

The Impact of Communication on the Quality and Effectiveness of Administrative Decisions: An Analytical Study

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Abstract:

Communication is considered the cornerstone of modern organizations, as it is a pivotal element in supporting various organizational functions and departments, most notably the decision-making process. The quality of a decision depends largely on the quality of the information available during the decision-making process. This highlights the importance of communication as a means of ensuring accurate and timely information flow.

The aim of this study is to shed light on the interactive relationship between communication and the effectiveness and quality of decision-making in complex and dynamic work environments. This is achieved by identifying the stages of the decision-making process and clarifying the relationship between organizational communication and decision-making, in addition to highlighting the most important advantages and risks that can impact the decision-making process.

Keywords:

Communication, Administrative Communication, Decision-Making

Introduction:

Administrative decision-making is the fundamental pillar upon which efficient institutional performance and flexibility to adapt to environmental changes are based. Amid the increasing complexity of modern organizational environments, a decision is no longer merely a spontaneous response to a problem. Rather, it is the product of a systematic process that requires careful guidance and effective participation from various stakeholders. From this perspective, organizational communication emerges as a vital and indispensable artery in managing this process, representing the driving force behind the smooth flow of administrative information.

Communication is not merely a channel for exchanging data; it is the mechanism that lends legitimacy and acceptance to decisions made. Rational decisions essentially depend on the accuracy and comprehensiveness of the information collected and analyzed, a task that requires a smooth and transparent flow of information across the horizontal and vertical levels of the organization. Effective communication ensures coordination of efforts, unification of visions, and the dismantling of barriers between administrative units, paving the way for formulating strategic options based on a deep understanding of risks and opportunities. It also facilitates the implementation phase by clarifying expectations and responsibilities, thereby enhancing transparency, trust, and engagement within the organization. Conversely, inadequate or distorted communication can be a fundamental obstacle, leading to hasty or unrealistic decisions, or even the failure of sound decisions due to weaknesses in the implementation phase. Communication gaps generate misunderstanding, suspicion, and the erosion of trust, transforming decisions from tools for development into sources of organizational friction and conflict.

Therefore, this article seeks to clarify the impact of the communication process on decision-making, establishing its pivotal role as a decisive factor in determining the final outcome of the administrative process.

The Problem: From here, the following problem can be posed:

To what extent does the quality of the various dimensions of organizational communication affect the efficiency of the basic stages of the administrative decision-making process, and what are the negative repercussions of the communication process on the credibility of the decision taken?

Research Objectives: This research aims to achieve the following main objectives:

1. Define the concept of administrative communication, the decision-making process, and its various stages;
2. Analyze the types of communication (internal, external, vertical, horizontal, and diagonal) and their impact on information flow;
3. Clarify the interrelationship between communication quality and the effectiveness of the various stages of the decision-making process;
4. Extract the advantages and risks associated with communication in the context of administrative decision-making.

Study Hypotheses: This study is based on the following hypotheses:

Main Hypothesis: Effective and transparent organizational communication increases the quality and speed of administrative decisions and enhances their organizational acceptance.

Sub-Hypothesis 1: Upward communication (from employees to management) positively and directly affects the efficiency of the information gathering and analysis stage.

Sub-Hypothesis 2: Information overload can slow down or hinder the decision-making process due to increased complexity and confusion.

Significance of the Study: This study derives its importance from two perspectives:

1. Enriching the literature on strategic management and organizational communication by analyzing the relationship between communication and decision-making stages;
2. Providing a practical guide for managers and administrators on how to improve internal and external communication practices to support the decision-making process and increase its operational effectiveness.

I. Communication:

Communication is one of the most prominent factors that establish social relationships between individuals. The need for it has led it to go through several stages of continuous development, enabling these individuals to organize and coordinate their work and activities through the exchange of information and ideas.

