

The Contribution of Internal Communication to the Social Performance of the Company: Case of Moroccan SME

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Abstract

This research focuses on the contribution of internal communication, through its various antecedents, on social performance by integrating human skills and entrepreneurial motivation in Morocco. Given the development of ICT (Information and Communication Technologies), individual and collective behaviors at work have changed, so we faced difficult communication. The application of human resources management is more requested so that it promotes the acquisition of knowledge, their exploitation, know-how, and creativity everywhere to companies, public and private organizations, indeed this application improves the working conditions and the acquisition of global performance.

We have carried out a state of the art on theoretical framework, through which we seek to highlight the contributions of internal communication within the organization on the managerial level. This literature review has allowed us to establish eight hypotheses concerning the delimitation of the concept of internal communication, to determine its purposes and consequently to identify the dimensions of said purposes; with qualitative methodology through its four contributions to the organization, in this case, the commitment, satisfaction, motivation and individual performance that represent a management lever capable of developing a capacity and a performing competence.

Keywords: Internal Communication; Organizational Commitment; Corporate Social Performance; Know-How.

JEL Classification: O1. O15. O35

Paper type: Empirical research

1. Introduction

The company, regardless of its size and sector of activity, operates in a dynamic and complex socio-economic environment and is often involved in restructuring, outsourcing, adaptation, and change operations, which emerge internally and externally to adjust to the permanent evolution of its environment. Being competitive, these two environmental characteristics, in this case, dynamism and complexity, referring to the degree of instability of the context and the rivalry between companies, require the development of new skills and strategies to face the turbulence and recurrent upheavals of its environment.

Preparing for the external environment requires, first and foremost, mastery of the company's internal environment in a process of value creation, coordination, and harmonization between the ultimate and primary objectives of both the organization and its employees. This can only be achieved through the proliferation of an interactive world of exchanges, reactions, and interactions between individuals. In this fact, the relations developed within the framework of internal communication, whether horizontal or vertical in the organizational perimeters animates this intra-organizational environment so that interest is given to internal communication in SMEs. The object of the study, returns, in economic optics, to the place occupied in the national economic tissue in managerial optics, to its characteristics and its controlled perimeter whose management is opposed by the owner-manager. The SME is a proper entity characterized by its flexibility which enables it to be equipped with a capacity to adapt quickly to changes, effectiveness to control the whole of the data of their environment.

These specific incentives for the implementation of an effective internal communication strategy are mainly the lack of resources and the search for complementarity; the decision centered on the owner-manager and the proximity management and the rise of the strategic role of internal communication in SMEs. Indeed, socio-cultural factors influence the employees' reaction and reactivity at work. According to Maslow (1954), the motivation of people at work rests on the satisfaction of a certain number of primary needs (physiological needs and safety), which must be filled before considering other aspects of personal achievement and self-esteem. Indeed, the importance of internal communication to organizational performance in SMEs is revealed in the identification of the individuals and the valorization of their behaviors within the organizations for their contributions to SMEs. It is designed to establish and maintain their reputation vis-à-vis their stakeholders and an increasingly competitive environment (Parsa-Kouhy, 2008). It is also "a set of principles, actions, and practices to give meaning and ownership, to give soul to promote cohesion and encourage everyone to communicate better to promote joint work" (Detrie and Broyez 2001). So, effective internal communication is discerned in the management discipline for its interactive effects on all employees and for the benefits it provides to the organizational entity as a whole. Moreover, the importance of internal communication to the organization is manifested in its impact on social relations between employees and the quality of relations it stimulates (Decaudin, Igalens, and Waller, 2009). In addition, several lines of research, related to communication channels, their efficiencies, the role of the human dimension, the functionality of internal communication, and its contributions to SMEs, from our context, generate the following problems:

How is internal communication conceived and highlighted in the organizational context of Moroccan companies to achieve social performance?

The purpose of our research is to provide theoretical and empirical answers to the above research question. According to Martinet (1990), "management research cannot be satisfied with a strictly explanatory, let alone descriptive, aim. For it would no longer be a question of management, but of sociology or business economics". For Savall (1994), "management research simultaneously has two types of knowledge objects: the current practices of social actors within companies and the concepts, methods, and tools that make this state of practices evolve".

According to this conception, the interest of the subject resides in the fact that our research is located at two levels; on the theoretical level, our objective is to bring out little-explored aspects which are summarized in the importance of internal communication in the measurement of the social performance and how the integration of the components of the key communication represented by the implication, the cooperation, transparency, psychological well-being and trust contribute to the social performance of Moroccan SMEs through work motivation, organizational commitment, individual performance, and job satisfaction. Empirically, the interest consists in presenting our study in the professional life of human resources managers and addressing their concerns. Taking into account the social performance of the company could support the monitoring and application of the components of internal communication. For the approach, we have adopted the steps prescribed by Raymond Quivy and Luc Van Camenhoudt (1995) in "The Manual of Research in Social Sciences". This approach is highly recommended by Roussel et al, (2002). In Management Sciences, initially, we will proceed to a general frame of reference issuing a conceptual and theoretical framing of the main dimensions of the analyzed concepts, and the origin and genesis of the key concept of internal communication and trying to delimit it in the disciplinary field of the management of strategic organizations.

Then, a theoretical framing of the main key variables having a direct effect on the studied relationship between inter-organizational communication and social performance, which are: commitment, motivation, satisfaction, and individual performance at work, and focusing on the main research hypotheses to conceptualize our hypothetical model, questioning thus the position of internal communication in companies and the achievement of social performance of the latter to frame our research, we have opted for eight hypotheses. In particular, the research has been focused on two axes, one is the effect of explanatory variables on the mediating variables and thus we obtain the first four following hypotheses:

- Hypothesis 1: Internal communication has a positive effect on employee motivation in professional environments.
- Hypothesis 2: Internal organizational communication has a positive effect on organizational commitment.
- Hypothesis 3: Internal communication has a positive effect on individual work performance.
- Hypothesis 4: Internal communication has a positive effect on job satisfaction.

Then the effect of the mediating variables on the variable to be explained and thus we obtain the following last four hypotheses:

- Hypothesis 5: Job motivation has a positive effect on social performance.
- Hypothesis 6: Work commitment has a positive effect on social performance.
- Hypothesis 7: Individual performance has a positive effect on social performance.
- Hypothesis 8: Job satisfaction has a positive effect on social performance.

