Les éditions d'organisations, 1975), 220-221.

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emotions, and psychological states through body language, facial expressions, gestures, and postures. It is considered more instinctive and spontaneous than verbal communication.

Among the key aspects of nonverbal communication, body movements adapt according to the recipient's reaction. Proxemics, which refers to the physical distance between the sender and the recipient, is also an essential component. The perception of proximity reflects the nature of relationships within the workplace. Hall categorized interpersonal distance into five types: intimate distance, personal distance, social distance, professional distance, and public distance.²³

Some of the most common nonverbal communication tools in an organization include visual communication, which relies on images, illustrations, and graphics to facilitate the transmission of messages.²⁴

It is generally combined with verbal and nonverbal communication to enhance understanding. However, in cases of message contradiction, nonverbal cues often hold greater interpretative weight than verbal statements.²⁵

2.5 Internal Communication Skills

According to the literature, internal communication practitioners require several key competencies to be effective, including:

- A changing role
- Technological change
- Planning
- Strategic approach
- Coaching and consulting
- Using communication to achieve change

1- A changing role:

Today's internal communication practitioner is focused on challenging and stimulating employees, managing change and gaining employee engagement and commitment.²⁶

The aim has moved from controlling and directing people, through providing information, making announcements and supporting industrial relations, to supporting the development of a flexible work environment which adapts to change, seeks improvement, shares knowledge and know-how, generates ideas and involves people in achieving strategic goals.²⁷

²³ E. T. Hall, *La dimension cachée*, cité par Amado Gille et André Guillet, *La dynamique des communications dans les groupes* (Paris: Armand Colin, 1975), 16-25.

²⁴ Bernard Cailley, *Politique de l'entreprise et performance économique* (Paris: Les éditions d'organisations, 1996), 75.

²⁵ Amado Gille et André Guillet, *La dynamique des communications dans les groupes* (Paris : Armand Colin, 1975), 27.

²⁶ David Tourish et Owen Hargie, "Auditing Staff-Management Communication in Schools: A Framework for Evaluation Performance," *International Journal of Education Management* 12, no. 4 (1998): 176-18.

²⁷ William R. Keenan et Victoria Hazelton, "Internal Public Relations, Social Capital, and the Role of Effective Organizational Communication," in *Public Relations Theory II*, ed. Carl H. Botan et Victoria Hazelton (Mahwah, NJ : Lawrence Erlbaum Associates, 2006).

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2- Technological change:

Internal communication practitioners will need the skills and knowledge to make good decisions about technology use for effective communications and to develop that knowledge with the technology.²⁸

Technology offers internal communications practitioners the opportunity to find different ways of reaching and communicating with employees. Intranets have developed from being used as filing cabinets for the posting and retrieval of documents, into channels for ongoing dialogue allowing employee-to-employee information sharing and collaborative online working as well as delivering multimedia.²⁹

Internal communications practitioners need also to make decisions about channel choice and judge the readiness of an organisation to accept technological solutions to communication problems, balancing “technological concerns and the humanity of employees.”³⁰

3- Planning:

Internal communication planners need to plan for diverse stakeholder groups, maintain both upwards and downward communication.³¹

4- Strategic approach:

The implications for competencies here are around such issues as strategic understanding, business planning and process management.³²

5- Coaching and consulting:

Internal communication practitioners, therefore, need to prioritize understanding organizational communication roles, seeking to engage those with responsibilities in communicating effectively and providing relevant support through coaching and skill development.³³

6- Using communication to achieve change:

Internal communication practitioners must have some knowledge of the dynamics of a change process and be seen as “facilitators of change not just as producers of publications.”³⁴

2.6 Internal Communication and Organizational Transformation

Internal communication plays a crucial role in the transformation of an organization, and we can summarize this role in four fundamental elements: organizational growth, employee motivation and leadership, crisis management, and operational efficiency.

²⁸ Michael Ryan, “Practitioners and the World Wide Web: Involvement in Web Sites is Crucial,” *Public Relations Quarterly*, Fall 1999, 29-31.

²⁹ George Cheney et al., *Organizational Communication in an Age of Globalization: Issues, Reflections, Practices* (Long Grove, IL : Waveland Press, 2004).

³⁰ Keenan et Hazelton, “Internal Public Relations, Social Capital,” 314.

³¹ Emma Welsh et Patrick Jackson, “Rethinking Internal Communication: A Stakeholder Approach,” *Corporate Communications: An International Journal* 12, no. 2 (2007): 177–198.

³² Sarah Chalmers, *The Changing Role of Internal Communications: Are Required Practitioner Competencies Keeping Pace with the Opportunities and Challenges?* (Paper presented at the EUPRERA Conference, Milan, October 16–18, 2008, unpublished).

³³ The Work Foundation, *IC: UK 2006/7. The Definitive Analysis of Current Internal Communication Practice*, consulted March 21, 2025, at 17:00, from [Work Foundation - Lancaster University](#).

³⁴ Debra Barrett, “Change Communication: Using Strategic Employee Communication to Facilitate Major Change,” *Corporate Communications: An International Journal* 7, no. 4 (2002): 222.

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a) Internal communication as a driver of organizational transformation

Internal communication plays a cooperative role in connecting and coordinating activities through better management of core resources.³⁵

Internal communication facilitates corporate culture that is dynamic, continuous and ever changing relevant to state of affairs.³⁶ Highly effective internal communication acts as a cornerstone for organizational stability. Internal communication is directly responsible for superior financial results and organization stability.

There exists a trait of internal communication in leadership position in an organization offering mutual benefit for company and its employees. Effective internal communication is present throughout the entire organization and is used as base of company management.³⁷ Managers utilize internal communication for better work performance and employee attitude. Sustainable company growth relies on internal communication and provides technical solutions.

b) Impact on employee engagement, motivation, and leadership

Internal communication propels organization growth; it acts as a catalyst to drive organizational performance thus incorporating job satisfaction at workplace either alone or working in group. It facilitates organizational development, enhances employee's performance at various organizational level and deal with complex situation successfully.

Additionally, internal communication can satisfy social needs, promotes synergy, develops motivation, and promotes leadership thereby enhancing team spirit; internal communication to some extent influence critical decision making role to be implemented that signifies the importance and value given to such communication method.

c) Influence on crisis management and decision-making

Internal communication streamlines operation procedures and implements best practices at workplace.³⁸

It also ensures harmonious relationship between top management and union members; it helps to develop relationship building to tackle crisis management, creates leadership responsibilities along with group work to enhance career development activities in depth.³⁹ Enhancing corporate culture and operational efficiency

Internal communication is highly important for successful functioning of entire organization having various department and it's geared to match organization culture for fruitful development of organization across many spheres.

³⁵ Faquir Ishtiaque and Laila Habib, "Impact of Internal Communication in Organizational Development," *International Journal of Trend in Research and Development* 3, no. 5 (January 2023), accessed March 22, 2025, at 6:30, from [PDF] [Impact of Internal Communication in Organizational Development](#), from [\(PDF\) Impact of Internal Communication in Organizational Development](#).

³⁶ J. Hola, "Internal Communication in The Small and Medium Sized Enterprises," *Ekonomika a Management* 1 (2012): 32–45.

³⁷ U.H. Gondal and M. Shahbaz, "Interdepartmental Communication Increases Organizational Performance Keeping HRM as a Mediating Variable," *Asian Economic and Social Society* 2 (2012): 127–141.

³⁸ M. Welch and P.R. Jackson, "Rethinking Internal Communication: A Stakeholder Approach," *Corporate Communications: An International Journal* 12, no. 2 (2007): 177–198, retrieved June 30, 2016, from Emerald Insight database.

³⁹ "Best Practice in Internal Communications," *Open Road* 20 (January 13, 2010): 1–21.

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It is also used to streamline organization procedures to optimize productivity and performance of employees with increase satisfaction for various stakeholders. It promotes goods and services offered by the organization and raises awareness of customers and clients about its pledge to ensure quality at each and every level of organization hierarchy.

Effective internal communication allows outstanding services to customers to fulfill their expectations and creates positive image of company. The main agenda of internal communication is to provide clients and customers with enough information to satisfy their needs and hone skills of employees to make them productive human resource serving the organization. The usefulness of internal communication is utilized by company managers to achieve corporate objectives and agenda to meet deadline. Internal communication is mandatory to monitor company operations, positive job performance and sustain ethical and behavior issues of employees making them dedicated and loyal for implementing outstanding performance to fulfill mission and vision of company.

