

**ICT as a tool of the internal communication management:
A factor of cohesion or digital discrimination?
Case study: Intranet usage at the Tunisian Public Company**

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Abstract:

At the beginning of the 21st century, the global community finds itself in a new era, that of Information and Communication Technologies (ICT). Indeed, this is not just a technological phenomenon, but rather a societal one, as specialists in the field describe it. In this new landscape, the profit-making or non-profit company, public or private, finds itself called upon to adapt to technological changes so much so that we are talking about the “cyber enterprise” (Jacques & Christian, 2000) and the e-management. The changes have also affected the communication function, which aims to build a radiant image, satisfy customers and ensure a good internal climate.

In this article, our scientific concern is to find out how the Tunisian Post Office, a public company, can take advantage of the introduction and use of ICT (Intranet) in communication management, without this choice being a source of discrimination and undermining the company's internal climate?

Results pointed out that ICTs, and in particular intranet represent a good tool among other ones (74%), that facilitates interactions and serves as a motivation and integration matrix of cohesion. But intranet is not accessible to all, being limited and unequal (86%) it is rather a source of discrimination that alters the atmosphere inside the enterprise. In this trend, one should beware of « technicity myth » as the means itself cannot create any dialogue. This depends on other factors inherent to internal communication, a project, a shared culture...etc.

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Introduction

In this digital age, with globalization, structures in almost every area is influenced rapidly by developing and changing information and communication technologies. It is impossible for communication to remain insensitive to these developments and changes.

This massive and unrestricted use of ICT, which has affected a wide range of professions, specialties and fields of research, has prompted reflection on the future of corporate communication practice.

In fact, structural and organizational changes have taken place in management and communication methods. It is a new way of communicating, interacting with others and establishing a new relationship with time and space. Slowness has been replaced by exponential speed, thanks to the dematerialization of information into digital form. But it's not just the private sector that uses ICT to drive its development strategy and achieve growth rates. The public sector must also strive to set up a communication system that encourages the free and fair circulation of information between the organization's staff, to guarantee genuine sharing of information and knowledge.

Otherwise, ICTs become a source of dysfunction, segregation and discrimination, with one category of staff having access to the technology and using it, while another has neither access nor the necessary knowledge. Doesn't this risk to create a certain social divide, as a direct or indirect consequence of the digital divide ?

Our article will focus on the introduction of ICT by the company in the management of its communication with its staff, the organization's primary audience. In other words, we will be looking at how Tunisian companies can successfully use ICTs to get their messages across, and to circulate information easily throughout the hierarchy. The use of ICT by staff must be carried out in a spirit of cooperation and without discrimination.

Our article also aims to shed light on the conditions that need to be met for internal communication to serve management. The aim is to motivate staff,

reinforce the corporate culture and sense of belonging, and promote a radiant, coherent image both internally and externally.

The application of our problem to the case of the Tunisian Post Office is, it seems to us, of great importance insofar as the study will enable us to identify the orientation and strategic aspects to be respected in the practice of internal communication towards a better use of the intranet, a tool for communication and cooperative work, without harmful impact on the internal climate of this public company which presents itself as the second largest employer in the country (over 9000 agents spread throughout the national territory).

Research question

Due to constant technological advancements, there are rapid changes in the usage of information and communication technologies (ICTs) in organizational communication. ICT have invaded our daily and professional lives. Internally, the intranet, as a technological platform for the circulation of information and a new tool for social and professional dialogue, has made a strong entry into the practice of corporate communication.

The impact of the intranet's arrival on corporate communication practices remains dependent on its use by company staff. Indeed, the use of the intranet will directly or indirectly determine whether this technological tool for communication and cooperative work becomes a factor of social cohesion, motivation and creativity, or whether it discriminates between employees. In the latter case, negative effects could be felt.

The aim of our research is, among other things, to study whether the company's rush towards the intranet can be understood as a simple, unreflected trend, or rather as a conscious, rational, useful and well-argued choice to appropriate this tool and put it at the service of its internal communication strategy ?

To carry out this work, I started from the following question relating to the case study of the intranet of the Tunisian Post Office: **Are the introduction of ICTs as**

a tool of the internal communication management within the Tunisian company, and their usage by staff, a factor of cohesion or digital discrimination?