The choices we will make are not neutral concerning the type of research or the way it is conducted. We refer to the work of Thiétart et al. (2003) to affirm that "an important question that he (the researcher) must answer concerns his conception of the reality of the management phenomena that he wishes to study". We thus describe our epistemological positioning, our methodological approach to the collection and analysis of data as well as the techniques mobilized for the processing and analysis of the data, an abduction mode because our objective is to propose new valid and robust theoretical conceptions and then we will make the object of the presentation of the results resulting from our analyses relating to a sample of Moroccan company, to answer our research questions with a manual analysis of the inter cases and intra cases, then the adoption of the Tropes software and finally, in our conclusion we will discuss the theoretical, empirical and methodological contributions and limits of our research. From these limits, we will identify research perspectives, which will be an opportunity to develop new orientations capable of guiding us toward a future continuation of our research.

2. Literature review of the theoretical framework of internal communication

Human capital is now considered the cornerstone of development strategies and management measures adopted by organizations to produce high-added value and considerable wealth. Work is a main activity in the life of individuals and in which they usually spend a large part of their day; this establishes a social environment within organizations constituted by individuals and their interactions that depend mainly on contexts and pre-established objectives to achieve specific goals. For this reason, the quality of life and the experience of employees within organizations are focused on both theoretical and empirical analyses and deepenings to boost individual productivity and consequently overall performance. For several decades, the well-being of employees in organizational entities has been the object of growing interest, framing their psychological and physiological health at work and analyzing all the internal and external factors that can strengthen this psychological and social well-being and avoid their exposure to psychosocial risks, manifesting losses of energy, time and productive capacity. Therefore, human resources managers within organizations are committed to reinforcing values, principles, and social morals, forming an organizational culture, to stimulate the work of the group and thus encourage social and global performance.

However, this organizational culture can only be transmitted through effective and efficient internal communication, depending on the reactions and objectives. At present, communication has acquired a central place within organizations, being a lever of management of organizations, and has been emphasized through the development of several channels and forms of exchange to disseminate the information necessary for continuity and interaction. As defined by Almeida and Libaert (2018), internal communication is "the component of a global system of organization of information flows and exchanges aiming at an informational and relational balance" Thus, internal communication appropriates multiple and diverse purposes, which ultimately agrees on a global performance and a preeminent social welfare Decaudin et al. (2017) highlighting active relational and communicational structures to boost overall performance and promote the social welfare of workers.

2.1. Internal Communication in management science

The company is an organizational structure composed of individuals with diversified competencies and qualifications who operate in an interactive and interrelated manner to achieve the objectives set by the organization's decision-making unit. Because in favorable environmental conditions, this production force contributes mainly to the increase of the output and the improvement of the global performance in the short and long term deduced from Alain Desreumaux (1992). On the other hand, within this framework, the management of the organizations developed a strategic reflection on the dimensions and the sub-dimensions likely to reinforce and consolidate the performance on various magnitudes (such as the economic performance, and performance) through techniques and tools adapted to the organization, including mainly internal communication as a dynamic factor and an inseparable component of the other elements structuring the organizational entity.

Thus, in its simplest version, internal communication to the organization reflects the whole of the principles and the practices which allow a fluid circulation and an interactive transfer of the knowledge, ideas, messages, and information between the individuals of the same organization to carry out the interest building the reasons of being and existence of the company, (Michon,1993). Indeed, the set of information exchanged via transmission channels informs about the nature, process, and level of activity, which are considered necessary for the functioning of the latter to reduce the gap between the current organizational situation and the desired one (Brønn and Brønn,2011), among others. Strategies focused on the development of

individual relationships at work through effective internal communication between staff of the same organization and between the organization and its external environment, via business intelligence and strategic intelligence capable of detecting risks and seizing opportunities, prove to be a response and adaptation to these contextual difficulties (Proctor and Doukakis, 2003; Ely, 2012).

To this end, it is important to distinguish between external communication, which reflects the relationship of the company with its partners and its external environment (competitors, customers, suppliers, state, and consumers); and internal communication, which as its name indicates, is carried out between members of the same organization. This shows that the organization is in a continuous quest to gather the necessary information both internally and externally in its context and by its employees. However, in the organizational sphere, this active communication tool at the internal level transmits, in the first place, information related to the company's strategy, the activities promoted, the means, and the objectives set during a given term or period.

2.2. Origin and Evolution of inter-organizational Communication

The organization is the environment in which the development of internal communication as a functional system takes place, which impacts its theoretical formalization and conceptual framing (Giordano, 2001); Vercic, Vercic & Sriramesh, 2012). As a result, redefining the boundaries of the organization as such will be able to redraw the characteristics of internal communication in fact, internal communication has always been part of the functioning of the company and the organization for its strategic role and its heterogeneous and multidimensional functionalities (Welch and Jackson, 2007). Yet, interest in internal organizational communication as a key concept and as a distinct field of study only dates back to the early 1950s, with a flowering in this topic in the 1990s, which is relatively recent despite its permanent anchoring to organizational structuring and functioning Smith and Mounter, (2008).

Moreover, the examination of its evolution in history shows that this internal function has developed and transformed following the pattern of the evolution of tasks and actions organized within the company and the environment in which it exists. For this reason, many fields of study have been invested in the elaboration of a scientific, professional, and particular vision of internal communication as a field of study, such as organizational and social psychology, human resources, marketing, and many others. Only recently, attempts have multiplied to dissect the nature and impacts of internal communication on organizational effectiveness as a management tool (Jablin, Sias & Putnam, 2001).

The organization, being first of all a production process elaborated to optimize resources and maximize profits, is impregnated with the efficiency emitted by the division of tasks developed within the framework of the company in a Taylorian approach, (1911). This purely technical division of labor reinforced the specialization of tasks, especially with the abundance of medium-skilled labor, and increased the intensity of work while tilting the psychology and the psychic of the human being as well as limiting internal communication to a piece of simple information on the specific tasks assigned to each employee thus optimizing the flow of information to boost production. The scientific division of labor and rationality adopted by this movement of thought, which identified internal communication as a service of the organization, was strongly criticized in the organizational conception developed by the current human relations (Mayo, 1933). This imposes other criteria of selection concerning the motivation of individual performance within the organization to increase the performance of the organization in general, the conceptualization of the term has expanded radically to keep up with the trend of progression and openness to new communication techniques and technologies. The linear and classical process of internal communication has been replaced by an increasingly rapid, focused, and fluid interactional

system, demonstrating an agile adaptation to the determinants and factors of the organizational environment.