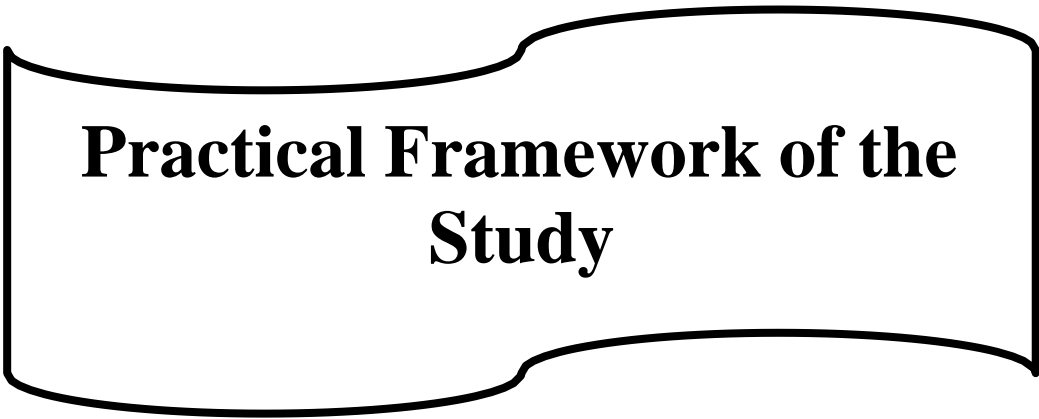
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Conclusion Of This Chapter:

Through this chapter, we have demonstrated that internal communication is a key pillar of organizational success, ensuring transparency, engagement, and efficiency. We have explored its definition, types, objectives, strategies, tools, and techniques, emphasizing its strategic role in fostering collaboration and alignment within organizations.

Beyond information exchange, we have seen that internal communication drives organizational transformation, facilitating change management, crisis resolution, and corporate culture development. Its impact on employee motivation, leadership, and decision-making highlights its importance for sustainable growth.

In an ever-changing business environment, we recognize that investing in effective internal communication is not just an operational need but a strategic advantage, essential for adaptability, innovation, and long-term success.



**Practical Framework of the
Study**

Practical Framework of the Study

Introduction:

This third and final chapter, which forms the core of our research, is dedicated to an in-depth analysis of leadership and internal communication within Ooredoo Algeria. Drawing on our field observations conducted during the internship, the interview held with a company executive, as well as an analysis of official publications on Ooredoo's website, particularly those relating to training initiatives and recognition programs, we present a concrete case study aimed at assessing the impact of leadership on internal communication.

This chapter is organized into several complementary sections: the observations made during the internship, an overview of Ooredoo as a company, an analysis of its internal communication system, a study of the tools and media employed, the leadership approach adopted, and a detailed examination of the interview conducted with Mr. Fodil MOUSLI, Senior Specialist in Internal Communication and Employer Brand Enhancement.

This comprehensive analysis will enable us to respond clearly and convincingly to our research problem, verify the validity of the hypotheses formulated, and evaluate the extent to which the set objectives have been achieved.

Practical Framework of the Study

3.1 Observation Conducted Within Ooredoo Algeria

As outlined in the methodological section, observation was among the data collection tools employed in this study. This method was selected because it constitutes one of the fundamental processes in any scientific research. During our internship at Ooredoo, which took place from February to April, we had the opportunity to closely observe how this telecommunications giant operates internally, particularly in terms of internal communication and leadership practices.

We witnessed how the company organizes internal events aimed at enhancing and developing employees' skills, while also fostering their engagement and participation in various corporate activities. Furthermore, through its richly informative internal platform and active media presence, we observed how the internal dynamics of Ooredoo effectively translate into its external image, reinforcing its position as a leader in the sector.

We also paid attention to the interactions between leaders and their teams, how directives are communicated, and how employees are encouraged to share their perspectives with their supervisors.

Overall, this internship confirmed that Ooredoo places significant importance on its employees, valuing their involvement and contributions to the company's success, which in turn has allowed it to stand out among competitors in the same industry.

3.2 Comprehensive Overview Of Ooredoo:

This section provides an overview of Ooredoo Algeria's organizational structure and internal communication strategies, which serve as the foundation for analyzing the impact of leadership on internal communication.

Figure 4. Ooredoo's Logo¹



Founded in August 2004, Ooredoo Algeria has quickly established itself as a leading telecommunications provider, particularly among young Algerians, thanks to its bold vision and robust national network.

As an innovator in the sector, Ooredoo pioneered the launch of 3G in 2013 and 4G in 2016, now covering 99% of the Algerian population.

Beyond its operational performance, Ooredoo stands out for its commitment to both its employees and Algerian society. Recognized for its innovative human resources policies, the company offers an attractive environment for talent while promoting social initiatives such as support for female entrepreneurship and the Media Star journalism competition.

¹ Ooredoo Algeria. Accessed February 2, 2025, at 2:27 p.m, from [Ooredoo Algérie - Offres Mobile, Internet et Services - Ooredoo Algeria](#)

Practical Framework of the Study

With an extensive sales network (over 250 points of sale across the country), ambitious projects such as the deployment of 5G, and sustainability-driven initiatives, Ooredoo continues to play a pivotal role in Algeria's digital and social transformation.

Under the leadership of Mr. Roni Tohme, who has served as Chief Executive Officer since 2023, the company positions itself as a key player in North Africa and beyond, combining innovation, excellence, and corporate social responsibility.

3.2.1 Ooredoo Algeria's Vision: Enriching People's Digital Lives

Our mission is to provide our customers with access to the best of the internet, enabling them to enjoy it in a way that is personal and unique to them.

We continue to invest in our networks to ensure seamless connectivity that meets the growing digital needs of our customers.

As a true digital enabler in our markets, we aspire to help people simplify their lives and experience exciting and rewarding digital interactions.

3.2.2 It Values

Figure 5. Ooredoo's Core Values¹



Caring



Connecting



Challenging

-Caring: They are committed to supporting our employees by providing a fulfilling work environment and opportunities for personal development.

-Connecting: They foster connections between individuals and teams to create a dynamic and collaborative network, which is essential to their success.

-Challenging: They encourage their employees to push their limits, innovate, and excel by offering them stimulating challenges and growth opportunities.

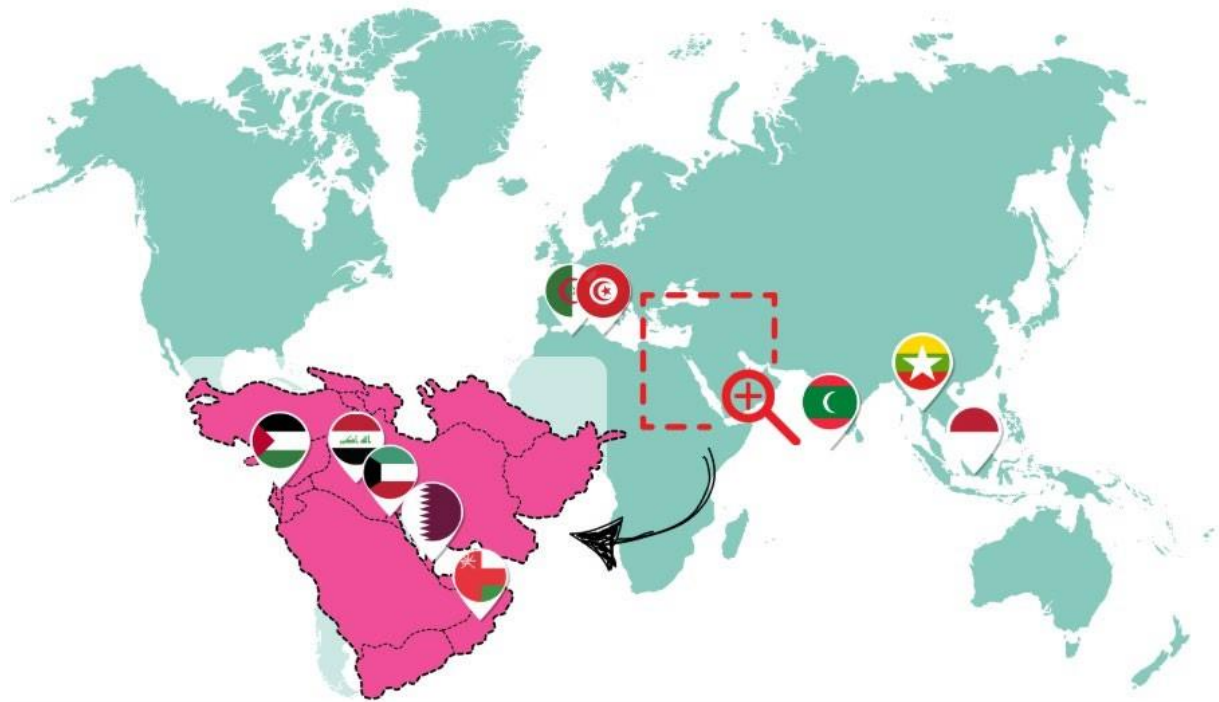
¹ Ooredoo Algeria. "About Ooredoo." *Ooredoo.dz*. Accessed February 2, 2025, at 2:30 p.m, from [À propos de Ooredoo - L'histoire de Ooredoo - Ooredoo Algeria](#)

Practical Framework of the Study

3.2.3 Ooredoo Worldwide Operations

Ooredoo is a leading international telecommunications company operating in the Middle East, North Africa, and Southeast Asia.

