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The relationship between organizational communication barriers and job performance among civil protection workers in Tamanrasset

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Abstract:

This study aimed to reveal the organizational communication barriers faced by civil protection workers and their relationship to their job performance. To achieve this goal, a field study was conducted in the province of Tamanrasset. A descriptive analytical approach was adopted as it was deemed most appropriate for studying the relationship between the study variables.

The study hypotheses were tested using a questionnaire as a measurement tool and applied to a sample of 41 male and female workers. The results were processed using statistical methods, using the SPSS statistical software package for social sciences. The results we obtained were as follows:

-    There is a statistically significant negative correlation (r=-0.55) between personal barriers to communication and job performance in the study sample.

- There is a statistically significant negative correlation (r=-0.63) between organizational barriers to communication and job

Keywords: Communication barriers. Job performance. Civil protection. Regulatory climate. Administrative communication. Response speed.

I.Introduction

Organizational communication plays a pivotal role in improving the efficiency of work performance in organizations, especially in sensitive areas such as civil protection. However, communication barriers, whether technical, organizational, or human, can have a negative impact on work quality and response speed, especially in environments that require a high level of coordination between individuals. In Tamanrasset, emergency response personnel face specific challenges that make effective communication an essential part of their daily work. This study therefore aims to explore the relationship between

organizational communication barriers and the job performance of these personnel, understand how these barriers affect task efficiency, discipline, and morale, and propose ways to improve internal communication systems to ensure more effective and responsive performance.

Problematic:

Organizational communication is one of the fundamental pillars of institutional effectiveness, particularly in sensitive sectors that require a high degree of coordination between individuals, a smooth flow of information, and rapid response to events, such as the civil protection sector. Communication is not limited to the exchange of orders and instructions, but also includes building balanced professional relationships, transferring expertise, solving problems, and making collective decisions in a timely manner.

Effective communication within an organization directly contributes to improving the job performance of employees by providing an organizational climate of clarity, understanding, and integration of roles. However, despite the great importance of organizational communication, many organizations suffer from obstacles that negatively affect this vital function in many ways, including those related to the nature of administrative organization, such as strict hierarchy and unclear communication channels, excessive bureaucracy, and psychological factors such as stress, professional pressure, low motivation, and poor communication skills among employees. In addition, there are technical obstacles such as a lack of modern communication tools or their misuse, as well as cultural and social factors that may affect the ways of understanding and interacting within the work environment. If these obstacles are not controlled, they can hinder the effectiveness of teamwork and lead to role conflicts and fragmentation of responsibilities, which negatively affects the quality of services provided.

In the local context, civil protection in the state of Tamanrasset is one of the sectors facing increasing daily pressure as a result of field work that requires constant readiness and the ability to intervene quickly in critical situations, whether fires, traffic accidents, life-saving operations, natural disasters, All these tasks require careful coordination between individuals and a smooth flow of information within and between teams, as well as with senior management.

However, practical reality indicates that there are organizational and communication challenges that may affect the performance of field teams. There are often delays in intervention, misunderstanding of instructions, or poor coordination between units, which are indicators that are partly due to organizational communication imbalances.

On the other hand, psychological and organizational studies confirm that employee performance is greatly affected by the quality of communication they receive within the organization. When employees feel that instructions are unclear, that they are excluded from the flow of information, or that they are unable to express their problems and perceptions, this leads to lower job satisfaction and reduced motivation, and consequently to poor performance. This leads us to question the relationship between the existence of organizational communication barriers on the one hand and the job performance of civil protection workers in the state of Tamanrasset on the other. Do these barriers have a direct impact? Or is their impact indirect, through psychological variables such as occupational stress and job satisfaction?

Does the nature of these barriers differ according to the organizational or professional level of the workers? What measures can help alleviate these barriers?.

Based on the above, the general scientific problem can be formulated as follows:

•   What is the relationship between organizational communication barriers and the job performance of civil protection workers in the state of Tamanrasset?