2.3. The evolution of the forms and tools of internal communication

The forms of inter-organizational communication are constantly adapting to organizational management models and the different challenges faced by companies in domestic and external markets. Thus, the diversity of the objectives of effective internal communication directly influences the form and type of the latter. Therefore, three main forms of internal communication can be distinguished, transversal or horizontal communication, ascending communication, and descending communication. The horizontal or transversal form of internal communication is realized between the different structures and between the different collaborators of the organization through an interactive exchange, which consolidates the relevance and efficiency related to the circulation of information within the organization, minimizing all the relations of subordination and the classical hierarchy. The ascending form of internal communication is carried out on a scale that goes up from employees and subordinates to the top level. Thus, this form allows exposing the real life of the company as perceived by its internal hierarchical actors to managers and directors to get an idea about reactions, anomalies, expectations, and other elements related to the personnel and productive processes of the organization that have been in favor of the development of effective internal communication.

2.4. The purposes of internal communication

Internal communication has a variety of purposes, which gives it equally varied missions at the organizational level. As a result, and depending on the organizational context, Henreit and Boneu state that "each person has an idea of it according to his or her objectives", this communication acts on the effectiveness of people and, consequently, influences the performance and success of the organization. Thus, internal communication, also called inter-organizational communication with its multiple facets, tends to strengthen the competitiveness of companies and their employees, because it presents a competitive advantage and is competently acquired and must be mastered (Bartoli, 1990). In this sense, the logic on which internal communication is based is impregnated with its purposes, which are, first of all, to allow all workers to identify the strategic vision of the company by issuing information on the objectives, resources, and means available to the latter. As Libaert and D'Almeida (2022) state, "The overall objective of internal communication is to optimally manage the demand/supply of information in the organization"; secondly, this internal communication will tend to create a healthy work spirit and a common corporate culture that provides each worker with a sense of belonging and value as a member of this work community, so the ultimate purpose of internal communication is to strengthen socio-economic performance and social cohesion within the group (Tourish and Hargie, 2009). Thus, the emergence of effective internal communication is in a position to emit values of integration, satisfaction, and collaboration related to work in an organizational whole (Men, 2014); likewise, it contributes to collective participation and the gathering of individual efforts and qualifications to achieve organizational goals and plans framed by a common project and program (Donjean, 2006).

From this point of view, the creation of a strong relational link between the organization and its employees and between all employees, regardless of their level and status in the organizational hierarchy, requires the establishment of a healthy atmosphere in which a panoply of quality criteria reign, such as trust, respect, sharing, reliability of information and many others, which in turn impact and give credibility to their organizing commitments.

2.5. The concept of internal communication and its dimensions

Internal communication can also be considered as organizational communication, the communication between employees within the organization and the different relationships developed within the organization. Thus, internal communication, which is transactional in nature, is often associated with an environment of information exchange in an organizational management process that allows for an interactive flow of communication between the different stakeholders in the organization. Internal communication is adopted as a responsible process of internal information exchange between stakeholders at all levels within an organization. Internal communication is composed of different types of information that include the tasks and roles assigned to each employee, information about team and organizational goals, staff impact and responsiveness, and organizational issues (Smidts et al, 2001). The dimensions of internal communication are varied and can be drawn from this panoply of definitions selected to capture the origin and evolution of the term, but also its characteristics and varied components according to (Johlke and Duhan 2000), internal communication has a multidimensional construct, which is unfolded by four essential dimensions, namely, the frequency of internal communication, the mode of internal communication, the content of internal communication and the direction of internal communication (Duhan, Howell and Wilkes, 2000). However, a dimension is added to this set and reframes internal communication by the quality it emits within the group and between the relationships developed for organizational purposes (Maltz, 2000). The practice of internal communication quality is a requirement to stimulate performance and individual commitment, notably between superiors and their subordinates (Johlke and Duhan, 2001).

Table 1: Dimensions of internal communication

Dimensions of internal communication	Authors
The frequency of internal communication	Farace, Monge et Russell, 1977 ; Keller, 1994 ; Kim & Umanath, 1992 ; Zeffane & Gul, 1993 ; Ganster et Schaubroeck, 1991 ; Maltz, 2000.
The mode of internal communication	Stohl et Redding, 1987 ; Maltz, 2000 ; Johlke & Duhan, 2000.
The content of internal communication	Teas, 1983 ; Mohr, Fisher, & Nevin, 1996 ; Fisher, Maltz et Jaworshi, 1997 ; Johlke & Duhan, 2000.
The direction of internal communication	Farace et al., 1977 ; Johlke et Duhan, 2000 ; Downs et Adrian, 2004 ; BambaCAS & Patrickson, 2008 ; Cornelissen, 2011.
The quality of internal communication	Harber, Ashkanasy et Callan, 1997 ; Maltz, 2000 ; Johlke and Duhan, 2001 ; Downs et Adrian, 2004.

Source: authors.

Quality communication has positive effects on the perceptions and behaviors of individuals within the organization and creates an environment of efficient organizational exchange, which ultimately affects the performance of workers and the organization's outcomes and outputs.

3. Conceptual framework of the model and research hypotheses

The importance of internal communication in the establishment and maintenance of a healthy and motivating work environment in teams and between individuals in a culturally and socially diverse group is relatively confirmed by theoretical approaches and empirical tests that take into consideration the importance of sharing and exchanges for the performance and competitiveness of the organization. Internal communication influences and reinforces trust, respect, credibility,

reciprocity, exchange, sharing, commitment, satisfaction, representation, involvement, performance, openness, and many others, as key values for organizational success.

However, the contexts and conditions in which employees survive also impact their motivation and commitment to work and reinforce their dependence on effective communication that governs their successes and concerns both internally and externally. This is to say that organizational boundaries and limits, which are fluid and dynamic in nature, strongly impact the limits of internal communication that arise between employees in the same organization. And organizational issues are driven by the communication that develops between employees and is accomplished through internal relationships that are controlled and managed by superiors and management within the organization (Sluss et al, 2008).

Internal communication finds itself attached to a set of domains and frameworks of analysis and study that implies that this internal communication is an important function to the organization and the set of human interactions, including the conceptual framing of the dimensions framing the key concept of the research. Internal communication and its various effects and impacts affect the other values developed by the employee, such as organizational commitment, individual performance, motivation, and satisfaction. The objective is to understand and discover the mechanisms through which effective internal communication influences the various organizational structures and how this internal communication improves organizational effectiveness. For this purpose, it is important to highlight the different dimensions that are attached to the conception of internal communication as a key concept in the research to understand its constitution.