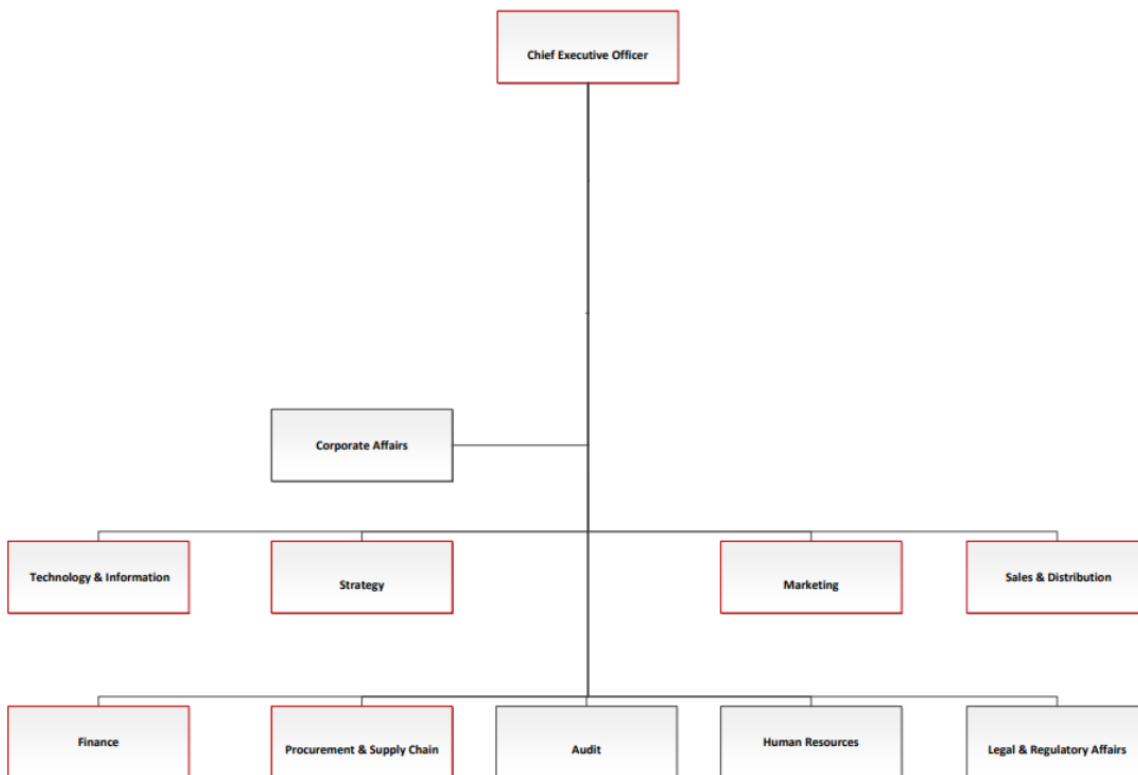
Figure 6. Ooredoo Worldwide Operations¹



¹ Sent by the Senior Specialist in Internal Communication and Employer Brand Enhancement, Mr. Mousli Fodil, via email on February 25, 2025, at 11:18 PM.

Practical Framework of the Study

Figure 7. Organizational Structure of Ooredoo Algeria¹



3.2.4 Human Resources Department – Ooredoo Algeria

The Human Resources Department of Ooredoo Algeria plays a central role in the development and well-being of employees. It is structured into two complementary sub-groups, each with a specific mission:

1. **The "Admin" Sub-Group:** Responsible for HR administrative management, including:
 - Managing employee administrative records,
 - Overseeing social benefits,
 - Payroll processing,
 - Managing expatriates and their integration.
2. **The "HR Development" Sub-Group:** Focuses on talent development through:
 - Training and skill enhancement,
 - Recruitment and talent acquisition,
 - Career management and internal mobility,
 - Employee engagement to foster a motivating and inclusive work environment.

¹ Sent by the Senior Specialist in Internal Communication and Employer Brand Enhancement, Mr. Mousli Fodil, via email on February 25, 2025, at 11:18 PM.

3.2.5 Employee Engagement at Ooredoo Algeria

Employee engagement is a strategic pillar at Ooredoo Algeria. It is structured around three dedicated teams that implement strategies and events to strengthen employee involvement and promote a dynamic and positive corporate culture:

- **Internal Communication**: Responsible for disseminating key information and maintaining a constant link between employees and management through various communication channels.
- **Employer Brand**: Focuses on Ooredoo Algeria's image as an attractive employer, both internally and externally.
- **Engagement & Survey**: Develops programs and initiatives to measure and improve the employee experience within the company.

3.2.6 Focus on Employer Branding

The Employer Branding team consists of a **Head of Department** and a **Senior Specialist**. Its mission is to position Ooredoo Algeria as an employer of choice through targeted initiatives aimed at attracting and retaining top talent.

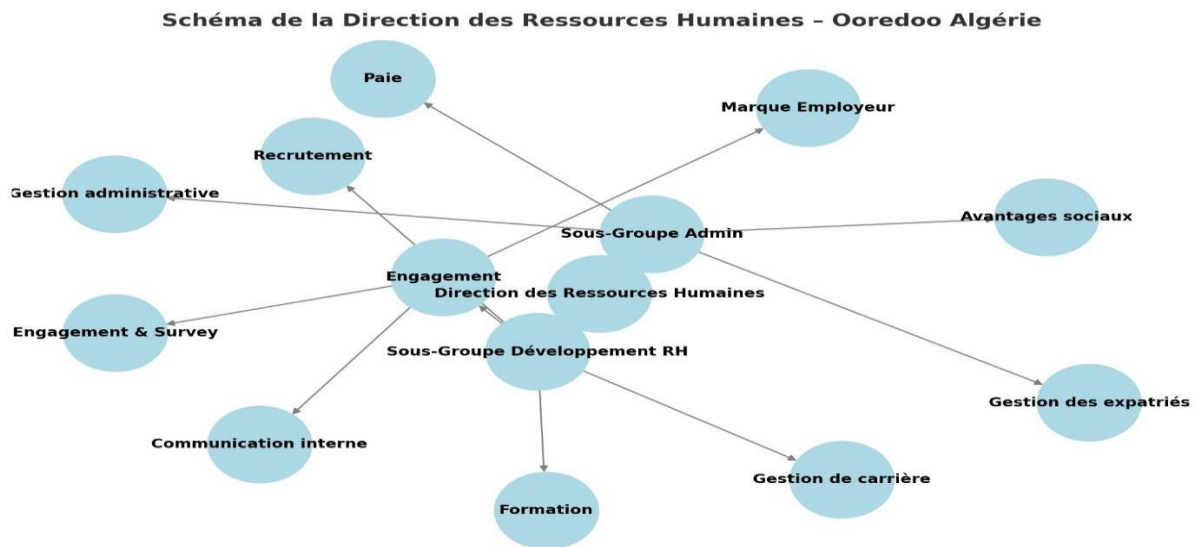
Currently, three major projects are in progress:

- **LinkedIn Ambassador**: A program designed to strengthen employees' presence on LinkedIn as company ambassadors.
- **Ooredoo Academy**: An initiative focused on knowledge sharing and skill development through training and professional industry interventions.
- **Internal Events**: Organizing various events to enhance team cohesion and create a stimulating and engaging work environment.

Through these initiatives, Ooredoo Algeria continues to invest in its employees and foster a corporate culture that encourages innovation, performance, and workplace well-being.

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Figure 8. Diagram of the Human Resources Directorate - Ooredoo Algeria¹



3.3 Internal Communication at Ooredoo

Internal communication is a key strategic pillar for any company aiming to ensure cohesion and employee engagement. It goes beyond merely transmitting information; it plays a crucial role in supporting employees, fostering a sense of belonging, and strengthening corporate culture.