Partial questions:

1- Is there a correlation between personal communication barriers and the job performance of civil protection workers in the state of Tamanrasset?

2- Is there a statistically significant correlation between organizational communication barriers and the job performance of civil protection workers in the state of Tamanrasset?

3- Is there a statistically significant correlation between social communication barriers and the job performance of civil protection workers in the state of Tamanrasset?

Study hypotheses:

1- There is a correlation between personal communication barriers and the job performance of civil protection workers in the state of Tamanrasset.

2- There is a statistically significant correlation between organizational communication barriers and the job performance of civil protection workers in the state of Tamanrasset.

3- There is a statistically significant correlation between social communication barriers and the job performance of civil protection workers in the state of Tamanrasset.

A- Study objectives:

This study aims to:

- Diagnose the main obstacles to organizational communication within civil protection units in the province of Tamanrasset.

- Analyze the relationship between obstacles to organizational communication and the job performance of civil protection workers.

- Determine the extent to which weak or inadequate organizational communication affects job performance within the institution.

- Propose practical and strategic solutions to improve and enhance the efficiency of organizational communication, thereby improving the overall performance of employees.

- Contribute to enriching the theoretical literature on organizational communication and its relationship to performance in security and prevention institutions.

B- Importance of the study:

The importance of this study stems from the researcher's view of the importance of organizational communication as a vital element in the success of institutions, especially in sensitive sectors such as civil protection. It highlights how workers' communication problems can negatively affect their job performance, which can reflect on the quality of service provided to citizens.

The lack of field studies on this topic in the Algerian context, particularly in the Tamanrasset region, gives this study a distinctive field and academic dimension.

The possibility for decision-making bodies to benefit from the results of the study in developing internal communication mechanisms and improving the work environment, in addition to serving the community by improving the performance of the civil protection apparatus, which is one of the most important agencies responsible for protecting the lives and property of citizens.

II. Theoretical framework of the study

1- Organizational Communication

The term communication derives from the Latin word meaning "common thing" and refers to the purpose of the communication process through the transfer of information and ideas between individuals and the establishment of some kind of relationship with them. (Shlash, 2011, p. 178)

Michael Westron defined communication as the transfer and exchange of meanings in a manner that is understood by the parties involved in the communication and acted upon appropriately. (Masil, 2018)

In the Dictionary of Public Administration, Zaki Goushi defined administrative communication as the transfer of information between employees and their superiors at various levels and in various directions within an organization (Ahmed Maher, 1997).

Communication is the process by which the behavior of individuals within an organization is evaluated through the exchange of ideas and messages to achieve organizational goals. (Mohammed Saeed, 2003)

Organizational communication is a means of exchanging information between individuals within an organization to change their future on the one hand and achieve the overall goal of the institution on the other.

Organizational communication is the type of communication that takes place within institutions and organizations with the aim of ensuring the flow of information and ideas to the greatest possible extent from different administrative levels to subordinates and the transfer of feedback from subordinates to different administrative levels, lower or higher, in the organization (Atef, 1964).

Organizational communication is a social, psychological, cultural, and technical administrative activity. When individuals communicate, they must take into account the balance between all aspects of the organization to ensure that the desired goals are achieved and the stability of the organization is maintained (Al-Alaq, 2009).

Naim Al-Zahir defined it as the process of sending and transferring information from the sender to the receiver, with the necessity for the receiver to understand the information (Mohammed Al-Morsi, 2003).

Amer defined it as a phenomenon that influences and is influenced by components of individual behavior and includes the transfer of different meanings using understandable language through specific channels within the organization (Mohammed Abdel Wahab, 2000).

Communication is an important means of interaction between individuals, used by organizations to achieve their goals and ensure their continuity and stability within the market.

It is the exchange of concepts, opinions, and ideas between two or more people to achieve goals, continue the administrative process, and create strong, healthy relationships between parts of the organization (Masoudi, 2018).