1. Definition of Communication:

Communication is an organized process of exchanging information that connects individuals and departments within an organization. It ensures the exchange of data, coordination of actions, and the achievement of consistency in management.¹

2. Definition of Administrative Communication:

Communication in an organization is the process of transmitting information based on the rules of a hierarchical or hierarchical system in the form of instructions, orders, and explanations of performance methods, as well as necessary information about work procedures and various experiences to implement the organization's policies. It also includes decisions from higher levels to lower levels, or vice versa, in the form of reports, statements, and complaints. This is accomplished through the use of specific means and agreed-upon codes to achieve the organization's goals.²

3. Elements of Communication:

The communication process can be divided into the following elements:

¹ Fahd Mansour, (Administrative Communication : Concepts and Methods), Dar Al Fikr, Amman, 2019, p. 65.

² Muhammad Al Arishi, (Introduction to Management Science), Dar Al Marsa, Riyadh, 2018, p. 102.

Figure: Shows the elements of the communication process



Source: Fahd Mansour, (Introduction to Administrative Communication), previous reference, p. 45.

The communication process consists of several interconnected elements, each of which influences the others. These are as follows:¹

- The sender is the party who initiates the communication process by formulating a specific message, the goal of which is to convey an idea or information to another party.
- The message: The content of the message conveyed by the sender to the receiver.
- The medium of communication is the tool or means used to convey the message.²
- The receiver is the party receiving the message, and proper or correct understanding of the message is a primary goal for the success of communication.
- Feedback: The receiver's response to the message they received.
- Interference: Anything that hinders the communication process, causing a failure to understand the message, such as ambiguity in language or personal bias.³

¹ Abdul Rahman Hassan, (Analysis of Communication Elements in Organizations), Journal of Administrative Sciences, Volume 33, Issue 2, 2020, p. 60.

² Muhammad Abdul Hamid, (Organizational Communication: Theories and Applications), Alam Al Kotob, Cairo, 2012, p. 35 (adapted).

³ Kazem Al Taie, (Organizational Behavior), Dar Al Kotob, Baghdad, 2017, p. 153.

II. Types of Communication: Communication is divided into two types:

1. Formal Communication:

This type of communication takes on a formal character, adhering to all administrative rules and regulations. This commitment is in terms of form or content. We can distinguish two basic types:¹

A. Horizontal Communication:

Refers to exchanges between employees who belong to the same hierarchical level. It facilitates direct coordination and the exchange of ideas within teams or between departments without going through strict lines of authority.²

b. Vertical Communication:

Includes two types:

- **Downward Communication:** The flow of information from leadership and management to employees. Ideal for communicating strategic decisions, directives, and policy changes quickly and effectively to ensure consistency.
- **Upward Communication:** The flow of information from employees to management. It allows for the transmission of observations, suggestions, concerns, and field data necessary for making practical decisions.

2. Informal Communication:

This is communication that takes place outside the formal sphere and is defined by social relationships, friendships, kinship, and family ties. These relationships are personal in nature and are used by employees within organizations to facilitate organizational aspects and save time and effort.

¹ Fahd Mansour, (Administrative Communication: Concepts and Methods), previously cited reference, p. 60.

² Kamal Abdel Raouf, "Foundations of Human Communication," Dar Al-Masirah for Publishing and Distribution, Jordan, 2015, p. 21.

3. Internal Communication:¹

It takes place within the organization and targets all employees. It aims to inform employees and increase their engagement, creating a strong sense of belonging and transforming them into ambassadors for the organization. Tools include meetings, internal newsletters, training, and team-building events.

4. External Communication:

A set of practices that allow an organization to exchange messages with its external audiences (customers, media, partners, shareholders). Its function is twofold: to build a unique corporate identity and increase sales. It uses tools such as public relations, advertising, and event organization.²

III. Decision-Making Stages:

The stages of the decision-making process can be summarized as follows:³

- **Problem definition:** This is the starting point; it includes clearly defining the problem or the goal to be achieved, i.e., defining the situation that requires a decision.
- **Information gathering and analysis:** Gathering all relevant internal and external data, and understanding the causes of the problem and the surrounding context. Constraints (time, budget, resources) are identified in this stage.
- **Formulating options or alternatives:** After analyzing and converting data into information, various possible solutions are proposed, encouraging creative thinking and considering multiple scenarios.
- **Evaluating alternatives:** Comparing the advantages and disadvantages of each option, taking into account constraints related to costs, risks, and potential benefits.