As discussed in the theoretical section, one of the main roles and objectives of internal communication within a company is not only to deliver clear information and facilitate its circulation among employees, but also to play a vital role in motivating and engaging them, while fostering a strong sense of belonging to the organization an essential component of its culture. We also highlighted that a communication strategy is effective when all actions and resources such as message design, choice of channels, and dissemination tools are aligned in a coherent manner to achieve the intended goals.

At Ooredoo Algeria, internal communication constitutes a cornerstone of the company’s human resources management strategy and organizational cohesion. The internal communication department is structured around a dedicated unit responsible for implementing various tools that ensure smooth, transparent, and inclusive communication at all hierarchical levels.

As part of a continuous improvement approach, this department within the HR service leads several strategic projects aimed at modernizing communication methods and strengthening employee involvement.

Internal communication also plays a central role in employee mobilization through initiatives that go beyond the mere sharing of information. Corporate events, team-building sessions, and

¹ Sent by the Senior Specialist in Internal Communication and Employer Brand Enhancement, Mr. Mousli Fodil, via email on February 25, 2025, at 11:18 PM.

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employee recognition campaigns all contribute to creating a stimulating and cohesive work environment.

Therefore, while internal communication mechanisms help ensure the flow of information and foster daily employee engagement, these efforts would be insufficient without a deeper focus on managerial culture and skills development. It is in this perspective that the Ooredoo Learning Academy (hereafter abbreviated as OLA) operates, serving as a strategic asset of the HR policy. It acts on leadership development, collective performance, and the alignment of internal values. Its role thus goes beyond simple information dissemination, positioning itself as a key driver of sustainable organizational transformation.

3.3.1 Focus on the Ooredoo Learning Academy (OLA)

-Definition:

Ooredoo Learning Academy (OLA) is a visionary initiative reaffirming the company's commitment to nurturing talent, driving growth and proactively adapting to the ever-evolving industry landscape.

This initiative builds upon and complements existing learning methods, including on-the-job learning and collaborative methods such as coaching and mentoring, creating a comprehensive 360-degree approach for employee learning and development.

In line with Ooredoo's strategy to invest in its people, OLA is set to become the Group's learning arm, bridging skill gaps, meeting future business-critical needs, and creating a strong internal talent marketplace. The Academy will ultimately act as the main driver in achieving the company's strategic goals, championing the distinctive Ooredoo way of working and supporting a culture of continuous learning and performance excellence.

-Objectives of Ooredoo Learning Academy (OLA):

➤ **Scaling for Success;**

One of OLA's primary objectives is to provide easily scalable learning and development programmes across the Group and operating companies. This scalability aims to maximise operational and cost efficiencies, ensuring consistent, high-quality education for all learners.

Currently offering courses spanning digital, technology, business, procurement, finance, human resources, leadership development and more, OLA can be easily accessed by employees at their convenience.

➤ **Uniting Knowledge, Fostering Collaboration;**

As Ooredoo's collective learning arm, OLA will also serve as a bridge between the Group and its operating companies, fostering collaboration and knowledge sharing that transcends traditional silos. This collaborative approach ensures consistent and cohesive learning experiences, upgrading the capabilities of the company's entire workforce.

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While serving as a central learning hub for the entire Group, OLA will adapt to the specific talent development needs of employees within its operating companies, ensuring that localized learning requirements are addressed effectively.

➤ **Upgrading Learning through Strategic partnerships;**

The Ooredoo Learning Academy has been holistically co-created with the invaluable contributions of over one hundred internal stakeholders across all seniority levels.

In our commitment to providing Ooredoo learners with world-class learning and growth opportunities, we have joined forces with renowned national and international strategic partners.

Together, these partnerships will enable Ooredoo to deliver innovative learning methodologies and ensure that our learners have access to the very best in their educational journeys.

- The Role Of Ooredoo Learning Academy (OLA):

This academy plays a central role in achieving the group's strategic objectives, supporting Ooredoo's distinctive way of working, and fostering a culture of continuous learning and performance excellence.

The OLA would serve as the group's learning arm, bridging skill gaps, addressing the company's future critical needs, and creating a strong internal talent marketplace. It would also be adaptable to the specific talent development needs of its employees within its subsidiaries.

As we can observe from this overview, the Ooredoo Learning Academy represents a vital strategic pillar in talent development and alignment with the organization's corporate objectives. It was designed to promote a comprehensive and evolving learning approach, responding to the challenges of an ever-changing industry. Complementing traditional learning methods such as on-the-job training and coaching, OLA integrates innovative tools to optimize learning at all levels within the company.

As stated by the Human Resources Director, Fatima Sultan Al Kuwari, "In an era of rapid technological advancement and evolving industry landscapes, learning and development play a pivotal role in driving growth and innovation. OLA underscores our commitment to equipping our employees with the skills and knowledge they need to thrive in an ever-changing world." She also concluded on the goals of OLA: "We envision OLA as a unifying force, bringing together the diverse L&D entities under one roof. This consolidation harnesses the 'Power of the Whole', promoting synergy and unity across the company."

This justifies that OLA is not simply a training structure but a lever for achieving the company's strategic goals by supporting the continuous development of employees and fostering a culture of performance.

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However, since our research focuses on leadership and internal communication, two analytical questions arise:

1. What is the role of the Academy in strengthening internal communication?
2. What is the impact of internal training on the quality of leadership within Ooredoo?

Answers:

1- The Role of the Academy in Strengthening Internal Communication:

Through our analysis, we can assert that OLA is an excellent approach to reinforce and consolidate internal communication within the company, as it directly involves its employees. Thanks to OLA and its various training programs, it succeeds in creating and establishing a common culture and language among employees, as well as strengthening organizational identity.

OLA also enhances internal communication by creating spaces for exchange through its training sessions, which fosters collaboration among employees and the smooth flow of information. It contributes to employee engagement by valuing their skills, thereby reinforcing their sense of belonging. By supporting employees in using internal digital tools, it improves the efficiency of communication channels. Finally, the Academy encourages a culture of constructive feedback through training on interpersonal communication, strengthening interactions within teams.

A concrete example illustrating this approach is the organization of the event “Career Day Forum, Build Your Future,” dedicated to employees with two years of seniority, which we had the opportunity to attend during my internship. This internal activity was organized by the Career Management Head of the HR department, Mrs. Fatima ABDELIWA, in coordination with the internal communication service. When we arrived early in the morning (8:30 AM), we were responsible for welcoming employees to sign their attendance and provide them with the flyer containing the workshop program. The total number of invited employees was 30, of whom 28 attended. Next, we organized the three rooms for the workshops and had the privilege to participate in a session held in the room named “Saturn,” which focused on the skills and qualities required for the profession of Flight Attendant. The other two rooms were “Neptune” for the Pilot profession and “Pluto” for the VTC Driver profession. The event’s design was based on planets, chosen and created by Mr. Fodil Mousli and us. Finally, at the end of the event, Mr. Mousli, who was also the facilitator, created a survey to gather opinions and feedback from the attendees regarding their perspective on the event.

The survey questions covered:

- The employees’ seniority at Ooredoo,
- Their level of job satisfaction,
- Their career development vision,
- Their perception of OLA’s role in their career path,
- And their expectations concerning professional development.

Image 1. Design of the “Meet the HR: Career Day Forum” event, intended for employees with two years of service at Ooredoo



Therefore, we can conclude that this event has a direct connection with internal communication as it facilitates smoother internal exchanges, values employees' voices, and strengthens their sense of belonging. It is part of a broader internal communication strategy based on listening, recognition, and interactivity.

Moreover, during the event, an interactive survey was offered to employees via a QR code, allowing them to respond live to questions whose results were instantly displayed on a large screen, thus fostering a two-way, participatory, and transparent communication.

2- The Impact of Internal Training on the Quality of Leadership within Ooredoo:

OLA has a powerful impact on the quality of leadership within Ooredoo because by training managers and supervisors in effective communication, active listening, and team management, the Academy promotes smoother, clearer, and more motivating downward and upward communication, essentially, a communicational leadership style.

Concrete evidence supporting this statement is that Ooredoo was certified as a "Best Place to Work" in 2022 due to the excellence of its human resources policies, its working environment, and conditions.

-Event Description:

This event celebrated the official recognition of Ooredoo Algeria as one of the best employers in the country through the international certification "Best Place to Work" for the period from May 2022 to May 2023. This label is awarded by the American program Best Companies – USA Institute, which operates in more than 100 countries.

-Objectives of the Event:

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- To highlight the excellence of the company's HR policies.
- To recognize the commitment of Ooredoo Algeria's employees.
- To promote the working conditions, social climate, and corporate culture.
- To enhance Ooredoo's employer brand image nationally and internationally.