Based on the above definitions, organizational communication is considered a method and process of exchanging ideas, information, and meanings through the transmission of messages from one person to another within the organization with the aim of achieving the institution's goals, which is the transfer of information.

Communication between individuals aims to achieve the organization's goals through various means of communication, through which human relationships within the organization are formed. It can also be defined as the reception, understanding, interpretation, and analysis of ideas and information between individuals, and the anticipation of reactions to them (feedback) through means of communication to achieve the goals of institutions and their resilience within the market.

1-1. Elements of organizational communication:

It has become clear that communication is important between individuals to convey their ideas to others and express their feelings and goals. Hence, it is evident that communication processes are based on

many necessary elements that must be available during the organizational communication process. Therefore, we must identify them by mentioning them as follows: The sender: This may be one or more people who initiate communication by sending ideas and information. They have many options from which to choose the most appropriate and send it to the other party.

The receiver (addressee): In any communication process involving two parties, the receiver is the person who receives the message, which is directed to them, and they interpret and understand it (Shlash, 2011).

The message: This is the content of the communication that is transmitted from the sender to the receiver. It contains many ideas and symbols and can be verbal or nonverbal (Mohammed Saeed, 2003).

The medium: The tool or channel through which the message passes and is transmitted from the sender to the receiver.

Interference: Anything that hinders and affects the delivery of the message and changes its meaning.

Feedback: The recipient's understanding of the content of the message and their expression of it, either through rejection or acceptance, or through a response (Ahmad Maher, 1997).

It is clear from the mention of the elements of organizational communication that they are interrelated and that communication cannot take place if one of its elements is missing. Communication becomes weak and incomprehensible, and this leads to failure in the communication process and, consequently, the desired objectives are not achieved. It is also clear that the elements of communication begin with the sender, who is the owner of the information, and end with the receiver, who receives the message, understands it, and verifies it. The message reaches the recipient through a means of transmission and may encounter obstacles that interfere with its arrival. Therefore, the senders must take all necessary precautions to ensure that it is understood and responded to with either rejection or acceptance.

1-2- Types of organizational communication:

Organizational communication is a very important process between individuals in order to build strong relationships between them. Work cannot be facilitated and the organization's goals cannot be achieved except through it, by transferring information and ideas and cooperating to achieve their common goal. It is clear that organizational communication is one of the topics that researchers have focused on and paid attention to by studying human behavior within organizations. It has been found that communication takes many forms and types, the most important of which are classified according to their degree of formality and the means used, which we will mention as follows:

 It is divided into two main sections:

1-2-1. In terms of formality:

Formal communication: Uses authority and power, is planned in advance, and consists of three **directions:**

- **Downward and base communication:** Takes place between the president and subordinates within the organization

where instructions and orders are given, and reports, complaints, and opinions of individuals are submitted through subordinates

- **Horizontal communication:** Takes place between members of management at the same level, both inside and outside the organization.

Informal communication: Workers resort to this in order to carry out their work in an easy and simple manner, as it saves them time in obtaining information and is based on social and personal relationships between employees within the institution (Mohammed Al-Morsi, 2003).

2-2- According to the means used:

- **Verbal communication:** The individual uses words to convey his messages to the recipient, whether written or unwritten, such as reports, seminars, and others.
- **Nonverbal communication:** Individuals use organized expressions and gestures to convey their messages, such as movements, silence, symbols, and others (Atef, 1964).

There are many types of communication, some of which we have mentioned above. Communication in all its forms is important in the functioning of the administrative and business system in order to convey information and ideas to accomplish tasks, solve problems, and make the right decisions that will achieve the organization's goals. Communication takes place in accordance with the organizational structures of the organization and in a coordinated manner between all administrative departments in order to integrate organizational roles and ensure the achievement of the common goal.

