



The internal communication strategy its role in managing the organizational conflict in university institution

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Abstract	Article info
<p><i>This study aims to identify the importance of employing internal communication strategy as a conflict management mechanism in the university institution. It starts from its identification of the basic requirements for the formulation of a communication strategy.</i></p> <p><i>The aim of the strategy is to diagnose the state of communication in the organization to identify the defects and weaknesses that hinder the communication process. As well as focusing on the process of good scrutiny of the communication strategy drafting to contain conflicts that hinder the implementation of administrative and pedagogical activities, and functions in the university institution.</i></p> <p><i>The aim of this proposal is to highlight the importance of employing internal communication strategy as one of the modern communication methods in managing organizational conflict within the university institutions. The targeted framework is to maintain the internal stability of the institution and work to unite the efforts of the workers to achieve its goals.</i></p>	<p><i>Received</i> 03/08/2021</p> <p><i>Accepted</i> 03/01/2022</p>
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1. Introduction

As one of the most prominent cooperative organizations, educational institutions strive to achieve understanding and harmony, and function as a homogeneous entity, thereby achieving their objectives and sustainability, especially in the light of educational institutions changes at the level of its organizational structure, which may threaten the quality of its educational outcomes.

Perhaps what most studies and research in the administrative field have agreed on is the importance of the organizational climate within the institution and its ability to establish positive working conditions that will contribute to the achievement of its objectives. The successful regulatory environment works to achieve stability and consistency among its organizational elements by employing various organizational variables that meet the requirements and the needs of individuals within the institution. Perhaps the most important variable is the communication change, which represents the institution's means of conducting the process and the essence of its various activities. Despite its active role in creating social interaction between the elements of the organization, its poor activation may damage various elements of the administrative process such as planning, organizing, coordinating, controlling and directing.

Communication is the reason for organizational conflict between the various actors in the organization despite its importance and its great role in creating social interaction in the institution. The misunderstanding of the communication message and the ambiguity of the objectives may create a lack of agreement and differences of views that affect the performance process. In order to eliminate the intensity of the conflict and the disagreement in the institution, it was necessary to open channels of dialogue between the conflicting parties and seek to solve the conflict by various communication methods. One of the most important methods of communication is the communication strategy which is used to control the organizational behavior of individuals. Constructing a communication strategy may contribute to reducing the severity of the conflict in the institution, through which the institution seeks to involve the employees in the strategy for the purpose of making decisions and benefiting from it.

2. Problematic:

The topic of communication within the educational university institution attracted the attention of many researchers in the field of management and organization due to its effective role in solving numerous problems faced by the university institution at the level of its organizational construction. This made the communication as the institution's means to achieve its objectives, especially in light of the competition witnessed by the educational institutions and the changes in its organizational construction due to the technical development, which became imperative that must be kept up to improve the educational

process in order to achieve academic output of high quality. Thus, the lack of effective communication within the educational institution influences the nature of communication relations between the various actors, which contributes to further misunderstandings that may occur as a result of the lack of clarity or disagreement on certain instructions that would cause differences of views. This may result internal conflicts that lead to poor implementation of

activities and functions, or disruption in some activities as a consequence of misunderstanding and conflict about the common objectives and interests.

The poor activation of communication may create problems and disturbances that threaten the stability of the organization internal environment despite its importance as one of the organizational variables inherent in its activity, and the main pillar of the administrative process of managing and organizing tasks and activities. In addition to its ability to achieve understanding and harmony between workers and employees by building strong human relationships based on trust and respect among them. This negatively affects its functional performance, as the internal environment of the university educational institution (like other institutions and organizations) faces internal conflicts between its various actors: students, faculty members, workers, employees, and even heads of departments and deans of colleges. This negative reflection represents in a conflict of ideas, which is usually conducted during official meetings organized by the university institution with faculty and student representatives. The aim of the meetings is to discuss educational programs and student's concerns in order to reach a common agreement that serves the general interest of the university institution. The conflict of ideas creates an atmosphere of tension at the levels of social relations within the organization.

The difference of views on the causes of this conflict has made the variable of communication prevailing in the organization as one of the most important causes. The misunderstanding of the communication message, the inflexibility of communication and even the ambiguity of the communication objectives may lead to an overlap in the work, which may result in a conflict between the elements of the organization, and thereby reducing their motivation for action. However, "conflict is not a threat per se, it is an imperative that must be found in the institution, and this is what most administrative school researchers have agreed on. Hence, the risk of conflict lies in its mismanagement which in return requires new strategies and methods to manage it." (Al-Awiwi, 2012-2013, p 3).