3.1 The Concept of internal communication and work motivation

Work motivation translates into positive behaviors and visions for work, which are influenced by internal and external factors that motivate individuals to work effectively daily to complete the tasks assigned to them within an organizational framework as well as to complete the needs and obligations that encircle their works (Pinder, 1998). In effect, the organization functions through its people and each employee contributes to the achievement of predetermined overall goals for integral organizational performance. Thus, the organization determines the strategies and objectives to be achieved and provides the resources and costs necessary to achieve them, and usually expects satisfactory results. However, this could not be operational without the commitment and motivation of the staff, which cannot be imposed, so the staff must be motivated and satisfied in their work environment to proceed voluntarily and enthusiastically in the realization of their work. Therefore, the degree of enthusiasm, persistence, and voluntary commitment is the individual and motivational response of a worker in the execution of his work in the organization.

To this end, motivation in professional environments is defined by (Heyel, 1982) as an element that: "refers to the degree of readiness of an organization to pursue a designated goal, which involves the determination of the nature and location of the forces inducing the degree of readiness", the drive towards the pursuit of the organization's goals is primarily framed by the motivation of its staff, without which there will be a risk of mismatch between goals and outcomes.

3.2 The concept of internal communication and organizational commitment

The concept of organizational commitment has undergone an evolution in its terminology, conception, measurement as well as a definition (Bakker and Demerouti, 2008). Given that the different perspectives of analysis and studies encircling this concept have been conducted in relatively diverse contexts and periods and focused on reverse behaviors to identify the dimensions favorable to a high organizational commitment of employees in their work with the organization (Demerouti and Bakker, 2008). This individual and organizational commitment of

employees certifies the success and competitiveness of companies in the business world and constitutes an organizational advantage so it is essential to note the qualification of the term organizational commitment as discussed by Buckingham and Coffman who postulate that commitment translates to "the right people in the right jobs with the right managers". Furthermore, organizational commitment is the opposite of employee burnout at work. Certainly, this concept also refers to how engaged and attached employees are to their jobs by expressing high satisfaction, motivation, and well-being.

As Kahn admits in his theoretical analysis, organizational commitment is an adaptation of the staff to the roles and the different specificities of the position and the tasks assigned to them within the organization. This requires the presence of the employee on several scales, by getting involved and expressing themselves physically, cognitively, and emotionally. Thus, organizational commitment is defined as a positive state of mind developed and emitted by an employee in the accomplishment of his work as well as fulfillment in the realization of the tasks granted to him within the organization. This sense of work-related commitment, which is shaped by several organizational aspects, is a prerequisite benefit for the success of the company, because it provides, if stimulated and optimized in the sense of positive group psychology, a set of effects on the organizational behavior of employees (Schaufeli et al., 2001).

3.3 The Concept of internal communication and individual performance

Work performance is a concept developed within the framework of several models framing the professional work within the group to dissect the dimensions that adapt to the different organizational contexts and the different aspects and individual perceptions this performance is affected global organizational performance and it is, positively, impacted by a panoply of interactive factors that establish in theory and practice a stable, innovative, healthy and stimulating work environment to the different categories of workers. Thus, the internal environment of organizations in which employees work is a combination of factors and determinants, in this case, physical resources, funding, organizational process, internal communication, hierarchical structure, work characteristics, and many others, which directly influence the performance and adaptability of individuals within the organization to achieve organizational goals.

Murphy and Cleveland (1995) attest that individual performance refers to the set of behaviors and attitudes that are relevant and efficient for the organization in which a person is affiliated. In this sense, Motowildo (2003), defines job performance as "the total value expected by the organization of the discrete behavioral episodes that an individual performs over a given period", individual performance, which turns out to be multidimensional, influence decision making and success within the organizational group and establishes a dimension is well stimulated (Campbell, 1990); (Dyne et al., 2002). To this end, job performance is defined as the art of accomplishing a task within defined limits (Saeed et al., 2013). This job performance is reflected in positive behaviors and attitudes toward the tasks assigned to an employee within the organizational group (Murphy and Cleveland, 1995). In evidence, individual well-being influences job performance along with other elements, such as prospects for higher-level development and the combination of both individual and organizational perspectives (Bhagat, 1983).

Individual performance is analyzed by (Pulakos et al. 2000) to examine the implications of job performance for understanding, predicting, and training adaptive behaviors in the workplace. Eight dimensions of individual adaptive performance in the work context emerge, which are managing stress and emergencies at work, problem-solving, learning procedures and tasks, personal, interpersonal, cultural, technical, and physical adaptability, and lastly, coping with unpredictable situations.

3.4 The Concept of internal communication and job satisfaction

Work has undergone significant intrinsic and extrinsic changes in parallel with the radical upheavals that have shaken the economic, financial, and social world in recent decades (Cappelli et al, 1997). To this end, the individual, within these changes in the workplace, has adapted to actively integrate this process and perform as a stakeholder in the organization to optimize the organization's overall efficiency and performance, and to support active staff engagement and overall performance. Being strategic, the worker must be endowed with job satisfaction and enjoy several benefits that provide this high level of satisfaction in both personal and professional life. In this sense, Locke (1986) states that job satisfaction is a pleasant or positive emotional state resulting from a person's evaluation of his or her work or work experiences Mignonac (2004). Satisfaction is multidimensional because the individual can achieve various degrees of job satisfaction depending on the various aspects surrounding the job. To this end, Katz (1949) invokes four dimensions of employee job satisfaction, which vary according to individual attitudes and morale as job satisfaction is reflected in workers' behaviors and feelings of success and accomplishment in work settings. The presence of an interactive link between job satisfaction, organizational commitment, overall performance, and individual well-being consolidates and reinforces the place and centrality of satisfaction in productive processes Vanderberg and Lance, (1992). In other words, satisfaction refers to a state of mind and a perception attributed by the worker to the real benefits derived from his work and to the expectations initially established by the latter (Durrieu et al, 2001). Multiple research studies have dealt with job satisfaction and have attempted to identify its dimensions, which generally vary from one context to another and from one employee to another. Herzberg (1965) formulated a two-factor theoretical approach to analyze the dimensions and causes that influence job satisfaction and concluded that the employee in his or her work environment faces a dual influence encompassing satisfaction factor (motivator: success, recognition, responsibility, advancement, growth) and job dissatisfaction factors (hygiene factors: working conditions, salary, status, safety, company policies, supervisor-subordinate relationships).

3.5 The Concept of internal communication and social performance

Performance is a multidimensional concept that encompasses a range of indicators measuring the quality and quantity of objectives and goals achieved through efficiency and effectiveness in the use of available resources and the accomplishment of the organizational and entrepreneurial goals and tasks mentioned above.

Social performance is part of a process of socio-economic complementarity that has a multiplicity of objectives depending on the contexts and environment in which it emerges, including mainly the fight against stress, ill-being, and the multiple risks discerned by engagement in a professional environment as well as the establishment of an atmosphere of healthy social well-being, stimulating performance, efficiency and individual and organizational competitiveness. Indeed, the performance of organizations requires a high degree of organizational commitment and satisfaction of workers within the organizations (Brun, 2008).