1-3-   The importance of organizational communication:

-    Conveying ideas between superiors and subordinates through planning and coordination between administrative departments

-    Contributing to the selection of a suitable location for the institution, which leads to achieving production efficiency and the organization's goals

-   Contributing to creating a spirit of cooperation among individuals

- Informs senior management of what has been accomplished and what has not been accomplished in solving problems they may face.

- Communication helps give individuals opportunities to participate in decision-making (Al-Alawi, 2009).

- A means of persuasion and creativity

- Contributes to coordination, guidance, training, and performance evaluation of individuals

- Solving organizational problems

- Guidance within the organization

- Coordination between departments of the organization

- Knowing the needs of workers

- Monitoring and directing organizational actions and behavior.

- Achieving harmony

- Analyzing behavior

- Making decisions

- Directing behavior and actions

- Coordinating between individuals and forming human relationships

- Understanding workers' needs

- Coordinating between workers and management Completing plans on schedule

- Exchanging information and improving performance

- Performing work efficiently (Ahmed Maher, 1997).

It is clear from the above definitions and types that organizational communication plays a very important role within an institution in its various formal and informal forms. Since the success of any organization is linked to its ability to achieve its goals, communication plays a significant role in formulating and achieving these goals. Therefore, it is impossible to imagine an organization without its own communication system.

1-4- Organizational communication objectives:

Communication is one of the fundamental pillars of building any successful organization, and communication has many objectives. When we conducted our research and reviewed the information we found on communication, we found that the most important objective is the exchange of opinions and ideas among employees, which contributes to changing and modifying individual behavior and forming relationships between them.

- Facilitating decision-making processes

- Giving individuals opportunities to participate in the administrative process

- Identifying individual needs

- Identifying the goals they are required to achieve

- Conveying orders from superiors and subordinates and reviewing instructions for performing tasks

- Contributing to identifying obstacles and attempting to correct them

- Coordinating between individuals to encourage interaction with each other

- Contributing to creating a spirit of cooperation and teamwork through sharing information and ideas between individuals

- Contributing to changing individuals' attitudes.

- Identifying the procedures and methods by which work will be carried out.

- Expressing feelings and modifying individuals' behavior.

- Communicating and exchanging information with others.

- Contributing to decision-making (Abu Hatab, 2009).

Communication has extremely important objectives and significance in the running of organizations, as it works to ensure the continuity of their activities, achieve productive efficiency, improve their image in the market vis-à-vis their competitors, and overcome them in various successful ways that demonstrate the strength and effective use of the right decisions for their success.

1-5- Obstacles to organizational communication:

The communication process within any institution can face many problems and obstacles that lead to the failure to achieve the organization's goals. Therefore, it is necessary to identify and control the obstacles that may arise in order to avoid and address them, so that the organization's goals can be achieved. Here are some of the obstacles that may occur within an organization:

- Weak personality of workers and their fear of embarrassment in expressing their opinions

- Lack of communication skills

- Intolerance of different opinions

- Some workers have difficulty reading and writing

- Differences in individuals' thinking lead to differences in understanding communication

- Differences in environment and culture cause a lack of coordination among workers

- Weak organizational structure and employee instability

- Poor choice of communication methods

- Weak focus among workers during communication

- Workers are exposed to stress and problems

- Lack of guidance and direction

- Authoritarianism and failure to take opinions into account

- Ambiguity and lack of clarity in the message.

- Lack of cooperation among workers due to lack of communication between them.

- Leadership style and lack of freedom of expression.

- Too little or too much information causes communication breakdown.

- Lack of trust and widespread suspicion among individuals (Masil, 2018).

Organizational communication of all kinds can face many problems, obstacles, and barriers that hinder communication processes and reduce its importance and effectiveness, rendering communication ineffective, confusing, and weak, which can cause many problems in decision-making and implementation, leading to organizational loss and decline. Therefore, we must try to identify all obstacles and eliminate them by all available means available to make them disappear so that communication becomes good and effective.