¹ Iman Murad, "Internal Communication and Its Impact on Management Decisions," *International Journal of Administrative Sciences*, Volume 7, Issue 1, 2021, p. 50.

² Salama Yousef, (Public Relations Management and Corporate Communication, Dar Al-Yazouri, p. 112, 2020.

³ Nawaf Al-Ghamdi, (Corporate Communication in Business Organizations, Al-Nahda Library, Jeddah, 2020, p. 87).

- Choosing the best option: Selecting the solution that best suits the identified objectives. This decision can be individual or collective (with the participation of collaborators).
- Decision implementation: Transforming the decision into concrete actions. This requires mobilizing the necessary human, material, and financial resources and defining a precise action plan.
- Monitoring and evaluating results: Monitoring the effects of the decision made, measuring the results, and comparing them to the identified objectives. If gaps exist, adjustments are made or corrective actions are implemented.

IV. The Relationship Between Communication and Decision-Making:

The communication process and the decision-making process are intrinsically interconnected in any organization or administrative system, as each directly influences the other. This mutual influence can be summarized as follows:¹

- Communication as a basis for information: The quality of decision-making depends on the accuracy of the available information. Good communication conveys clear and reliable data, which helps in better understanding the situation and making more informed choices.
- Communication Promotes Understanding and Clarity: Before making a decision, the problem and options must be well defined. Communication allows for clear explanations of facts, avoids misunderstandings, and ensures that all parties share the same vision.
- Communication Encourages Participation and Collaboration: Decision-making is more effective when it includes multiple perspectives. Thanks to open communication, everyone can express their opinions, which enriches the analysis and promotes commitment to the final decision.
- Communication Ensures Implementation and Follow-Up: A decision must be well communicated for it to be implemented. Communication clarifies the objectives, the steps to be followed, and allows for monitoring of the results, ensuring effective implementation.

The relationship between communication and decision-making is a mutually complementary one; Communication is the foundation upon which decisions are

¹ Sami Hassan, (Effective Communication and Its Impact on Decision-Making), Arab Journal of Management, Vol. 36, No. 2, 2020, p. 78.

built, and decisions are the engine of subsequent communication networks. A sound decision requires good communication before and during the decision-making process (to provide information), and good communication after it is made (to ensure effective implementation).

V. Advantages and Risks: The Impact of Communication on Decision-Making:

Communication plays a pivotal role in the decision-making process, both in providing the informational basis and ensuring acceptance for implementation. Based on the quality and effectiveness of this communication, its impact is divided into advantages and risks:

1. Advantages of Communication on the Decision-Making Process

The advantages of the communication process can be summarized as follows:¹

- Improved information flow: Allows officials to obtain accurate and up-to-date data, which improves the quality of the choices made;
- Shared understanding of challenges: Encourages a unified vision of the situation, reduces misunderstandings, and clarifies goals;
- Enhanced group participation: Involving multiple people allows for the gathering of different perspectives and enriches analysis;
- Accelerates the decision-making process: Smooth communication avoids delays caused by errors or ambiguities, making decisions faster;
- Enhancing cohesion and trust: Open communication creates a climate of trust, facilitates collaboration, and promotes acceptance of the final decision.
- Better decision implementation: When a decision is well explained, implementers know exactly what to do, increasing the chances of success.²
- Ability to quickly correct: Good communication allows problems in decision implementation to be identified more quickly and procedures adjusted.

¹ ESC Alger. Role of Manager in Public Organizations.

² Ibrahim Al-Faqih, (Communication Skills: Theoretical Concepts and Practical Applications), Dar Al-Rayah, Jordan, 2010, p. 135 (adapted).