Thus, the social and solidarity economy to which this concept of social performance refers gives rise to a certain number of obligations and conditions likely to strengthen and consolidate individual performance, This evolution is simultaneously part of a professional framework that responds to the standards and requirements of the market and the work environment, but also of an opportunity (but also of a risk) given to qualified and competent personnel who wish to be part of an innovative and stimulating value creation process.

The human factor, the creator of wealth and added value is centralized in the strategies, actions, and organizational plans with the ultimate objective of marrying the perspectives of individual, collective, and organizational performance with the quality of the work environment within the

company (Kathuria and Davis, 2001). Social psychology indicates that each individual reacts in a particular way to his or her work environment and establishes a certain number of rules that define his or her perception of the work he or she does (Lawler & Hall, 1970). Among others, personal identification and work valuation are the major dimensions of organizational commitment (Roquette, 2006).

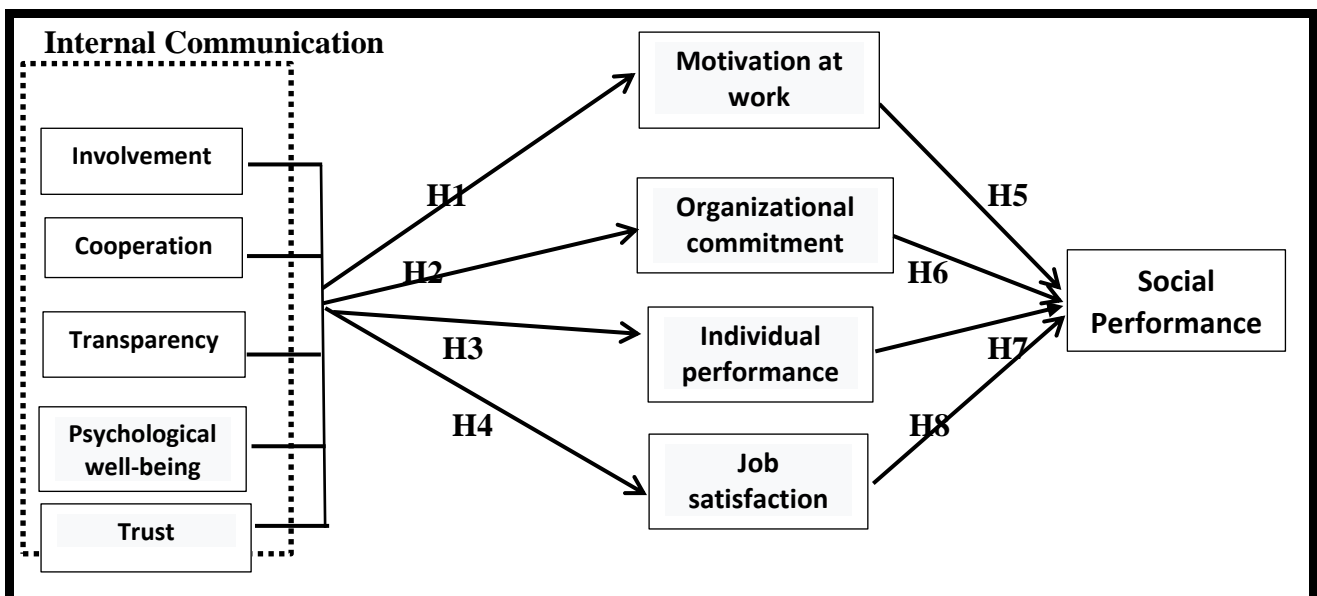
This value of work is thus translated into psychological and social well-being that covers multiple dimensions, feeding on personal experiences and the effects of the personality of individuals (Ryan & Deci, 2001). Well-being is analyzed by Ryan & Deci, (2001) from two global perspectives, the first is based on the hedonic approach, which concerns happiness, satisfaction, pleasure, and bypassing harm and pain; the second is based on the eudemonic approach, which focuses on meaning and self-actualization and identifies well-being as a function of personal growth and the degree to which a person is fully functioning.

The pleasure at work reflects behaviors of satisfaction at work emitted by employees in performing the tasks assigned to them to produce and achieve organizational effectiveness and that social performance in its dimension that relates to the pleasure expressed at work by employees, consists of indicators or sub-dimensions, which are reflected in the mental health of the employee, the quality of interpersonal relationships, job satisfaction, organizational justice at work and finally, psychological well-being at work. The different emotions emitted by employees in the context of a given job relate to the search for pleasure, happiness, satisfaction, and success to stimulate their performance. The management of mental health in an organizational setting consists of avoiding and reducing stress, unhappiness, and its sources to allow the various operational agents to carry out and execute their work in conditions that are favorable to the achievement of the objectives and tasks assigned to each worker.

4. Theoretical model and research hypotheses.

The conceptual model developed to answer the central question of our research work highlights the importance of internal communication to social and organizational performance via a panoply of values developed and acquired by employees during their work and therefore the effects of the explanatory variables on the mediating variables which are, organizational commitment, motivation, individual performance, job satisfaction and secondly the effects of the mediating variables on the variable to be explained, which is social performance.

Figure 1: Conceptual research model



Source: authors.

The objective was to understand the various mechanisms through which passes the influence of effective internal communication on the various organizational structures and of one knew to touch on the effective organizational improvement of Moroccan companies in general and of the small and medium-sized companies (SME) in particular this last category of companies represents the quasi-totality of the number of companies in the Moroccan economic fabric or we are going to test these hypotheses there empirically, Their difficulties of the implication of new methods of communication are for a long time an issue, given that this lack remains problematic although these difficulties represent a major obstacle to the development of the SME and we must show the impact, the advantages, and the applications there.

5. Methodology

Our aim in our empirical part is to test our research hypotheses, to set up our research based on a method and a research process that we wish to implement through our epistemological positioning on the one hand, and the other hand, by basing ourselves on the quality of the analytical measures and the results that come out of them. The choices we will make are not neutral concerning the type of research or the way it is conducted. We refer to the work of Thiétart et al (2003) to affirm that "an important question that he (the researcher) must answer concerns his conception of the reality of the management phenomena he wishes to study". As a result, the response to a research problem necessarily involves a certain epistemological anchoring and the choice of a methodological approach. The objective of our research is to show how internal communication could contribute to social performance in the Moroccan context. Moreover, all academic research, mainly in management sciences, is based on an epistemological position to propose results. This is claimed by the terms of Yin (2003), according to which "to choose a methodology, it is appropriate to start from the research question». The latter will guide the implementation of the strategy of access to reality and, therefore, an interpretative position and a qualitative approach by abduction in the sense that we use on the one hand concepts from the literature review to conceptualize the studied phenomenon and, on the other hand, to make concepts from the field emerge for the conceptualization, these back and forth between the concepts from the literature and the data from the field justify an abductive logic.