-Event Proceedings:

- An official ceremony was held in the presence of Mr. Bassam Yousef Al Ibrahim (CEO) and Mrs. Nessrine Krim (HR Director), who received the award from Mr. Karim Kaitouni, Regional Director of the program.
- Employees attended a presentation on the program's methodology (evaluation criteria, steps, etc.).
- The event concluded with a friendly dinner in honor of the employees.

Image 2. Official awarding of the "Best Place to Work" certificate to Ooredoo Algeria, 2022



Source: Ooredoo Algeria. "Best Place to Work." Accessed May 14, 2025, at 10:45 a.m. [Ooredoo Algérie certifiée « Best Place to Work » | Ooredoo corporate](#)

So, the "Best Place to Work" certification awarded to Ooredoo Algeria stands as a strong indicator of the quality and effectiveness of its leadership. Such recognition does not emerge in isolation; it reflects a leadership style that values communication, transparency, and employee development. At Ooredoo, leaders are not only decision-makers but also facilitators of a positive organizational climate, where feedback is encouraged and professional growth is supported. This award confirms that leadership at Ooredoo is aligned with international best practices, placing people at the center of strategic priorities. It highlights how leadership practices directly influence internal culture and employee satisfaction, critical dimensions of sustainable organizational success.

To conclude this first chapter, we can state that internal communication, in its strategic function, today goes beyond the mere role of a downward information tool. It has become a true driver of cohesion, engagement, and organizational transformation. Throughout this chapter, we have explored its foundations, objectives, and contemporary challenges,

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highlighting its importance in structuring professional relationships and disseminating internal values (to be confirmed after the introduction).

The example of the Ooredoo Learning Academy (OLA) has concretely illustrated how an organization can institutionalize internal communication through a structured system focused on learning, leadership development, and human capital enhancement. This case underlines how a culture of internal communication can be strengthened through targeted and innovative initiatives.

Moreover, through these initiatives, Ooredoo affirms its commitment to internal dialogue and employee well-being, thereby consolidating its image as a caring, participative, and meaningful employer.

This theoretical, analytical, and descriptive foundation will enable us, in the following chapter, to conduct a deeper analysis of the tools and channels of internal communication at Ooredoo.

3.4 Internal Communication Tools and Supports at Ooredoo

As mentioned in the theoretical framework, internal communication tools are not merely technical supports but genuine human levers that facilitate information sharing, enhance employee engagement, and help establish a climate of trust within the organization.

At Ooredoo Algeria, the internal communication department is well-structured, implementing various tools and mechanisms to ensure smooth information flow, better understanding of the company's strategic goals, and active employee involvement.

During our immersion within Ooredoo, we observed that several platforms are used in this department to ensure that messages reach all employees quickly and efficiently. Thanks to an interview with Mr. Fodil Mousli, Senior Employer Branding Specialist, we had the privilege of learning about the three main internal communication channels:

1. **Internal Email:** All official information is disseminated to employees via their professional email addresses.
2. **Workplace:** A platform where all company news and updates are published.
3. **Binatna:** A dedicated digital platform for Ooredoo Algeria's employees, providing access to corporate resources, up-to-date company news, and opportunities for colleagues to interact on work-related topics.

To enrich our research, we also discovered that Ooredoo, as part of its internal communication strategy, has implemented a system called the OHI (Ooredoo Health Index).

This raises several essential questions:

What does this tool consist of? What are its objectives? How does it operate? Why did Ooredoo choose to adopt it? What impact does it have on internal information exchange? And most importantly, what is its connection to our research problem?

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3.4.1 Presentation of The OHI (Organizational Health Index) Tool

Definition:

The Organizational Health Index (OHI) is a tool developed by the global management consulting firm McKinsey & Company. It is a leading indicator of an organization's ability to achieve sustained improvements in performance. It measures organizational health based on proprietary organizational health outcomes, management practices, and employee experience themes.¹

At Ooredoo, it's used as an internal performance measurement tool to assess the health and wellbeing of its employees, and its score is based on a combination of factors, including employee engagement, job satisfaction and overall physical and mental health.

-Objectives:

This measurement tool was designed to:

1. Collect reliable and anonymous data on employees' perceptions of various aspects of their work environment, including the quality of internal communication, leadership, inclusion, motivation, and overall workplace well-being. The tool aims to identify both strengths and areas for improvement within the organization.
2. Encourage a strong employee engagement culture, further strengthening Ooredoo's unity across borders.
3. Foster the feeling of belonging to "one Ooredoo".
4. Enable everyone to align around and achieve strategic goals as well as sustain positive performance.

-How does it Operate?

The OHI questionnaire is administered periodically, typically once a year, and consists of closed-ended and evaluative questions that allow employees to express their feelings about their professional experience. The data collected are treated confidentially and analyzed both at the overall organizational level and by individual departments.

-Why did Ooredoo choose to adopt it?

This measurement tool was selected because Ooredoo is committed to regularly assessing organizational health, employee engagement levels, and overall job satisfaction within the workplace.

¹ McKinsey & Company. "How OHI Works." *McKinsey & Company*. Accessed May 16, 2025, at 12:55 a.m. [Comment fonctionne l'OHI | McKinsey & Company](#)

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3.4.2 Results

Based on McKinsey's OHI, Ooredoo Group has seen its score steadily increase from being in the second quartile in 2020 to reaching the top quartile in 2022 compared to other companies, improving by six points since the company started using the measurement.

With an overall OHI score of 79, Ooredoo's employees now have a relatively high level of satisfaction. The six-point increase indicates that the company has made significant improvements in promoting employee health and wellbeing, which means that employees are healthier and more satisfied with their jobs compared to previous measurements.

-What impact does it have on internal information exchange?

Although the OHI (Organizational Health Index) is not a traditional internal communication tool, such as intranet platforms, newsletters, or team meetings, it indirectly contributes to improving the flow of information within Ooredoo. The system relies on the collection, analysis, and sharing of data related to team performance, well-being, and productivity, depending on how the tool is applied.

As such, the OHI aligns with the objective of examining the internal communication tools and channels used at Ooredoo, as it serves as a vehicle for transmitting information across hierarchical levels. It not only structures the flow of information, through dashboards or performance indicators accessible to managers, for instance, but also fosters a climate of transparency and accountability within the organization.

In sum, the OHI is part of a data-driven internal communication approach, contributing to more effective strategic information circulation and supporting more informed decision-making.

-What is its connection to our research problem?

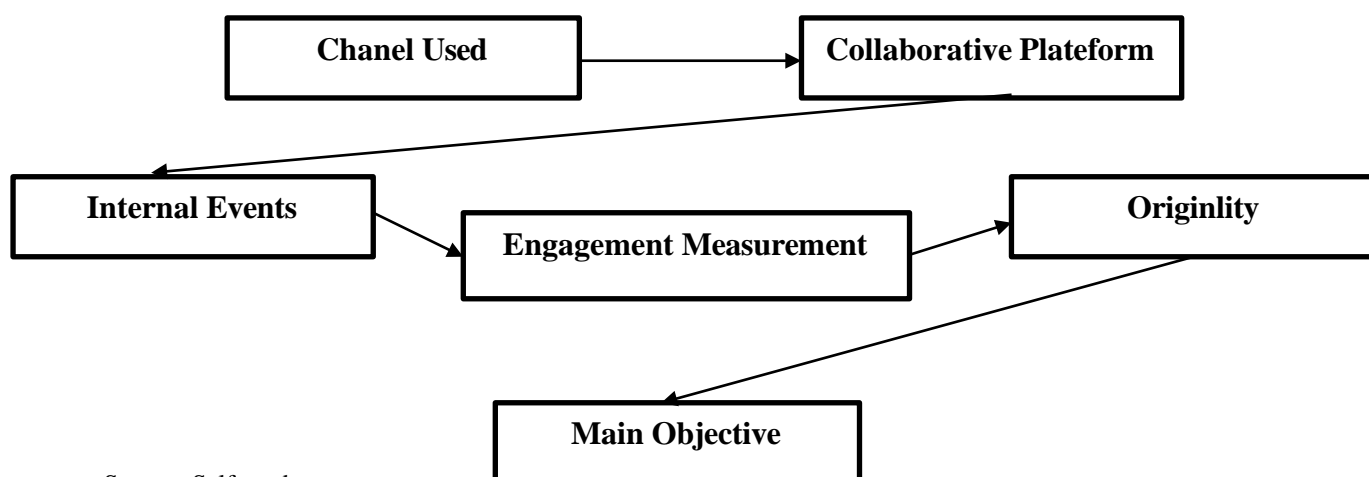
The analysis results drawn from the OHI help to highlight the role of hierarchical managers in fostering open and dynamic internal communication, as well as the adoption of a participative leadership style. Indeed, the active involvement of leaders in this process, particularly through the consideration of employee feedback and the continuous improvement of management practices, clearly illustrates how leadership style can impact the quality of internal communication. At the same time, it contributes to the development of a positive and transparent organizational culture.