2. Risks of communication on the decision-making process:

When the communication process is weak and ineffective, it becomes a major obstacle to rational decision-making and leads to negative outcomes, which can be illustrated in the following points:¹

- Misinterpretation of information: If the message is poorly formulated or misunderstood, it can lead to incorrect or incomplete decisions.
- Information overload: Too many exchanges can complicate analysis, create confusion, and slow down the decision-making process.
- Negative influence or manipulation: Some parties may seek to steer communication to their advantage, distorting the decision-making process.
- Conflicts of opinion: Open communication can lead to strong disagreements that delay or hinder decisions.
- Leakage of sensitive information: Poor communication management can compromise confidential data and harm the organization;
- Lack of clarity or inconsistency in messages: If messages are vague or inconsistent, this creates confusion and makes it difficult to implement the decision;²
- Excessive slowness due to overconsultation: Consulting too many people can lengthen the process and reduce the ability to respond to urgent situations.

VI. Analytical Study: The Impact of Communication on Decision-Making in the Management of Vital Projects: The Case of the Kouba Municipality Lighting Project, Algeria (2024)

In 2024, the Kouba Municipality (Algeria) received numerous complaints from citizens regarding the disruption of public lighting in some neighborhoods, which impacted security and the city's image.

¹ Article "Communication and Quality in Organizational Decision-Making." Revues.imist.ma

² Joseph A. Devito: Human Communication, Pearson Education, 2019, p. 23

Axis One: Description and Analysis of the Context of the Problem.

Element	Description and Analysis
Impact and Results:	Impact of the disruption on: 1. Public safety (increased accidents). 2. City image (deterioration of the general appearance). 3. Citizen satisfaction (increased complaints and public anger)
Vital Decision Required	Making an immediate and effective decision to: a. Diagnose the cause of the failure (technical/administrative/financial). b. Allocate the necessary resources to launch a lighting maintenance or renovation project.
Stakeholders	1. Municipality (decision maker). 2. Citizens (affected parties and information source). 3. Technical Directorates (data providers and implementers). 4. Contractors (implementers).

Axis II: Analysis of the impact of communication on the decision (diagnosis and solutions)

Decision-making process stage	The role and effectiveness of communication (analytical hypotheses)	Possible outcome of the decision
1. Information gathering stage (upward communication)	A. Quality and Quantity of Information from Citizens: Were complaints collected effectively? Was informal communication (social media) faster and more accurate than formal communication (complaints offices) in identifying affected neighborhoods? If technical communication is vague or incomplete, decisions will be based on an incorrect diagnosis, leading to project failure (such as allocating minor maintenance to a network that needs a complete overhaul). B. Quality of Technical Reports: Did the Public Works Directorate provide clear and accurate reports on the cause of the failures (network deterioration, budget shortfalls, previous contractor	If complaint information is not organized, the decision will lead to inefficient allocation of resources (repairing unaffected neighborhoods and leaving the affected ones).

	negligence)? Was there any withholding or exaggeration of technical information?	
2. Alternative Evaluation Phase (Internal Communication).	For coordination between departments: Have consultative meetings (horizontal communication) been held between the financial and technical departments to evaluate the cost of alternative solutions (rapid maintenance vs. comprehensive renovation vs. technological replacement)?	If internal communication is weak or absent, an alternative will be chosen based on individual management considerations, threatening the project's efficiency (choosing expensive or unsustainable solutions)
3. Final Decision-Making Stage	Transparency of the Selection Process: Were the reasons for selecting the contractor, the financing method, and the timeline documented? Was this information communicated to all relevant levels?	Poor transparency and documentation (official communication) open the door to suspicions of corruption or mismanagement, which reduces employee and citizen confidence in the decision made.