There are also those who consider organizational communication to have other obstacles, which we mention below:

1-5-1- Personal obstacles:

   These are a set of influences related to both the sender and the receiver as a result of individual differences in understanding the communication message and responding to it. This is due to several reasons, including:

- Lack of cooperation between individuals due to mistrust.

- Inability to express oneself well.

- Withholding information from both parties.

- Incorrect translation of the content of the communication message (Masil, 2018).

   It is clear from the above that the organization must take into account the individual differences and psychological and intellectual characteristics of employees in order for the communication process to be more effective and successful. Under no circumstances can all employees be equal in their degree of perception and understanding of the meanings of the communication message.

1-5-2- Organizational obstacles:

   These are a set of influences that are inherent in the organizational nature of the organization, which we list in the following points:

- Lack of clarity regarding the official authority over the organizational structure.

- Reliance of administrative leadership on informal communication.

- Lack of an organizational unit responsible for collecting data and information, resulting in organizational instability.

- Lack of clarity in organizational policies and communication objectives, resulting in overlap between organizational units. (Haya and Shamsy, 2024).

   We can also say that one of the organizational obstacles is excessive communication, which occurs when the recipient receives a large number of messages at the same time, making it difficult to prioritize responses. This requires the use of computers to organize, manage, and filter incoming messages, determine their arrival time, and respond to them or forward them to other relevant parties.

1-5-3- Social obstacles:

This type of influence is due to several factors, including:

- The two parties involved in the communication belong to two different environments.

- Multiple organizational levels among employees, resulting in a lack of social cohesion.

- Psychological and social barriers between superiors and subordinates that hinder the achievement of organizational communication goals. (Masoudi, 2018).

1-6- Conditions for effective organizational communication:

• Good, clear communication involves action and reaction, not orders, but dialogue between superiors and subordinates.

• Providing opportunities for all employees to participate in the communication process to prove themselves.

• Good listening.

• Distributing information equally among individuals without discrimination.

• Credibility in providing information.

• Benefiting the organization and meeting its needs.

• Training and developing employees in various aspects.

• Using appropriate, clear, and simple language when communicating.

• Keeping up with developments and changes.

• Giving the right to participate in communication through sending and receiving.

•   Encourage individuals to be creative at work (Mohammed Abdul Wahab, 2000).

This element shows that the communication process and its success are linked to conditions that managers and subordinates must adhere to in order to achieve the common goal and eliminate all problems that hinder the achievement of clear and defined goals.

2- Job Performance

Job Performance: Job performance is a set of work-related activities performed by an employee and the nature of their execution of these activities. Many managers seek to evaluate the job performance of their employees, either on a quarterly or annual basis, which helps employees improve their skills and job performance. (Rashid, 2018). Job performance is defined as behavior that seeks to achieve a specific goal. The managerial view of job performance varies; it is treated as a measure of the performance of an individual, a group of individuals (work team), or the performance of the establishment as a single unit.

2-1- Job Performance Evaluation

Job Performance Evaluation is the identification of actions taken by an individual within the work environment and then studying their results in a specific situation. Job performance evaluation helps measure an individual's ability to add value to the organization or customers. (Abdul Wahab, 2009). Job performance evaluation is defined as measuring the nature of a person's job performance in order to make a judgment about their abilities and readiness for development. Other definitions of job performance evaluation include: It is a means of making objective judgments about employees to ensure their ability to perform their job responsibilities, verify the nature of their actions and behavior at work, and assess the apparent improvement in their approach to performing their job responsibilities (Naasani, 2019).

2-2- Steps for evaluating job performance

The application of job performance evaluation in any workplace depends on the implementation of a set of steps that contribute to the success of the evaluation process. The following is information about these steps (Haya and Shamsy, 2024):

Define the requirements and objectives of the job performance evaluation, including the nature of innovation, cooperation between managers and employees, and the quality of the tasks performed.