Therefore, the internal communication strategy is one of the communication methods used to address and manage the conflict in the institution. Its goal is to achieve the objectives of the institution general policy by adjusting the organizational behavior of individuals and making it positive behavior in accordance with the policy. Since the conflict is always linked to communication behaviors, it was necessary for the university institution to develop a communication strategy. This strategy would formulate clear communication

objectives, in which it seeks to remove the ambiguity that may affect the communication message transmitted among the members of the organization in order to avoid misunderstandings. The differences would only impede the institution's basic teaching functions, which is one of the main pillars of the society development.

Based on the above and regarding the importance of the organizational conflict in the institution and its impact on the communication format, the current research attempts to identify the ability of early diagnosis of the internal environment in the university institution about the management of organizational conflict. The research also aims to identify the mechanisms on which the communication strategy depends to achieve the objectives of the university institution. From this point, the problem of the study can be identified in the following main question:

How does the internal communication strategy contribute to the management of organizational conflict in the university institution?

To answer this problem, the following sub-questions can be formulated:

1. What is meant by the communication strategy and the management of organizational conflict in the university educational institutions?
2. Does the diagnosis of the communication state in the university institution contribute to reducing the severity of the organizational conflict?
3. Does the involvement of employees in decision-making reduce organizational conflict?
4. Does the clarity of communication objectives reduce the conflict gap in the university institution?

3. The objectives of the study

- To reveal the importance of internal communication strategy in its early diagnosis of the communication state within the institution, and its role in reducing organizational conflicts in the university institution.
- To recognize the importance of involving the employees in decision-making as a conflict avoidance mechanism to ensure the good conduct of various educational activities.
- To detect the clarity of communication objectives as a mechanism to reduce the severity of conflict.
- To highlight the influence exerted by closed communication channels in increasing the conflict in the university institution.

4. The importance of the study

- The study derives its importance from the overlapping relationship between its variables, which are the internal communication strategy variable and the organizational conflict variable. The communication strategy is considered one of the topics not addressed, especially that most of the previous studies and literature dealt with administrative strategies in conflict management, while the subject of communication is one of the most important causes of conflicts in the institution.

- One of the theoretical importance of the study is that it highlights one of the most important communication methods that institutions rely on to achieve their objectives by controlling the

behavior of the employees and workers, and guiding them to achieve the objectives of the organization's policy.

- The practical aspect of this research also contributes to the development of a communication plan to address conflicts that may occur within the organization, which will hinder the functions and activities of the organization, through which it works to find solutions that will reduce its severity and thus try to absorb the anger of workers to maintain the internal stability of the organization.

- The results of this study are expected to contribute to the development of conflict management methods in university institutions, by highlighting the most important stages of the internal communication strategy to reduce the severity of organizational conflicts.

- This study may be a reference on which the university institution can rely in order to improve its communication system and build good human relationships to maintain the internal stability of the institution.

Research Structure: To answer the study's questions, the research was divided into four axes:

The first axis: a theoretical conceptual input

❖ Study concepts.

❖ Communication strategy and organizational conflict management within the university educational institutions.

The second axis: the diagnosis of the communication situation and its relation to conflict management in the university institution.

The third axis: the importance of involving the employees in decision-making as a mechanism to reduce organizational conflict.

The fourth axis: the clarity of communication objectives and their importance in building the conflict management communication plan in the university institution.

The first axis: a theoretical conceptual input

1. Identifying the concepts of the study:

1.1. The strategy:

The dictionary of modern concepts of strategic information and communication defined it as "plans and means that seek to address the overall situation of a conflict or problem in order to achieve a goal that cannot be implemented without design and planning". (AL-Abdullah, 2014, p40)

1.2. The communication Strategy:

It is known as "a set of scientific studied and organized steps of a special nature integrated with the steps of strategic administrative planning for all sectors of the society to achieve integrated goals that serve the future direction of both the institution and its audiences." (Bohala, 2011-2012, p22)

It also refers to "important factors and assistance in the process of identifying ways and means to contribute to the performance and implementation of the overall strategy of the institution and is considered a support factor for it". (Adwan, 2004, p71)