In order to strengthen the analysis of our case study, we deemed it relevant to create a comparative table of the three most competitive telecommunications operators in Algeria, namely Ooredoo, our reference company, as well as its two main competitors: Djezzy and Mobilis.

This approach allowed us to examine the internal communication tools adopted by these three companies through five key elements, which are represented in the diagram below:

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Figure 9. Key Elements of Internal Communication Tools



Source: Self-made.

These criteria were selected for their relevance in analyzing the dynamism, modernity, and effectiveness of the internal communication systems implemented.

Table 3. Comparative Table of Internal Communication Tools

Criteria / Company	Ooredoo	Djezzy	Mobilis
Channels Used	<ol style="list-style-type: none"> 1. Workplace. 2. Binatna. 3. Internal Email. 4. OHI. 	<ol style="list-style-type: none"> 1. Intranet. 2. Internal Newsletter. 3. Physical Meetings. 	<ol style="list-style-type: none"> 1. Intranet. 2. Posters. 3. Internal Email.
Collaborative Platform	Workplace (Facebook for Work)	Slack	Not specified
Internal Events	<ol style="list-style-type: none"> 1. Talks. 2. Seminars. 3. Team Building. 	<ol style="list-style-type: none"> 1. Integration Days. 2. Internal Challenges. 	<ol style="list-style-type: none"> 1. Quarterly Meetings. 2. Open Days.
Engagement Measurement	Ooredoo Health Index (OHI).	Occasional Internal Surveys.	No known dedicated tool.
Originality	Binatna Platform + Digital Storytelling.	More hierarchical communication.	Classic and formal approach.
Main Objective	<ol style="list-style-type: none"> 1. Mobilize. 2. Inform. 3. Involve. 	Mainly Inform.	Inform and Remind Rules.

Source : Self-made.



This table provides a synthetic yet insightful overview of the strategies implemented by each operator. It highlights not only the similarities and differences in their practices, but also potential areas for innovation or improvement. This comparison offers a solid foundation for assessing the performance of the internal communication tools used by our reference company, Ooredoo, within a competitive environment.

4.4.3 Commentary and Analysis of the Comparative Table

In order to provide a structured and in-depth analysis of the table, we opted for a two-level approach: a quantitative reading on one hand, and a qualitative reading on the other.

A – Quantitative Analysis:

From a quantitative standpoint, Ooredoo stands out for the richness and diversity of its tools. It employs five clearly identified tools and practices, compared to four for Djezzy and only three for Mobilis. Ooredoo is the only one to use a formal collaborative platform (Workplace), to have a specific tool for measuring employee engagement (Ooredoo Happiness Index – OHI), and to adopt digital storytelling through the Binatna platform. In terms of internal events, it organizes several formats (talks, seminars, team building), whereas its competitors are limited to occasional events.

B – Qualitative Analysis:

From a qualitative perspective, Ooredoo's approach appears significantly more innovative, engaging, and inclusive. The use of Workplace, a corporate social network, encourages cross-functional communication, responsiveness, and a sense of proximity among employees. Additionally, the presence of a tool like the OHI reflects a concrete intention to measure employee well-being and to involve the HR department in the internal communication strategy.

In contrast, Djezzy adopts a more hierarchical and top-down strategy, relying mainly on the intranet and physical meetings, with limited room for interactivity. As for Mobilis, its approach remains traditional and formal, restricting opportunities for employee involvement and active participation. Finally, the strategic objective of each company in terms of internal communication is revealing: Ooredoo aims to mobilize, inform, and engage its employees, whereas Djezzy focuses primarily on information dissemination, and Mobilis on enforcing rules and procedures, reflecting a more administrative than participatory orientation.

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3.5 Leadership at Ooredoo (Practices and Outcomes)

In this third and final chapter, we will conduct an in-depth study of leadership at Ooredoo. Our analysis is based on scientific observation carried out during our internship, the company's official website, as well as media coverage highlighting Ooredoo's leadership practices.

As previously indicated in the theoretical section, leadership is a process by which an individual influences others to achieve a common goal. Every organization has a person who leads it, whom we designate here as a "leader." According to communication consultant Juan Palomo and Warren Bennis, one of the founding figures of modern leadership theory, a true leader must possess distinctive qualities that set them apart, such as interpersonal skills, the ability to formulate and express opinions, envision the future, take risks, experiment, and focus on individuals.

Thus, exercising leadership is no easy task. However, it is highly valued at Ooredoo. Leadership represents a central pillar in the development of human resources and management within the Ooredoo group, and more specifically at Ooredoo Algeria. Its importance is closely linked to the group's values, notably "Challenging" and "Caring," which, according to the official website, aim to promote innovation, excellence, and employee well-being.

These values were clearly observed during our internship. Ooredoo's leaders pay particular attention to their collaborators, foster open communication, and value their opinions. A notable initiative is the program titled "Morning With The Chief," which is a meeting between the manager and employees to discuss work, the professional environment, challenges, and new strategies aimed at improving internal practices.

An analytical question may be posed:

Why is this initiative relevant to our research problem?

The "Morning With The Chief" program constitutes an innovative approach designed to strengthen leadership within the company. It breaks down hierarchical barriers by creating an informal space for exchange between managers and employees. At Ooredoo, this program is held several times a month and is open to all departments.

During our internship, we observed that before each meeting begins, breakfast is offered, accompanied by music and followed by interactive games. These activities aim to establish a relaxed and friendly atmosphere, thereby encouraging the free flow of information. This informal setting enables employees to express themselves more easily, which is part of a strategy integrated into the company's dynamic of continuous development.

Furthermore, in an interview with Mr. Mousli, a senior executive at Ooredoo, he emphasized the role of leadership within the various human resources divisions, particularly Employee Engagement and Internal Communication, in promoting a culture of leadership through various internal activities. A concrete example occurred during the "Career Day" event, where each department head addressed their teams to guide them in developing self-confidence and professional skills. They also expressed their appreciation for the employees' efforts and

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contributions to the company's success. This fostered interaction and feedback, a practice that remains uncommon in other companies.

This leads us to identify the type of leadership practiced at Ooredoo. According to our theoretical framework, it is a participative leadership style, as defined by the German-American psychologist Kurt Lewin, who identified it as one of the three fundamental leadership styles. This style is characterized by the active involvement of employees in decision-making processes, delegation of responsibilities, and the promotion of autonomy. The "Morning With The Chief" program is a concrete illustration: it provides employees with an informal platform to interact with management, promoting horizontal communication and the expression of ideas.

During our internship, we notably observed that during the preparation of an internal event, the immediate hierarchical superior delegated significant freedom to their subordinate in making creative choices. This granted autonomy demonstrates strong confidence in employees' skills and reflects a leadership approach focused on empowerment and talent development. This approach is characterized by a willingness to grant employees broad autonomy in decision-making and project management. Such practice fosters effective human resource management and optimizes the individual potential of each collaborator.

Moreover, these managerial practices highlight not only a participative leadership style but also incorporate elements of delegative leadership, encouraging smooth, attentive, and human-centered internal communication. This dual approach helps create an environment where employees feel trusted and empowered.

This leads us to explore the broader mechanisms implemented by Ooredoo to institutionalize this culture, notably through its partnerships and structured programs.

3.5.1 Ooredoo's Initiatives and Partnerships to Strengthen Leadership

At the global level, the Ooredoo Group has established a strategic partnership with Harvard University, exemplified by the prestigious leadership development initiative, the "Leadership Development Program."

This leads us to inquire into the following questions:

1. What exactly does this program entail?
2. What are its primary objectives?
3. Are there similar programs implemented within Ooredoo Algeria?

1. What exactly does this program entail?

"The Leadership Development Program" is an intensive, multi-module training initiative designed in collaboration with Harvard University to enhance the leadership skills of Ooredoo's senior managers. It combines academic rigor with practical workshops, focusing on strategic thinking, decision-making, innovation, and effective people management.

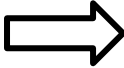
2. What are its primary objectives?

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The program aims to elevate the managerial capabilities of Ooredoo’s leaders to international standards, fostering a culture of excellence, agility, and forward-thinking leadership that can drive sustainable growth and innovation across the group’s global operations.

This reflection leads to another essential question:

Why did Ooredoo choose to partner with Harvard University for its leadership development?