Select the appropriate method for implementing job performance evaluation. There are many methods used in performance evaluation, and one method cannot be applied to all types of establishments and jobs, but it is possible to use more than one method to implement job evaluation in a single establishment. The method used to evaluate department heads differs from the method used for regular employees.

Provide appropriate training for supervisors on job performance evaluation. All supervisors must be provided with adequate training on the performance evaluation process, as any mistakes will lead to negative results that affect employees.

The manager should discuss appropriate evaluation methods with employees to determine the elements to be evaluated, the benefits of the evaluation process, and the impact of its results on the future of employees in the organization.

Establish comparative standards in advance; the objective of implementing job performance evaluations is to monitor each employee's commitment to the fundamentals of the job, which are determined based on qualitative or quantitative criteria and according to the employee's performance and behavior in the work environment.

Discuss all specific results of the job performance evaluation with employees. Some managers may not discuss the results associated with the performance appraisal, but it is the employees' right to know these results so that they can recognize their specific strengths and weaknesses in their job performance in order to identify appropriate methods to address their weaknesses.

Setting specific goals for future performance improvement. Managers are responsible for identifying all specific areas for future development and improvement that will lead to increased job performance efficiency. Examples of these areas include decision-making methods, communication efficiency, and technical aspects.

2-3- The importance of performance evaluation

Performance evaluation is a very important tool in the workplace, as it helps to achieve the following: (Abu Hatab, 2009)

Contributing to the implementation of performance appraisal planning in the organization in order to monitor management work and various activities and programs.

Helping to identify the information that should be used in the performance appraisal process.

Using the results of performance appraisal to develop and improve work.

Clarify the extent to which the efforts applied at work are commensurate with the results obtained.

Ensure the effectiveness of management in directing the efforts accomplished.

Study the impact of job performance evaluation, as it contributes to clarifying the extent to which the business is able to achieve the desired results.

2-4- Objectives of Performance Appraisal

Performance appraisal seeks to contribute to the achievement of several objectives, the most important of which are: (Salhi, 2013)

Monitoring and supervising employee performance: Reports generated from this evaluation can be used as a supervisory tool that allows managers to continuously monitor work progress and helps them observe employee performance in order to assess their ability to perform their duties.

Supporting employees to work hard in their jobs. When employees know that their job performance will be evaluated, they will be keen to make every effort to succeed at work.

Consider hiring new employees. Modern work systems rely on hiring new employees for a trial period before confirming them in their jobs, in order to choose between confirming them permanently or dismissing them from work due to their inability to perform the tasks required of them.

Contribute to uncovering organizational or administrative problems. For example, if the level of one administrative department is unacceptable compared to other departments, this will result in a problem in the entire administrative department, not just one of its employees.

2-5- Methods of job performance evaluation

There are many methods for implementing job performance evaluation. The following is information about the most important types of these methods: (Salhi, 2013)

Overall ranking: This is the ranking of all employees based on their performance, from best to worst, by applying a specific comparison with the overall performance level.

Graded scale: This is a type of list that contains the following grades: 5 Excellent, 4 Very Good, 3 Good, 2 Acceptable, and 1 Poor, each of which has a weight according to its role in the performance evaluation process.

Binary comparison: This is a comparison between the performance of two employees in order to determine which employee is superior to the other. All comparisons are then compiled to rank employees according to their performance.

III. **The field framework of the study**:

1- **Study methodology:**

Methodology is essential in every study, as it is the path that helps the researcher achieve their research objectives. In light of the nature of the questions raised, the proposed hypotheses, and the desired objectives of this study, the descriptive analytical methodology was adopted due to its suitability and in line with many previous studies similar to ours that relied on this methodology.

2- **Study community:**

The study community consists of civil protection workers. The Civil Protection Directorate of Tamanrasset is located in the Al-Wiam neighborhood of Tamanrasset and is responsible for coordinating and implementing civil protection tasks at the state level. Its structures are distributed as follows:

Main structures of the Civil Protection Directorate in Tamanrasset

• Headquarters: Located in Tamanrasset, it is the administrative and coordination center of the Directorate.