1.3. The strategy of internal communication:

Nasser Daoudi defines it as "the art of management, harmony and development of the various forms of communication within the institution in order to meet the objectives of the public interest. Its realization goes through the development of human and social relations among the material persons who make up the institution on the one hand, and between them and the institution on the other, it includes all the symbols associated with its history, culture, values, field of reference and also the means of its common transport." (Adwan, p 72)

- The internal communication strategy that we refer to in our study is the various procedures and communication plans that are relied upon to deal with internal conflicts, resulting from misunderstandings or disagreements about the business practice and the performance of administrative and pedagogical tasks that occur at the level of the organizational structure of the university institution. It is employed after the diagnostic phase that determines the nature of the conflict in the university institution, as it works to identify methods and ways that reduce the severity of the organizational conflict, which in turn contributes to creating an organizational environment that meets the requirements of good performance.

1.4. The literal definition of conflict

Al-Azhari defined it as “dispute, fight, quarrel, discord which have a common denominator, namely the animosity between two groups.” (Salem, 2013, p11)

The term conflict also relates to misunderstandings and differences of interest from a particular social, political, intellectual or even religious background from which conflict arises. (Adjal, 2017, p3)

1.5. The organizational conflict

“It is the dynamic situation resulting from the necessary social interaction in organization, which is between two or more individuals or groups at the formal or informal level, and reflects the state of tension and stability that people face within the organization.” (Qasimi, 2004-2005, p10)

- As for the concept of organizational conflict in accordance with our procedural use in this study, it means the conflict that takes place at the level of individuals, which is every dispute or disagreement of ideas that occurs between faculty members, students and heads of university departments about the process of educational work; from a study program, the distribution of pedagogical tasks, the promotion program, and other things that lead to the destabilization of the communication relationship between the actors in the university institution, which influences the effectiveness of achieving the goals.

1.6. The management of organizational conflict

It is known as: "The process by which conflict is dealt with and confronted by choosing the appropriate method after understanding the causes and dimensions of the conflict." (Al-Faqawi, 2017, p 9)

- As for the management of the organizational conflict according to our procedural use is the sum of the plans and communication procedures that are employed within the framework of a communication strategy studied by the university institution to deal with the conflict according to its nature and unity.

2. Communication strategy and the management of organizational conflict in the educational university institutions

Researchers in the field of management agreed that conflict is an old phenomenon found with the emergence of man. Differences, disagreement and individual disparity are one of the causes of conflict at the level of groups to which individuals belong. Moreover, the nature of the human being makes him always in contact with others. As a result of interaction, there is a difference in ideas or opinions that may result in conflicts that vary according to the nature of the subject matter. The conflict has not been limited to the level of

individuals, but has extended to various fields and institutions, where the subject of conflict has been an important aspect of educational institutions. Its current goal is to manage it in accordance with systematic mechanisms and strategies in order to reduce its aggravation.

Most of the researchers in the field of management have emphasized the inevitability of conflict in the organization, where many studies indicate that the occurrence of conflict is usually related to the culture of the organization, especially those related to the organizational values of the institution. Hence, the ambiguity of values for the worker or the employee of the educational institution creates disagreement on certain organizational and administrative matters, which constitute internal conflicts between the employee and the administration, and inevitably affect the level and effectiveness of performance. This leads us to talk about the importance of the element of communication and its role in clarifying the philosophy of the institution, by employing the various communication methods adopted by the university administration to inform its employees and students of the values and objectives of the institution, and work on its achievement to develop scientific research and raise the university institution to the ranks of international universities.

“The pattern of communication used and the adopted communication networks contribute significantly to reducing the organizational conflicts resulting from misunderstandings caused by the lack of instructions clarity or administrative and pedagogical decisions. The policy of open communication with the internal and external audience of the institution would facilitate the process of conflict management, improve its effectiveness and reduce fights and conflicts that occur at the level of their internal organization, and to take advantage of their results if possible.” (Ebadi, 2019, p 30)

The working environment in the university institutions, like other institutions, has witnessed internal conflicts as a result of misunderstanding or disagreement over the implementation of administrative and pedagogical tasks that have naturally affected the good conduct of their educational activities and administrative functions, which necessitates intervention by the university administration to manage the conflict and reach a solution that satisfies the conflicting parties.