This Study seeks to answer the following questions:

- 1- How have ICTs been used to promote new internal communication practices and enrich corporate culture?
- 2- What are the communicational and organizational implications of introducing ICTs into the modernization and innovation process of Tunisia's public enterprise?
- 3- What is the real added value of ICT in communication management within the company ? What is its nature and scope?
- 4- How do management and communications work together to enable La Poste Tunisienne to fulfill its role of informing, listening to and dialoguing with its internal public?

Hypothesis

In order to answer the questions at the heart of our problematic, we have set three hypotheses:

1. ICTs favor information sharing, develop interactions and reinforce teamwork inside the Tunisian Post. They serve as an integration motivation matrix for the staff and thus represent a social factor of cohesion.

2. ICTs demand formation and improvement trainings, and thus are not available to all, so they constitute a source of social discrimination that alters the atmosphere inside the enterprise

3. ICTs constitute a tool of communication and management inside the Tunisian Post that might be both a cohesion factor and a social discrimination. This depends on the ways and uses adopted by the enterprise staff.

Literature Review

This literature review will first focus on research that examines the role of Internal communication in the company management process and its impact on strengthening social dialogue and employee loyalty to their company.

The paucity of scholarship on internal communication within the public relations domain is a glaring lacuna that ought to be addressed. Communication is a central concept for organization and management theory (Thompkins, 1987) and much of the nascent research on this topic has emerged from scholars of organizational communication (Goldhaber, 1993; Jablin & Putnam, 2001; Jablin, Putnam, Roberts, & Porter, 1987) and organizational psychology (Drenth, Thierry, & de Wolf, 1988; Lowenberg & Conrad, 1998; Schein, 1988). Researchers of human resource issues see communication as a management tool (Heron, 1942; Fitz-enz, 1990; Lachotzki & Noteboom, 2005) while those interested in marketing perceive employees as internal customers and therefore have developed internal marketing to interact with employees (Ahmed & Rafiq, 2002; Dunmore, 2002; Gummesson, 2000).

The scholarship that exists on this subject in public relations views employees as internal stakeholders and so it has developed internal public relations (Seitel, 1989) or simply internal relations (Cutlip, Center, & Broom, 2006). Internal communication is an essential element of change management (Carnall, 1999; Clarke, 1994; Deetz, Tracy, & Simpson, 2000; Kanter, Stein, & Jick, 1992; Durig & Sriramesh, 2004).

Some empirical studies conducted in Europe and the USA applied communication among contemporary organizations (Lurati, Aldyukhov, Dixius, & Reinhold, 2010; Swerling et al., 2009; Zerfass, Tench, Verhoeven, Vercic, & Moreno, 2010) report that internal communication is among the top five responsibility areas of public relations and communication management practitioners. We find that in practice, internal communication is emerging as a specialization as evidenced by practitioner books on internal communication that have gone into multiple editions in a short span of time (Quirke, 2008; Smyth & Mounter, 2008).

In the same direction, Kalla (2005), identified four domains within Internal communication: business communication (concerned with communication skills of employees), management communication (focused on management skills and capabilities for communication), corporate communication (focused on formal communication), and organizational communication (addressing more philosophical and theoretically oriented issues). Integrated internal communication encompasses these four aspects.

Cornel, (2013), highlighted the importance of using Reporting in the Internal Communication Process of the Company. Reporting allows the setting of interactions between two or more persons. Although reporting uses verbal and non-verbal communication, it sets the accent especially on: language, accent and body posture. The structure of reporting allows connections to be made between

behaviour and environmental factors. Reporting leads to an improvement of internal communication because by obtaining information from the environment leads to bringing verbal and non-verbal communication to an optimal level and thus, the communication process becomes optimized.

In a descriptive study, Diana-M., C., and Cristina L., (2013) examined whether Knowledge-based organizations are constructed on intangible assets, such as the expertise and the values of the employees. As a consequence, motivation and professional excellence of employees are the main objectives of management teams. For this type of organizations, considered as true “knowledge systems”, the employees represent the most valuable resource that is not motivated only through financial means, but also through internal communication, autonomy or social rewards. There is no tradition to defend through negotiation the working conditions of employees, thus it is important for managers to use the best practices, in order to increase the employees’ loyalty. They conducted a qualitative research concerning the quality of professional life of employees in five sectors of knowledge-based services: advertisingmarketing, IT, banking and finance, research and development, and higher education; 15-20 employees from each sector were interviewed. Some of the questions referred directly to trade unions and affiliation, and also to internal communication.