• Secondary units (advanced centers): These units are spread across various municipalities of the province to cover remote and distant areas, such as:

• Arak Center
• Tazrouk Center
• Ain Amguel Center
• Tamanoust Center

• Special intervention units: These are dedicated to dealing with special situations such as major fires, natural disasters, and serious traffic accidents.

Administrative ladder for civil protection workers

The administrative ladder for civil protection workers begins with the rank of "civil protection assistant" and progresses gradually through several ranks, as follows:

- Civil protection assistant: the basic rank at which recruitment takes place.

- Corporal: promotion after completing a specified period of service.

- Sergeant: Requires passing internal exams and performance evaluations.

- First Sergeant: Requires additional experience and sometimes training courses.

- First Assistant: Promotion for those who have demonstrated high competence in performing their duties.

- Chief Assistant: Requires leadership skills and the ability to manage teams.

- Chief: Requires strong administrative and organizational skills.

- Senior Chief: Highest administrative rank in the service.

3- Study sample:

The study was conducted on a sample of civil protection workers in the state of Tamanrasset, consisting of 41 male and female workers from the main center in Tamanrasset, in the Al-Wiam neighborhood. The study was conducted over a period of approximately four months, from December 25, 2024, to April 30, 2025, and was characterized by cooperation and responsiveness on the part of all workers at various levels and ranks.

4- Methods and tools

To achieve the study's objective of understanding the relationship between organizational communication barriers and the job performance of civil protection workers, A questionnaire on organizational communication barriers was developed and designed based on previous studies and the theoretical framework of the study. It included 30 items divided into three categories: personal barriers, organizational barriers, and social barriers. The items were answered on a five-point Likert scale.

A questionnaire was also used to measure job performance.

• Validity and reliability of study tools:

Based on the outputs of the SPSS system, the validity and reliability of the study tools used in this study were calculated, and the degree of consistency between the items of each tool was determined by calculating the Cronbach's alpha coefficient.

- Validity and reliability of the organizational communication barriers questionnaire:

Table 1: Shows the reliability coefficients for the organizational communication barriers questionnaire

Axis	Cronbach's alpha coefficient
Personal barriers	0,85
Organizational barriers	0,88
Social barriers	0,87
Questionnaire as a whole	0,91

The results in Table 1 show that the stability coefficients for the three axes are good, ranging between 0.85 and 0.88, while the stability coefficient for the instrument as a whole was estimated at 0.91, which is an acceptable and very high score indicating the correlation between the questionnaire items and thus confirming the acceptability of the measurement instrument in this study.

- Validity and reliability of the organizational performance questionnaire:

Table 2: Shows the reliability coefficients for the organizational performance questionnaire.

Axis	Alpha Cronbach's coefficient
Organizational performance questionnaire as a whole	0,89

The results in Table 2 show that the stability coefficient for the tool as a whole is 0.89, which is an acceptable and high score indicating the correlation between the questionnaire items and thus confirming the acceptability of the measurement tool in this study.

5- Study Results

5-1- Presentation of the results of the first hypothesis, which states that "there is a statistically significant correlation between personal communication barriers and job performance among civil protection workers in the state of Tamanrasset."

Table 3: Shows the correlation between personal barriers and job performance

	P-value Significance level Significance	Pearson correlation coefficient	Significance
Personal barriers	0,01	0,55-	Significant at 0.05
Job performance			

The results in Table 3 indicate a statistically significant negative correlation between personal barriers to communication and job performance in the study sample, with a correlation coefficient of -0.55 and a probability value of 0.01, which is less than the significance level of 0.05. This confirms the validity of the first hypothesis.

We note a strong negative correlation. We can interpret this to mean that the greater the deficiencies in personal communication, the more significantly overall job performance tends to decline. Individuals who suffer from this aspect may often misunderstand instructions, fail to convey information clearly, or avoid critical interactions, which can lead to mistakes and a decline in the overall self-efficacy of the organization's members.