“The nature of the university institution as an open format on its social environment made it interact with the latter with its various data, which is why the institution is working on the development of a communication strategy that takes into account the data related to the external environment in addition to the information and means of the private institution as information sources that contribute to providing a platform for building a communication strategy.” (Dliou, 2003, p 90-91).

The second axis: the diagnosis of communication status and its relationship to conflict management in the university institution

The work environment is one of the factors contributing to the good performance of the organization. The success or failure of the organization is linked to the availability of a positive work environment that motivates employees to perform their activities in a way that achieves their objectives. The early diagnosis of the internal environment reveals strengths, creates opportunities for performance development and eliminates the conflicts that may face the organization. As the analysis of the environment contributes to identifying weaknesses that are one of the internal environment components of the organization, which may influence the effective implementation of its activities.

The nature of complexities and changes experienced by the university institution at the level of its internal environment as a result of its direct and indirect interaction with its surroundings makes it vulnerable to conflicts and fights that may create instability, which leads to the obstruction of its activities and affects the outcomes of higher education quality. This leads us to talk about the importance of the strategic analysis in the internal environment and its role in raising the level of academic performance.

This role can be achieved through careful examination of various educational activities, strengths identification and weaknesses remedy to improve the outcomes of the university education. Successful university administration relies on strategic planning that identifies appropriate strategies for managing the various conflicts faced by the institution in order to ensure internal stability, which is a key factor to achieving its educational objectives. It also relies on diagnosis as an important tool for examining various activities and functions related to the internal environment. It includes “the philosophy and objectives of the institution, laws, regulations, students, faculty members, the organization, the administrative body, curriculum, teaching methods, exam, evaluation systems, budget, finance, financial resources, buildings, physical equipment, databases, information, scientific research and other key variables on which the appropriate conflict management strategy is developed in the organization.” (Al-Zanfali, 2012, p 113)

The diagnosis of communication also helps the university administration to collect information and the necessary data about the status of communication in the institution. Furthermore, it try to identify the source of the conflict to address it in accordance with a strict scientific strategy. Studies also indicate the importance of the audit element as one of the contributing factors in the diagnosis where the audit process is the tool of communication strategy, through which it aims to achieve the objectives of the institution policy.

The process of auditing also contributes to the detection of weaknesses that cause conflicts in the institution. Many studies have confirmed that the continuous audit process of the institution activities and functions reveals the weaknesses and strengths that may avoid making random decisions in real time.

The third axis: the importance of involving the staff in decision-making as a mechanism to reduce the intensity of organizational conflict in the university institutions

Excellence has become the title of many organizations success especially university institutions, and a demand that must be achieved especially in light of the competition experienced by the business environment as a result of the technological revolution effects. Which left new concepts that educational institutions had to keep up with and adapt to, and made them reconsider their administrative and academic system in an attempt to keep pace with technological development by providing the necessary material and moral possibilities. Their aim is developing mechanisms that increase workers' productivity, and improve the quality of the educational process to achieve competitive advantage in the field of scientific research.

The new orientations resulted by the technological revolution in the field of management have led economists to reconsider the traditional management methods used in institutions in general and educational institution in particular. Economist also tried to adopt modern management methods geared towards investments in the human resource (employee, worker, faculty member, students) as a strategic partner in the decision-making process.

This process is an important step in developing the spirit of belonging to the organization and enhancing the confidence of workers with their employers, thereby contributing to a stable working environment that reduces the intensity of regulatory disputes that may usually occur between the employer and the subordinate. The new trend of modern management towards caring for the worker or the employee in the institution has reaffirm the mankind element and its importance as a human being influences and be influenced by its surroundings, and has changed old concepts that prevailed around it which affected his psychology and career performance. This trend has also emphasized the importance of human relations in achieving harmony and stability for the institution, where many studies ensured its importance in achieving excellence and development for the institution and its role in raising the level of performance and productivity.

The nature of the university institution's work “as an educational institution where university education is one of the main pillars” (AL- Harahsha, 2017-2018, p 1) has made it face various challenges at the level of its internal environment, namely improving its academic programs and developing mechanisms of action to improve the process of electronic education and its embodiment in reality. In order to achieve its objectives, the university's administration had to be open for dialogue and discussion with its employees and workers. The administration discusses the most important stages to be followed to achieve its objectives, and listens to the opinions of the various members of the university institution (employee, worker, faculty member, students) in order to discuss pedagogical programs and the ministry's decisions about the application of distance education. This can be done through holding regular meetings and seminars and identifying the most important

concerns that prevent the achievement of the objectives set by the administration of the university institution.