Ooredoo chose to collaborate with Harvard University due to its global reputation for academic excellence and its distinguished expertise in leadership training. The university is renowned for its innovative leadership programs, which are grounded in rigorous research and proven best practices. Through this strategic partnership, Ooredoo aims to equip its executives with cutting-edge managerial competencies, cultivate a global leadership vision, and enhance its competitiveness in the international market. This decision also reflects the group’s strong commitment to investing in the sustainable development of its internal talent.

3. Are there similar programs implemented within Ooredoo Algeria?

Yes, there are. While the global “Leadership Development Program” reflects the group’s overarching leadership strategy, Ooredoo Algeria has also implemented tailored initiatives, such as the “Future Leaders Development Program,” as mentioned in the interview with Mr. MOUSLI Fodil. This program, focuses on nurturing emerging talents and middle management through localized training, mentoring, and leadership engagement activities aligned with the company’s cultural and operational context.

In addition to this, and in order to further strengthen its leadership, Ooredoo actively promotes female entrepreneurship.

This brings us to the following key questions:

1. What exactly does the “Ooredoo Machrou3i” program consist of?
2. What are the main objectives of this program?

1. What exactly does the “Ooredoo Machrou3i” program consist of?

The “Ooredoo Machrou3i” program is a competition exclusively dedicated to Algerian women entrepreneurs, launched in March 2022 on the occasion of International Women’s Day. This initiative aims to encourage female entrepreneurship by rewarding innovative business projects led by women through a challenge focused on presenting original business plans. The program involves a rigorous pre-selection of projects by an all-female jury, a final phase where the winners are chosen, as well as post-competition support through a technology incubator where winning projects receive accommodation, training, and personalized follow-up.

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2. What are the main objectives of this program?

The primary objectives of the “Ooredoo Machrou3i” program are to:

- ✓ Highlight the innovation and initiative spirit of Algerian women within the entrepreneurial ecosystem.
- ✓ Provide concrete support to women project holders by offering technical, logistical, and financial assistance, notably through an incubator and financial awards.
- ✓ Contribute to the modernization and diversification of the national economy by fostering the creation of innovative startups.

- ✓ Promote the role and economic potential of women as wealth creators and key actors in the sustainable development of the country.

Results:



The outcomes of the “Ooredoo Machrou3i” program clearly demonstrate that entrepreneurial talent is not exclusive to men; women are equally capable of leading innovative and successful business projects. This initiative highlights the essential role of women in driving economic growth and innovation, thereby challenging traditional gender stereotypes in the entrepreneurial ecosystem.

3.5.2 Leadership and Corporate Social Responsibility

Beyond initiatives supporting female entrepreneurship, Ooredoo also demonstrates its leadership through broader societal commitments.

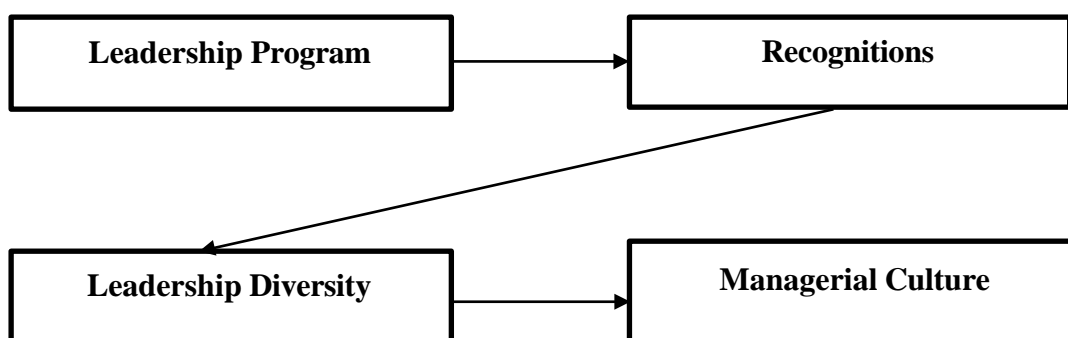
Moreover, the Ooredoo Group and its subsidiaries have made significant progress in socially responsible investment. This commitment is reflected in various initiatives that go beyond business objectives to include social and environmental considerations. By promoting inclusive programs, supporting local communities, and encouraging sustainable innovation, Ooredoo strengthens its role as a responsible corporate citizen. These efforts demonstrate that leadership at Ooredoo also involves a deep sense of social responsibility, aimed at creating long-term positive impact both inside and outside the organization.

As we did in the second chapter, in order to strengthen the analysis of our case study, we deemed it relevant to create a comparative table of the three most competitive telecommunications operators in Algeria, namely Ooredoo, our reference company, as well as its two main competitors: Djezzy and Mobiliq to illustrate the various leadership practices observed throughout this chapter.

This approach allowed us to examine the leadership and training practices implemented at Ooredoo through five key elements, which are represented in the diagram below:

Practical Framework of the Study

Figure 10. Key Elements of Leadership and Training Practices



Source: Self-made.

Table 4. Comparative Table of Leadership and Training Practices

Criteria / Company	Ooredoo	Djezzy	Mobilis
Leadership Program	Future Leaders Program, Harvard partnership.	Occasional internal trainings.	Traditional internal training (Ministry of Post & ICT).
Recognitions	Best Place to Work 2022–2023.	Iso quality certifications.	ISO certification and some local awards.
Leadership Diversity	Women Empowerment Program.	Little information on diversity.	Leadership centered on top management.
Managerial Culture	Participative, with focus on employee well-being.	Mix of participative and directive, depending on teams.	Traditional directive approach.

Source: Self-made



As we saw in the first table, this one also offers a synthesized view of the leadership and training practices adopted by Algeria’s three major telecom operators. It highlights the strategic orientations of each company regarding leadership development, recognition systems, diversity efforts, and managerial styles.

3.5.3 Commentary and Analysis of the Comparative Table

As in the first table presented in Chapter 2, and to offer a comprehensive understanding of leadership and training dynamics, we propose a two-fold analysis: first from a quantitative perspective, then from a qualitative angle.

A- Quantitative Analysis:

Numerically, Ooredoo stands out for the richness and structure of its leadership and training approach. It implements a dedicated leadership program in partnership with Harvard,

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integrates employee recognition through international certifications, and maintains a clear focus on diversity and participatory culture.

- Ooredoo: 4 clearly structured practices.
- Djezzy: 3 moderate initiatives.
- Mobilis: 3 basic and traditional practices.

Djezzy and Mobilis, although compliant with national norms (e.g., ISO or ministry-led training), appear less invested in modern leadership development, with limited strategic innovation.

B- Qualitative Analysis:

Qualitatively, Ooredoo's strategy appears more forward-thinking and aligned with global best practices. Its Harvard-linked program shows an investment in grooming future leaders. The inclusion of a women's empowerment program further reflects an inclusive and modern vision of leadership.

Moreover, Ooredoo's participatory managerial culture promotes employee engagement, autonomy, and well-being, values increasingly critical in competitive labor markets.

In contrast, Djezzy adopts a mixed managerial approach, with leadership styles varying across departments, indicating a lack of unified vision. Training remains reactive rather than proactive.

Mobilis, on the other hand, maintains a hierarchical and directive leadership style, inherited from its legacy as a public-sector enterprise. Its programs appear formalistic, with limited strategic adaptability or innovation.

Finally, we can conclude that Ooredoo positions itself as a leader in leadership innovation, placing strong emphasis on participatory culture, international benchmarking, and inclusive development.

Practical Framework of the Study

3.6 Analysis of the semi-structured interview with the Internal Communication Supervisor at Ooredoo Algeria

Introduction:

As mentioned in the methodological section, the semi-structured interview was chosen as the primary data collection tool. This method proved to be well-suited for our case study, as it allows for an in-depth exploration of the participants' perceptions and practices while offering a certain degree of conversational flexibility. Through this approach, our study was enriched by highlighting the interplay between leadership and internal communication.

3.6.1 Presentation of the Interviewee

The semi-structured interview was conducted with Mr. Fodil MOUSLI, a senior specialist in internal communication and employer brand enhancement at Ooredoo Algeria. He has held this position since July 2024 and plays a central role in coordinating communication initiatives at the national level. With extensive and diverse experience, having held several roles in the field of communication, including communication and marketing manager, internal and institutional communication officer, as well as communication assistant, he was able to provide precise and concrete insights into the company's internal practices, particularly regarding communication strategy and leadership development. The interview took place on Tuesday, February 25, 2025, at the headquarters of Ooredoo's General Management in Cheraga, Algiers, at 11 a.m., and lasted 45 minutes.