5-2- Presentation of the results of the second hypothesis, which states that "there is a statistically significant correlation between organizational barriers to communication and the job performance of civil protection workers in the state of Tamanrasset."

Table 4: Shows the correlation between organizational barriers and job performance

	P-value Significance level Significance	Pearson correlation coefficient	Significance
Regulatory barriers	0,01	0,63-	Significant at 0.05
Job performance			

The results in Table 4 indicate a statistically significant negative correlation between organizational barriers to communication and job performance in the study sample, with a correlation coefficient of -0.63 and a probability value of 0.01, which is less than the significance level of 0.05. This confirms the validity of the second hypothesis.

This result indicates a moderate to strong negative correlation, which can be interpreted as meaning that increased communication problems at the organizational level are consistently associated with a significant decline in job performance. In addition, heavy workloads that reduce the time available for

effective communication can contribute to this, with the damage being particularly acute in these high-risk environments. Taken together, these obstacles can lead to critical problems in the flow of information from command centers to field units and severely reduce transparency between departments and stakeholders, which can ultimately hinder effective cooperation during emergency operations. This leads to a significant decline in performance metrics, which may compromise the safety and effectiveness of their response to the hazard.

5-3- Presentation of the results of the third hypothesis, which states that "there is a statistically significant correlation between social barriers to communication and job performance among civil protection workers in the state of Tamanrasset."

Table No. (05): Shows the correlation between social barriers and job performance.

	P-value Significance level Significance	**Pearson correlation coefficient**	Significance
Social barriers	0,02	0,68-	Significant at 0.05
Job performance			

The results in Table 5 indicate a statistically significant negative correlation between personal barriers to communication and job performance in the study sample, with a correlation coefficient of -0.68 and a probability value of 0.02, which is less than the significance level of 0.05. This confirms the validity of the third hypothesis.

This result reveals a strong negative relationship between obstructive social communication dynamics and overall job performance. This can be explained primarily by the fact that the more social barriers there are to communication, the more job performance tends to decline significantly. High levels of social friction can cause employees to withhold important information, engage in unproductive conflicts, or withdraw, directly damaging the productivity and morale of individuals within the organization and thus negatively impacting the job performance of the organization as a whole.

IV. Conclusion:

In light of the study's findings, which revealed statistically significant negative correlations between communication barriers (personal, organizational, and social) and the job performance of civil protection workers in the state of Tamanrasset, a set of recommendations and proposals can be made to reduce these barriers and enhance job performance, as follows:

1- Recommendations related to the personal sphere

• Organize regular training courses to develop employees' personal communication skills, particularly in the areas of expression, listening, and understanding messages.

• Adopt psychological and social support programs to boost self-confidence and reduce anxiety or stress that affect the quality of communication.

• Encourage a culture of open communication between individuals through mechanisms that encourage the safe expression of opinions without fear or hesitation.

2- Recommendations related to the organizational sphere

• Review the structure of communication channels within the organization to ensure the smooth flow of information and clarity of instructions between different levels.

• Improve coordination methods between departments and field units, especially during emergencies, by establishing effective and rapid communication protocols.

• Reduce excessive administrative burdens that hinder immediate and effective communication, especially in critical field work environments.

3- Recommendations related to the social sphere

• Work to build a work environment characterized by mutual respect and social harmony by organizing group and interactive activities.

• Intervene early to resolve personal conflicts and disputes that may affect effective communication between individuals within the organization.

• Support motivational leadership that encourages cooperation and teamwork and promotes team spirit among employees.

Proposals for future research

• Conduct similar studies in other states to compare results and determine their applicability at the national level.

• Study the relationship between leadership styles and communication methods within security and protective institutions.

• Propose effective communication models that are compatible with the nature of work in the civil protection sector, taking into account the local context and professional specificity.

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