The process of open or participatory dialogue is a mechanism that contributes to reducing the severity of conflicts that may occur as a result of the lack of understanding or non-application of the employer or the boss instructions. This is due to the ignorance of its content, which makes the communication strategy one of the most important communication methods used by the institutions to provide employees with adequate and accurate information about the organization's future objectives and plans.

The institutions provide communication activities such as seminars, workshops, meetings, and special events such as conferences programmed by the university administration to clarify the institution's policy and objectives at the beginning of each new university season, in an effort to achieve effective e-learning by intensifying workers' efforts to activate it and digitize the university institution. Successful administration must involve employees in making decisions by opening channels of dialogue and communication and listening to the ideas of employees, and expressing their opinions about the activities of the institution, as well as informing the employees of its policies and objectives and unifying the efforts of the employees to achieve its goals. The model of participatory administration has become a reality imposed on organizations to work towards their goals, where participatory leadership contributes to the creation of good human relationships between the leader and his staff, and emotionally containing them and contributing to their importance and position in the institution. (Bouamama, 2009-2010, p 127).

The fourth axis: clarity of communication objectives and their importance in building a communication plan to manage the conflict in the university institution

Many studies have been exposed to the variable of organizational conflict and its manifestations within the institution in an attempt to find solutions to deal with it and manage it strategically through adapting it in favor of the institution and working to contain it, where many researchers agreed that the effective use of communication plays an essential role in addressing the conflict, and the use of some specific communication strategies leads to a constructive and practical conflict management process. Communication also plays an essential role at every stage of the development of the conflict by identifying the most important concepts which the debate is taking place, and choosing appropriate ways to deal with the conflict levels (Mhasna & Al-Adamat, 2019, p 19). "This confirms the existence of an interaction and integration relationship between communication and conflict in terms of the direction of each other and their causal relationship. The importance of the relationship between them shows that the conflict may contribute to the opening of new channels of communication that facilitate the exercise of communication efficiently. On the other hand, we find that communication in its various forms is the only means of expressing the

conflict, in addition, effective communication may contribute to the reduction of conflict in the institution.” (Al-Ikab & Samer, 2017, p 51).

Despite the role played by “good communication at all stages of the conflict development, it does not guarantee a lasting easing or solution for the conflict, while weak communication may exacerbate and increase the conflict” (Mhasna & Al-Adamat, p 19). This requires taking into account the importance of precisely identifying communication targets during the formulation of a communication strategy. The purpose of communication and communication strategy may be determined in accordance with the overall strategy of the institution resulting “a long-term objective, or may be determined according to a circumstantial need, meaning an objective for the relatively medium term. The objective may be the result of exceptional developments in the institution, both at the level of its internal environment and at the level of its external environment. In this case, the objective of the communication policy is to adapt and respond to an emergency development.” (Shukarker, 2018, p 19-20).

1. The importance of communication objectives clarity in university institutions:

The objectives of the university institution are considered targets that the institution seeks to reach. The objective is not randomly developed, but is carried out through the process of organized planning based on scientific and methodological foundations, and based on a set of data and prior knowledge about the status of the institution and its policy. The formulation of objectives may be a (long-term) strategy such as the university institution's pursuit of leadership in the field of scientific research.

This objective includes a set of sub-objectives, which are mainly to improve academic communication and encourage it between students and professors as a sub-objective that serves primarily the strategic objective of the university institution to rise to the ranks of international universities. These objectives are formulated on the basis of a strategic vision that the university institution seeks to achieve, and is implemented in accordance with an effective communication strategy that works to inform the public (students, professors, administrators) of the nature of its objectives in order to unite their efforts towards it and work to activate the necessary mechanisms to achieve it. From another point of view, (short-term objectives) are developed, which are usually exceptional objectives formulated in the context of exceptional cases, in which they aim to solve some of the problems that may occur within the organization, such as setting some objectives to address the problems that students, professors or even the staff may face in the course of their work and their administrative and educational activities, through the development of communication plans to deal with conflicts and crises that may occur as a result of misunderstandings or disagreements on certain administrative and pedagogical matters to maintain Stability of the institution and ensure the continuation of its educational activities.