3.6.2 Analysis of the Responses

Based on the information collected during the semi-structured interview, the analysis sheds light on several key aspects of internal communication and leadership practices at Ooredoo Algeria.

First, internal communication is presented as a strategic pillar, going beyond the mere transmission of information to play a crucial role in aligning employees with the company's objectives and organizational culture. It fosters cohesion, employee engagement, and a strong sense of belonging.

Second, internal communication is clearly structured around a dedicated department, ensuring a professional and coherent management of information flows. This organization enhances the understanding of strategic challenges and encourages active employee participation.

Multiple communication channels are used, such as internal messaging, the collaborative platform Workplace, and the intranet site "Binatna." This diversity reflects a deliberate effort to adapt communication methods to employees' various needs, promoting a smooth and accessible flow of information.

The company also engages in continuous improvement efforts, particularly by optimizing digital tools and analyzing performance indicators, with the aim of adjusting content based on employee expectations and increasing their engagement.

Practical Framework of the Study

Internal communication plays a major role in employee involvement through the organization of internal events, team-building initiatives, and recognition campaigns that highlight both individual and collective achievements.

Finally, leadership is integrated transversally across various human resources functions, with close collaboration between departments to support the development of managerial skills. Concrete actions such as programs for future leaders, conferences, and participatory workshops demonstrate the importance placed on leadership development.

In sum, this interview underscores the strategic importance of internal communication and leadership within Ooredoo Algeria's organizational dynamics, providing a solid foundation for understanding their impact on the company's overall performance.

Practical Framework of the Study

Results Of the Research Study:

Through our immersion at Ooredoo, we were able to concretely observe the impact of leadership on internal communication in a dynamic and transformative organizational context and these are our final results:

-The observation conducted within Ooredoo allowed us to concretely assess the influence of leadership on internal communication.

-The field analysis revealed a structured, participative, and employee-centered communication system.

-Ooredoo provides continuous training through institutionalized programs such as the “Ooredoo Learning Academy (OLA)”.

-The “Future Leaders Program”, in partnership with Harvard, aims to develop future international leaders aligned with the company’s vision.

-Leadership practices are based on listening, recognition, and active employee involvement.

-Initiatives like “Morning With The Chief” and platforms such as Workplace and Binatna ensure transparent and interactive internal communication.

-The “Ooredoo Health Index (OHI)” is used to evaluate and improve employee engagement and well-being.

-The “Best Place to Work” certification highlights the company's commitment to quality of work life and employee recognition.

-Ooredoo promotes diversity and women’s empowerment through initiatives like the “Machrou3i” program.

-The inclusion of an all-female jury in the Machrou3i project illustrates the company’s inclusive leadership approach.

-Ooredoo’s leadership extends to social responsibility, reflecting a broader corporate citizenship vision.

-The leadership style observed is largely participative and delegative.

-This leadership style plays a central role in employee mobilization and the dissemination of organizational values.

-Leadership acts as a key driver of internal performance and a strong institutional image.

-The synergy between human-centered leadership and structured internal communication supports organizational transformation and sustainable employee engagement.



General Conclusion

General Conclusion

To conclude our research, we affirm that leadership and internal communication at Ooredoo play a fundamental role in the company's development.

Thanks to initiatives such as leadership programs and employee training, as demonstrated in practice, Ooredoo has successfully positioned itself as a leader in its field. This dynamic also reflects a strong interaction between organizational culture and leadership, which together reinforce structured, effective, and sustainable internal communication.

The communication tools and platforms used by this telecommunications giant (Workplace, Binatna, Ooredoo Health Index) serve as tangible evidence of an integrated and coherent system, demonstrating a strong commitment to employee information sharing.

The entire analysis conducted on Ooredoo confirms the two hypotheses of our research, namely:

1. Leadership has a positive impact on internal communication because Ooredoo fosters participative and delegative leadership, enabling smoother information flow between employees and their leaders. This hypothesis is particularly supported by the "Morning With The Chief" program, an initiative that opens a space for dialogue and encourages employee feedback. This illustrates strong interaction between managers and their teams. Such an approach directly contributes to the company's internal effectiveness and is positively reflected externally, especially through the "Best Place To Work" award Ooredoo received in 2022-2023, which highlights a healthy work environment, engaged employees, and leaders driving good corporate management.
2. Ooredoo's organizational culture, interacting with leadership, positively influences internal communication, notably through initiatives such as training programs and external recognition. The creation of the Ooredoo Learning Academy (OLA) is one of the company's most significant initiatives, as it fosters an environment conducive to fluid exchanges by promoting skills development, constructive feedback through interaction between trainers and participants, and better strategic alignment by aligning teams with the company's goals and values.

This study also allowed us to achieve our research objectives:

1. To analyze how leadership impacts internal communication at Ooredoo.
2. To examine the internal communication tools and channels used by Ooredoo and their effect on information exchange.
3. To analyze the impact of organizational culture and leadership on internal communication, through practical examples such as training programs and external recognition.

This thesis highlights the importance of a participative and communicative leadership focused on people, especially in a context of transformation. It serves as a practical example for managers seeking to improve their internal strategies through participative and delegative leadership based on trust, valuing feedback, and creating regular spaces for dialogue.

However, this study has certain limitations, notably the unavailability of some respondents, which may have influenced certain observations.



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List of Abbreviations:

Abbreviation	Full Term
OLA	Ooredoo Learning Academy
OHI	Organizational Health Index

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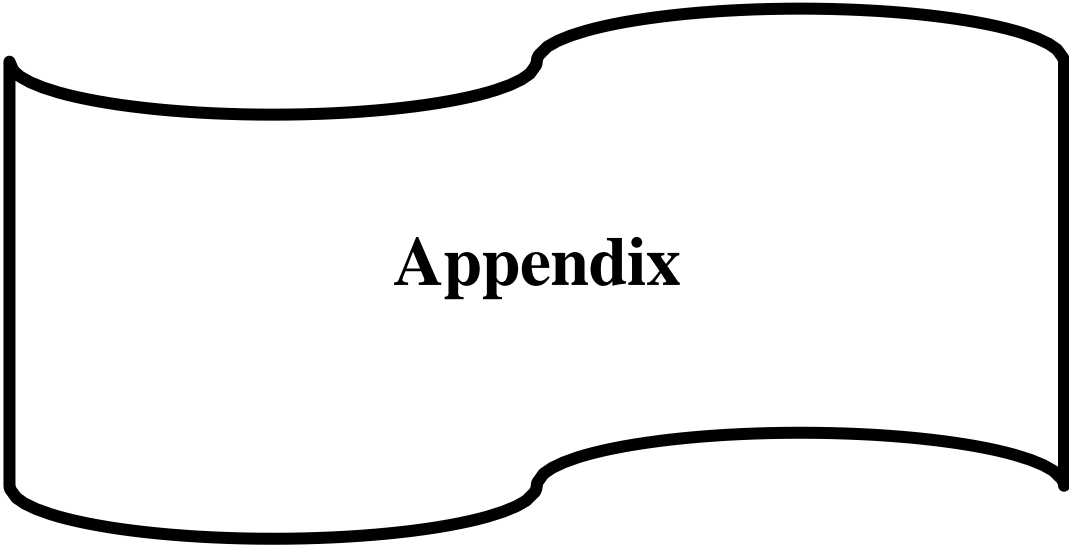
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Appendix

Appendix: Interview Guide

People's Democratic Republic of Algeria Ministry of Higher Education and Scientific
Research National High School of Journalism and Media Sciences

Interview guide

By: BELAIDENE Maya

Supervised by: Dr. BOUHOUALI Mohamed

The interview guide was presented as part of the completion of a master's thesis specializing in institutional communication, on "The Impact of Leadership On Internal Communication In the Context of Organizational Transformation; a case study of Ooredoo Telecommunication Company".

All information provided will be treated with strict confidentiality and used solely for academic purposes.

Thank you for your valuable cooperation.

University Year:
2024/2025

- **Strategic Role of Internal Communication:**

- 1-What is the strategic role of internal communication at Ooredoo Algeria?
- 2-How is internal communication structured within the company?

- **Internal Communication Tools and Ongoing Projects:**

- 1-What are the main internal communication channels used at Ooredoo?
- 2-Are there specific internal communication projects currently being implemented?

- **Employee Engagement:**

- 1-How does internal communication contribute to employee engagement?

- **Leadership and HR Strategy:**

- 1-How is leadership integrated into HR strategies at Ooredoo Algeria?
- 2-Could you elaborate on the specific contributions of each HR department in leadership development?
- 3-What concrete actions have been taken to support leadership development?