On the other hand, Marie M., and Leyland P., (2000) study the relationship between Intranets and employee communication considering this technology as an activity of Public relation behind the firewall. For them, the new economy, or knowledge-based era, not only brings with it additional challenges to the employee communication process, but also inspired solutions. To maximise the benefits for their organisations, communicators must become comfortable working with the new technology, progress up the technology-adoption curve, learn to balance tech with touch, and be prepared to deconstruct previously held models of communication.

After a thorough literature review, Grunig (1992, p. 575) concluded: “In spite of all of this research, however, we emerge from this section with little theoretical understanding of how internal communication makes organizations more effective”. However, in the two decades since he made that statement, several scholars have provided empirical evidence on the positive relationship between internal communication and organizational effectiveness (Hargie & Tourish, 1993; Dickinson, Rainey, & Hargie, 2003; Quinn & Hargie, 2004; Robson & Tourish, 2005).

Theoretical frame and approaches

Organizational communication: Definitions and Scope

The theoretical frame territory to which we have referred consists in the choice of the organizational communication approach, apprehending ICTs as a tool of the communication management within the company, a structure of production and sociability.

This approach provides a precise understanding of the social and communicative functioning of the organization, through the use of ICT. As a social entity, the organization can in fact be a public or private company, an administration, a local authority or an association.

This is the paradigm of organizational communication. This paradigm has become an integral part of the fields of investigation of Information and Communication Sciences. This field of research integrates, often allusively, theoretical contributions from sociology, economics, management sciences, psychology and psychosociology, and linguistics (Bouillon, Bourdin, Loneux, 2007).

For a long time, this discipline was the preserve of professionals, communications managers, consultants and other experts, emphasized Catherine, L. and Bertrand, P. (2009). For them, organizational communication is emerging at a time when the enterprise is at the heart of how our societies function. But at the risk of appearing to be swept along, more or less voluntarily, by a "managerial drift".

Cuel and Ferarrio (2009) define organizational communication as a discipline/entity that studies and majors with the relationship between process of communication and organizational settings. They say it has two main purposes which is for the people to understand how organizations are formed and shaped by communication process and secondly to learn how the communication acts of individuals are influenced by organizational life. There are rules and regulations, a vision, culture and aims and objectives found in every organization that govern the running and functioning of business on a daily basis. These determine how people interact with each other in the Organization.

Rogala and Bialowas (2016) state that there is a misconception of organizational communication as only referring to just the transferring of information from

sender to receiver. They go on to quote (De Ridder, 2003) who is of the suggestion that organizational communication has two objectives which include informing employees on what they are supposed to do and the organizational policies and also allow the construction of an organizational community.

The culture of any organization is determined by the structure that it adopts. Communication also assists in coming up with an organizational structure. The transmission is define as part of culture in that communication in organizations differs with the type of organization and every organization has its own culture.

For their part, James R. TAYLOR and Pierre, D. (2001) note that organizational communication involves a practice, tools, internal or external communication strategies and concepts. They also add that when we talk about organizational communication, we're referring to the way in which organizations :

- interact, exchange, enter into relationships, communicate with various publics (customers, shareholders, business partners, etc. (external communication) and staff (internal communication) ;
- seek to enhance or improve their image, promote their products or services (advertising, marketing)
- wish to defend their interests (lobbying) and strengthen their relations with certain players (public relations).

According to Pierre, D. (2011), within the field of organizational communication, five paradigms could be described as structuring this field of research in France from 1990 onwards. For our case study, we opted for the Socio-technical paradigm, based on the analysis of transformations in information systems and product and knowledge production systems in the information and communication technology environment. This approach, developed in France around Anne Mayère, initially drew on a dual tradition: that of information economics and that of ICT usage (Jouët, 2000).