5.1 Sample and Administration of the interview guide

We considered the case method to be the most suitable for our subject, as it will allow us to retain the global and significant characteristics of the real life of Moroccan companies, question the organizational and managerial processes, and bring together the individual behaviors of employees (Yin, 2003). By interviewing the main actors of each organization, our conceptual framework thus established is based on a qualitative analysis that relies on a process of sense-making (Paillé and Mucchielli, 2003) and acquired particularities of the data collected with several sequences of back and forth between the research questions, below, through which we have previously explored the field, the theoretical approach and the results obtained. We followed the guidelines of Miles and Huberman (1994) in collecting and analyzing the interview data. The conceptual framework adopted guided us in the selection of the categories of themes a priori and the construction of the interview guide that developed during our investigation. The choice of the studied SMEs was made in a non-arbitrary way to ensure that the selected case studies meet several criteria, the use of owner-managers and/or human resources managers was considered as sources of information to understand the logic and the trend of the studied SMEs. This method is advocated by many researchers for its purpose of collecting information and validating the data collected (Robichaud, 2011; Julien et al., 2011).

Table 2: Characteristics of sampled SMEs and interviewed managers.

	Staffing	CA / MAD	Capital structure	PME activity	Position occupied	Years of experience	During of interview
PME 1	22	100.000	100% Moroccan	Marketing of computer equipment	Site Manager	5 Years	45 mn
PME 2	49	11.535.549	75% Moroccan 25% international	The exploitation of Madragues and red tuna.	RHD	26 Years	1h30 mn
PME 3	80	De 1.000.000 à 5.000.000	100% Moroccan	Manufacture of thermoformed PET packaging, trays, and PET film for thermoforming	HR Manager	7 Years	20 mn
PME 4	68	22.000.000	100% Moroccan	Furnishing, Office Furniture	RHD	20 Years	1h50 mn
PME 5	29	600.000	100% Moroccan	Fertilizer grains, agricultural and industrial chemical products	Site Manager	15 Years	42 mn
PME 6	15	20.000.000	100% international	Import, export, production, processing, packaging, and marketing of rice and certified seeds.	Site Manager	10 Years	1h13 mn
PME 7	20	4.000.000	100% Moroccan	Packaging of fresh and frozen fruits and vegetables	HR Manager	20 Years	25mn
PME 8	200	80.000.000	100% Etranger	Semi-canned anchovies	HR Manager	15 Years	55 mn
PME 9	31	De 100.000.000 à 500.000.000	75% international 25% Moroccan	Agri-Food	HR Manager	15 Years	35 mn
PME 10	50	10.000.000	100% Etranger	Tricotage, teinture et impression de tissus	RHD	5 Years	1h45 mn

Source: authors.

5.2 Data Analysis

In a qualitative study, data analysis "consists of reducing the information to categorize and relate it to each other before arriving at a description, explanation or configuration" (Wacheux, 1996), the information collected is put into written form "verbatim", which represents the raw data of our survey. The transcription is done manually to faithfully record the words of the interviewees. It is a matter of writing down word for word everything the interviewee says, without changing the text, without interpreting it, and without using abbreviations because. According to Auerbach and Silverstein (2003), it is preferable to put them down in writing to make them easier to read and to have a faithful trace of them. Thus, the corpus of data resulting from the qualitative analysis is from five to twelve pages for each interviewee. Before coding the data, we constructed an analysis grid composed of indicators called analysis categories. Their choice is established in advance according to our study objective. The analysis grid is defined before the study to validate the hypotheses and theories to which the survey refers a priori.

This grid is chosen or constructed at the time of the initial framing, modified during the survey, and at the time of the interpretation of the data through a back-and-forth between theory and the field, several techniques can make it possible to analyze the content of discourse; the most common are thematic content analysis, lexical content analysis, and semantic content analysis (Gavard-Perret et al, 2008, and Evrard, Pras and Roux, 2009). Our analysis uses lexical content analysis of our final sample we initiated our content analysis with a thematic approach to identify the most recurrent themes among the respondents. According to Gavard-Perret et al (2008), these themes can be defined a priori, based on a literature review, or emerge from the field. In our case, we opted for the latter approach by making a clean sweep of the literature to generate themes and then conceptualizing them by going back and forth between the identified themes and the literature by our research model. In the second phase, which concerns the analysis of lexical content, we were interested in the vocabulary used and the frequency of appearance of terms.

However, the choice of a technique will depend on the type of qualitative data and the objective sought. As far as we are concerned, we proceed to the intra-case analysis so recommended by several authors, including Wacheux and Yin (1997). The interviews were analyzed vertically for each interviewee, after the calculation of the frequencies and percentages of appearance of the categories and sub-categories of the themes, then the intra-case analysis makes it possible to reconstitute the sequence of the situations, events, and actions from the sequential thread of the history of the subjects studied. Indeed, when the subject tells us about his or her life, he or she does not always follow a chronological order and it often happens that the narration of an event leads him or her into digressions that make him or her jump forward or backward. In this stage, the data collected will be organized according to three main phases: initial coding, grouping, and thematic coding, always referring to our pre-established analysis grid. Subsequently, based on the intra-case analyses carried out beforehand, we carry out an inter-case or comparative analysis to enable us to identify recurrences in the paths of the different cases (Wacheux, 1996); Sanséau, 2005); Ozcaglar-Toulouse, 2008). The inter-case analysis consists of identifying the logic common to the different responses from the results of the intra-case analysis. It should make it possible to highlight the categories of themes mentioned by all the interviewees and those omitted by some.

This second phase consists mainly of carrying out coding, counting, or enumeration operations according to the instructions previously formulated by Bardin (1977). Once the grid has been filled in, we proceed to interpret the qualitative data by following the techniques proposed by Miles and Huberman (2003) by noting the relationships between the data, integrating the various fragments of data to a greater extent, improving their comprehension and by facilitating their description to understand the phenomena and their relationships and to arrive at a coherent interpretation of the data.