The clarity of communication objectives contributes significantly to the building of an effective communication plan that works to achieve the strategic objectives of the organization. The more the organization's position is internally stable, the more it helps the public to implement the goals. The process of setting the goals is an important step in the process of building a successful communication plan, its success and effectiveness depends on the clarity, realism, measurability and ability to translate the objectives of the organization according to the existing possibilities. The clear objectives reflect the strategic vision of the institution and contribute to guiding the efforts of the internal public to achieve it, “while the lack of clarity allows the actors (the internal public) to interpret and create their own values and standards. To eliminate this, they must have all the elements within the establishment to answer their questions and interests through the distribution of fair, sufficient and accurate information. The absence of communication about any project will make it monolithic, i.e. its objectives are specific to the superior level and does not mean all levels of the establishment.” (Ben Zarrouk, 2005, p 224)

2.1. Stages of formulating the strategic objectives of communication:

The strategic objective is the target to be reached by the medium- or long-term communication strategy. After prior analysis and review of the organization's communications and their evaluation, the strategic objectives of communication are formulated from those analyses (modifying weaknesses, enhancing strengths), taking into account the following points:

- Starting from the organization's strategic objectives (as a reference).
- Identifying the conditions and possibilities necessary to achieve the goals.
- Formulating the objectives related to communication that allow the organization to achieve its goals.

Therefore, the identification of strategic communication objectives is formulated in a way that allows them to achieve consistency and integration with the general strategic objectives of the organization. (Hamani, 2012, p334)

2. The communication plan and its relationship to conflict management in the organization:

A communication plan is one of the basic requirements to be used to manage organizational conflict within the institution. As the institution works to develop a communication plan to address problems

that can occur at the level of its internal environment. Based on the direction and choice adopted by the organization, it sets out a communication plan aims to implement the planned objectives, which are included in the requirements of building a communication

strategy that is applied according to systematic communication plans. Based on the stages of formulating a communication strategy that essentially answers a set of questions: Where do we want to reach? How do we reach the goals? The communication plan is developed in accordance with the stages mentioned earlier. The organization must first make the initial diagnosis of the internal communication situation and work to check the communication process (sender, message, means, and receiver). Then, analyzing the necessary possibilities so that the data obtained will help build a communication strategy according to the requirements of the communication goal that has been identified in advance. The communication planning is subject to the organization's perception of communication and its nature and size. On this basis, the approaches that are consistent with the communication objectives are placed.

5. Conclusion:

Conflict in educational institutions reflects instability and balance, which often arises as a result of poor communication and lack of access to information for various actors within the organization. This has made the use of a communication strategy necessary to manage the conflict and work to reduce it, where the communication strategy plays an important role in controlling organizational behavior within the organization and guiding it in a way that achieves its objectives. It activates communication channels to remove misunderstandings resulting from a lack of information flow between different organizational levels, which leads to different perceptions due to blurred communication objectives.

This creates a state of internal tension and affects the nature of human relations in the institution. By studying the requirements of employing an internal communication strategy as a mechanism for managing organizational conflict in the university institutions, we have deduced the importance of early diagnosis of the internal environment. The diagnosis is considered as a mechanism for identifying weaknesses within the communication and administrative process that would create internal conflicts between the various actors in the institution. Our readings of previous studies showed the importance of employing a communication plan to reduce the manifestations of conflict in the institution by using various means of communication. The aim is to activate channels of dialogue with the conflicting parties for the purpose of reaching satisfactory solutions for all, within the framework of maintaining the internal stability of the institution and working to develop the team spirit, in addition to encourage it to achieve the goals of the institution.

In the light of the above concepts of conflict and communication strategy, we put forward some of the general recommendations that we consider appropriate to be taken by the department of university institutions for conflict management and containment as follows:

- Working on developing communication plan within the general strategy of the institution that aims to manage internal conflicts.

- Early diagnosis of the communication status of the institution to find out the most important problems that affect the communication message and work to solve it.
- Checking all communication, administrative and organizational processes.
- The need to diagnose the causes of the conflict and know its sources before developing the communication plan to manage it.
- The need to involve employees in formulating the objectives of the institution as a mechanism to reduce the escalation of conflict.
- Activating communication channels and organizing regular meetings to identify the needs of workers and work to achieve them.

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