Axis 3: Analysis of the impact of the decision on communication (implementation)

Post-Decision Stage	The Role of Communication (Feedback and Implementation)	Possible Outcome
1.Decision Communication Process (Downward Communication)	Was the decision communicated clearly and without confusion to employees and executive units (tasks, powers, budget)? Were citizens informed of a clear and detailed timeline?	If communication is vague, it will lead to slow implementation and overlap in tasks (project delays), which will increase citizen complaints.
2.Implementation Follow-up Phase (Feedback)	Has the municipality established effective communication channels to receive periodic reports from contractors and supervisors? Has a complaints handling system been activated during implementation to assess the project's success?	The lack of effective feedback (upward communication from the field) means the municipality will discover the project's failure or poor quality too late.

The result:

- A 30% reduction in energy consumption, increased resident satisfaction, and an improved municipal image.

- This case demonstrates that smooth, transparent, and participatory communication is an essential tool for effective and acceptable administrative decisions. Without coordination among stakeholders and listening to citizens, decisions would be slow, costly, and poorly accepted..

Conclusion:

In conclusion, an in-depth analysis of the relationship between communication and decision-making confirms that effective communication is not merely a supporting factor, but rather the cornerstone of the quality and effectiveness of decisions in any organization or administrative system.

This article has demonstrated that communication directly impacts every stage of the decision cycle: from providing accurate and comprehensive data in a timely manner (the diagnostic phase), to ensuring consultation and generating rational alternatives (the selection phase), to achieving acceptance and successful implementation of the decision.

Decision failure is often the result of a communication failure, whether due to conflicting information, the absence of feedback channels, or the centralization of the decision and lack of transparency in its implementation. In contrast, open, clear, and multi-directional communication (upward, downward, and horizontal) ensures that a decision is transformed from a mere administrative option into a shared organizational commitment.

Therefore, leaders and management should view investing in developing communication skills and channels as a direct investment in the quality and efficiency of strategic decisions. Sound decision-making is the result of sound communication, and the success of any organization depends on its ability to build strong bridges of communication across all its levels.

A. Conclusions

Based on an in-depth analysis of the relationship between communication and the decision-making stages, **the study arrives at the following main conclusions that confirm the validity of the main hypothesis:**

- Communication is the regulator of information flow: It has been proven that the quality of communication, especially upward communication, directly determines the efficiency of the information gathering and analysis phase, as it provides managers with the field data and diverse opinions necessary to make sound and credible decisions (confirmation of sub-hypothesis);
- Executive legitimacy: The role of communication is not limited to the pre-decision phase, but extends to the implementation and evaluation phases. Clear downward communication ensures an accurate understanding of the decision, which enhances employee commitment and reduces resistance to change;

- Risks of overload: As sub-hypothesis 2 indicated, information overload can pose a challenge, as it confuses the decision maker and delays the selection process between available alternatives;
- The importance of horizontal and diagonal communication: These two types are essential for coordinating cross-functional processes, reducing communication gaps and ensuring that strategic decisions serve the interests of the organization as a whole.

B. Recommendations

Based on the conclusions In conclusion, the study recommends the following:

- Activating upward communication channels: Administrations should establish regular mechanisms to collect opinions and suggestions from lower levels (such as electronic suggestion boxes or open discussion meetings) to ensure decision-making based on a comprehensive view of the field.
- Training in clarity and transparency skills: Managers should be provided with specialized training in formulating clear and concise messages, especially when announcing and justifying strategic decisions to employees and the public.
- Establishing cross-functional task forces: National communication should be encouraged by forming temporary task forces that include representatives from various departments to solve complex problems that require information from diverse sources, thus accelerating the decision-making process.
- Implementing information management policies: Establishing controls to filter and filter information before it reaches decision-makers to avoid information overload.

C. Study Prospects:

To deepen research in this area, the study proposes the following future prospects:

- The role of technology in communication: Conducting studies on the impact of modern digital communication tools and artificial intelligence platforms on the speed and accuracy of the administrative decision-making process.
- Cultural environment and communication: A comparative study on how organizational culture (culture) affects Centralization vs. decentralization) on communication and decision-making effectiveness.

- Nonverbal communication: Exploring the role of nonverbal communication and body language in high-level decision-making meetings and their impact on the outcomes of those decisions.

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