Tableau 1: Extract from the thematic codification of the contributions of internal communication

Verbatim	Codes	Theme
« It gives them the feeling of belonging, of commitment, of involvement in the objective of coherence in the workplace. » « Organizational identification and organizational commitment to labor relations. »	Emotional commitment	Commitment to work
« Voluntarily engaging in tasks and activities »	Physical commitment	
« He (the staff) is strongly committed, commitment out of love, because he works with respect, transparency, and trust »	Cognitive engagement	
« Improve their performance through targeted and regular professional training... »	Behavioral performance	Individual performance
« Voluntarily engaging in tasks and activities that are not formally part of one's job »	Contextual performance	
«Manage emergencies or crises»	Adaptive Performance	
« Improving internal skills and work organization.... have optimal performance »	Performance in performing tasks	Job satisfaction
«They are given spots; we do them without control, already engaged, I don't cheat them to cheat me, we work together, kind of cooperation»	Performing work without close supervision	
« Building a cohesive work culture connects staff while making them feel equally important... satisfaction with working relationships »	Improved inter-organizational relations	
«There is an internal communication that motivates the staff, they feel this desire to work ».	Desire to work	Motivation at work
«...certainly, as evidence, when he has a desire to work and the staff has an interest in working »	Interest in working	
« He produces good quality work »	Achievement at work	Social performance
« a happiness to work, to create more and more, to create empathy, joy and beauty »	Pleasure at work	

Source: authors.

6. Results and Discussion

The results of this qualitative study are structured in two main contributions: first, a synthesis of the results from the intra-case analyses, and second, an examination of the synthesis of the results from the inter-case analyses. This examination is centered on the different themes of the interview guide, it allows us to answer the hypotheses of the research and the thematic content analysis of the interviews. The analysis of the thematic content of the interviews was carried out

with the help of the qualitative data analysis software "Tropes". This software is a semantic analysis or text mining software, a good analysis of the initial content of the texts to make a relevant scenario of the context after coding.

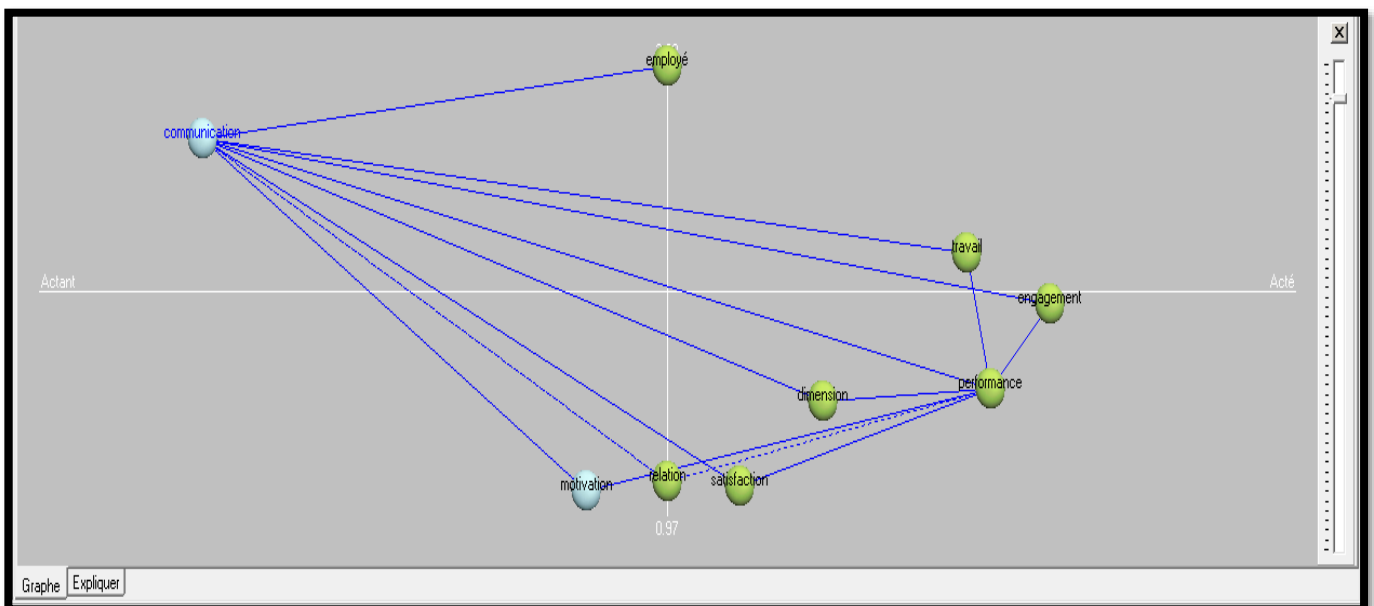
Starting with a manual analysis of the intra-case qualitative terms, the use of a computer tool became important to process our inter-case data, effectively the Tropes software will be able to guarantee and confirm our analyses of the qualitative terms and give them meaning. The percentages are summarized as follows:

Table 3: Results of the analysis of variance of the relative frequencies of inter-case and intra-case

Catégories de thèmes	CAS 1	CAS 2	CAS 3	CAS 4	CAS 5	CAS 6	CAS 7	CAS 8	CAS 9	CAS 10	Absolues (Sous-thèmes)	Frq. Relative %
1. La communication interne	10	16	13	13	11	13	16	19	20	18	149	52,46
2. Motivation au travail	4	3	3	1	3	2	1	2	4	2	25	8,80
3. Engagement organisationnel	4	4	1	2	2	2	2	3	2	3	25	8,80
4. Performance individuelle	2	4	3	4	2	1	2	1	2	2	23	8,10
5. Satisfaction au travail	4	7	6	4	3	2	2	4	4	4	40	14,10
6. Performance sociale	2	1	3	3	4	1	3	3	1	1	22	7,70
TOTAL	26	35	29	27	25	21	26	32	33	30	284	100

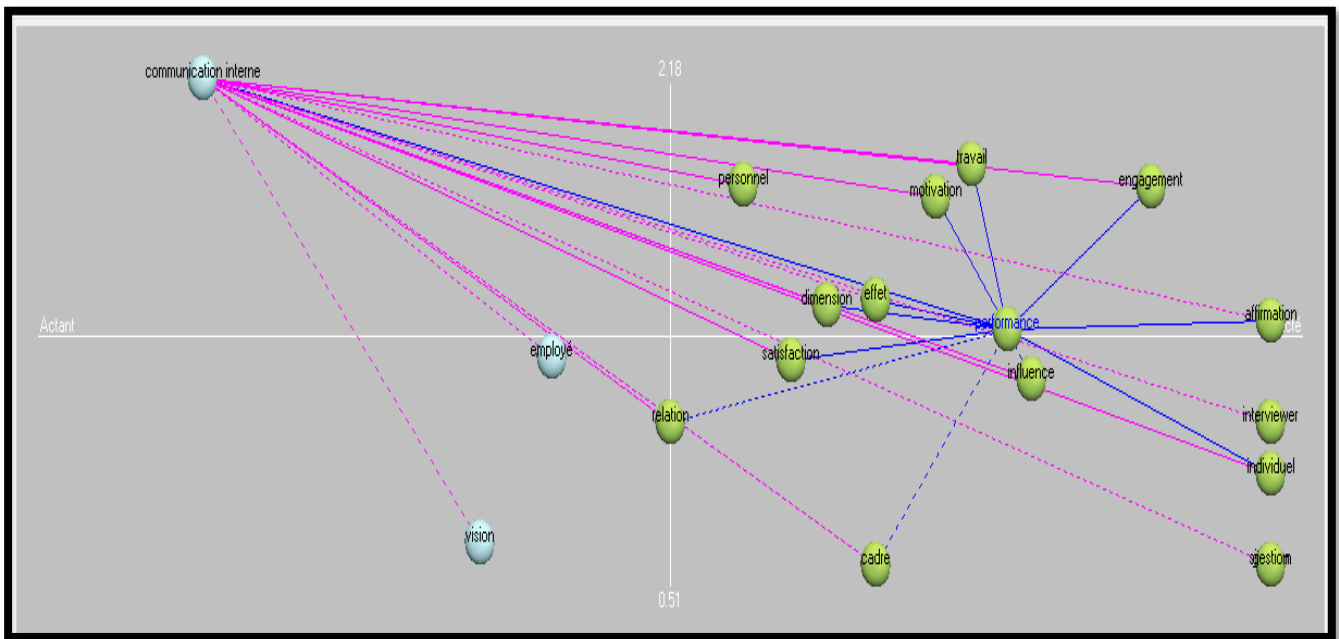
Source: authors.

Figure 2: Diagram of the relationship of words found together in the same order and the same proportion (Contribution of the IC and the SP)



Source: authors.

Figure 3: Confirmatory diagram of the relationship between IC inputs and SP.



Source: authors.

The results show an improvement in the performance of the application of internal communication within the organization, we were able to note a total transformation of the spirit and behavior of individuals who reacted positively to the different variables of our research model; a major responsibility and willingness were detected during the work, being attentive to the conditions of life and well-being of the staff promotes the performance and social performance that induces an economic improvement. It is quite unlikely that two references are found several times, in the same order. Finally, through the analysis of significant extracts and previous scientific and academic research, we can conclude that the relationship between internal communication and social performance has been validated, and most of our interviewees have confirmed it and they have also attested that what is internal communication in a managerial approach and its impact through the delimitation of its concept by the implications of the individuals, in this case of the mentioned mediating variables that impact directly the social performance of the companies "From the psychological well being and an incredible trust between the 2".

It is clear that the cases differ mainly in the diversity of categories, specifically internal communication in terms of frequency, mode, content, size, and quality, and much less in the category of job satisfaction through improved inter-organizational relations. As far as social performance is concerned, it is well expressed with a high level of contact with the staff in all cases, except for case 5 and case 9, which are significantly different and are identified with a lower value, although this approach makes it possible to detect a possible variability in the behavior of the managers interviewed. The level of managers and leaders of these enterprises directly reflects the level of the quality of work and life of the staff and the state of development and social performance of the latter. It is a good indicator of the state of development at the regional level in rural areas. Thus, the assessment of these cases in our study shows that a need for the training plan that represents an emerging plan, that is, established on a good basis of the account of the training needs of the administrative beneficiaries well adapted for perfect management of the human and communicational side, these deficiencies noted have as a consequence to promote the soft skills and hard skills of the whole staff and maintain its delay in development. Cases n°1 and case n°8 have quoted a next vision of these training seen the recourse

to these methods, and the consciousness of its output under another angle, the capacity of these categories of topics is rather influenced by the application of the Moroccan companies of the relations of exchanges of information and councils in the technical and managerial fields.

By going through the practices of internal communication in the samples of Moroccan SMEs, we were able to deduce that the practices of communication through its antecedents which are the involvement, cooperation, transparency, well-being, and confidence intended for the motivation which is positive vision and a desire to work, the organizational commitment which certifies success and competitiveness and the satisfaction represented by the combination of psychological and environmental factors in particular influence SMEs to acquire social performance. Despite everything, the latter remains essential in the aspect of individual performance based on decision-making and success within the group and the environment.

This can certify that the results obtained are similar to the research adapted to the measurement scales used which have been developed in the foreign context and which have been tested in the Moroccan context. These scales have been purified to ensure that social performance successively depends on the presence of internal communication based on absolute motivation, purifying commitment, and satisfaction of the desire to work.

7. Conclusion

Our results underline that internal communication in companies can play the role of the interface to answer managerial problems. As for the answer to the central question of our thesis which aims at the analysis of the position and the highlighting of the internal communication in the organizational context of the Moroccan companies, as quoted in the problem, we initiated hypotheses that allowed us to the end of our research a crossed analysis to deduce the results presented on the organizational level, The internal communication is attached in most of our cases to the department of human resources management and general management, it is obvious as an attachment, it is very well placed, except two cases to have information that represents an advantage of dialogue with employees and reflects the objectives and ambitions of the offers of the latter also it is a way to better understand and exchange with the staff according to their request. We recognize that the analysis of the SME's offer policy through its development strategies, its messages, its image, and its projects, allows a sharing with its collaborators, of the tools it uses to achieve this mission. However, their internal communication does not avoid crises and conflicts because it will not fully satisfy all its staff, but it remains certainly, an essential managerial tool for the management of human resources and the performance and excellence of the company. In addition, we examined the importance of the attribute of work motivation about social performance on the grounds of organizational commitment and job satisfaction, unlike individual performance, where it was considered a complementary attribute that revealed this very important.

In addition to the contributions that can enrich the theoretical and methodological reflection on our research theme, the research conducted in the context of this work also allows us to propose lines of action that HR managers and administrators can implement to develop the CSR policy within organizations, nevertheless, this research has certain limitations that restrict the generalization of the results obtained. The main limitation lies in the operationalization of our explanatory variable. The overcoming of these limitations in subsequent studies could strengthen the rank of future research perspectives on the impact of physical activity and sport on different facets of the company and consequently enrich the developed model. As a conclusion of the present thesis, we can notice that internal communication in SMEs is a privileged means of social performance. To this end, we can consider that the study of the contribution of the implementation of an internal communication strategy in SMEs, which is relatively neglected, is

one of the subjects that deserve to be given more attention by academics in human resources management.

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