Uses and gratifications theory

Similarly, in order to better answer our initial questions inherent to our research question, I have adopted the Uses and gratifications theory[†]. This approach proposes that audiences are active participants in the communication process. They choose media texts to gratify their own needs – such as the need for information, personal identity, integration, social interaction or entertainment – to understand why and how people actively seek out specific media to satisfy specific needs. Early thinking about communication theories focused on what the media does to people.

This theory Uses and Gratification researchers maintain that the best way to find out about media use is by asking the audience because they are “sufficiently self-aware” to explain their reasons for using media texts. According to this theory, texts are open and audiences are active. In fact, the Uses and Gratification theory suggests that audiences actually have power over the mass media.

The studies of Katz and his colleagues laid a theoretical foundation of building the uses and gratifications approach. Since then, the research on this subject has been strengthened and extended[‡]. The current status of uses and gratifications is still based on Katz's first analysis, particularly as new media forms have emerged in such an electronic information age when people have more options of media use.

The internet, the same for the intranet as a new means of communication, provides a new and deep field for exploring Uses and Gratification theory. It has three main categories of gratifications: content gratification, process gratification, and social gratification[§].

- Content: Uses for the Internet include the need for researching or finding specific information or material, which are gratified with content.
- Process: Users gain gratification from the experience of purposeful navigating or random browsing of the Internet in its functional process.

[†]Explored by Elihu Katz and Jay Blumler in a 1974 collection of essays titled *The Uses of Mass Communication*, concerns itself with what people do with the media.

[‡]Ruggiero, Thomas E. (February 2000). Uses and Gratifications Theory in the 21st Century. *Mass Communication and Society*. 3 (1): 3–37.

[§] Stafford, Thomas F.; Marla Royne Stafford; Lawrence L. Schkade (Spring 2004). *Determining Uses and Gratifications for the Internet*. *Decision Sciences*. 35 (2): 259–288

- Social: Uses encompass a wide range of forming and deepening social ties.

In our case, I have resorted to this theory as a platform for analyzing the impact of the intranet on communication management within the Tunisian Post Office, its uses and its appropriation by the company's employees in order to support collective work and create a shared information and communication space that could foster internal cohesion and group spirit.

In other words, what is the impact of intranet on users and how do the latter master this tool of communication and information that is both formal and informal? Diverging from other ICT effect theories that question "what does ICT do to people?", the Uses and gratifications theory instead focuses on "what do people do with ICT ?".

Methodology : Research methods and techniques

The human sciences distinguish between two research methods: quantitative and qualitative. For our purposes, we will use quantitative methods because of their advantages in terms of data collection and analysis. The aim of quantitative methods is to collect measurable and comparable data. This data collection can be based on exhaustive enumeration techniques (census) or other procedures such as questionnaire surveys, which also enable a large number of data to be analyzed.

Our approach is based on a quantitative research method, using a sociological survey (the questionnaire) of 100 executives (with a level of education of Bac + 4 or more) working at the Tunisian Post Office and belonging to the population of employees connected and others hoping to be connected to the company's intranet.

The research also used the technique of direct observation before and during the sociological survey. This technique has the effect of orienting our field of interest and gathering information complementary to that offered by the questionnaire.

1-Research technique: the questionnaire

For that purpose, we started from an intranet case study of the Tunisian Post based on a sociological probe carried out with a representative sampling of senior staff as they are best connected to intranet and use its functionalities in their different tasks.

Caring for a keen image, we have based our sampling on two categories of employees according to chosen criteria called control variables (sex, age, connectivity, place of work): those connected to intranet, inside the cited enterprise, and others hoping to i.e. between users and non-users of an important means of communication, and cooperative work.

2-Sampling techniques: the quota sampling

The Sampling techniques are used to target a sample for empirical testing. A sample is a part or subset of a parent population (François, 2003), knowing that the parent population corresponds to all individuals with specific characteristics related to the study objective.

Quota sampling is a purposive or non-probability sampling method where selected subjects are based on certain mutually-exclusive criteria. This means they only qualify for one category and thus cannot be included in more than one subgroup. Researchers note participants' known traits, such as gender, age, and income level, then divide subjects into the appropriate categories.

From there, researchers use convenience or judgment sampling to gather enough data from each subset to meet a quota. Once this data has been collected, it is used to make a generalization about the population as a whole. However, it is important to keep population percentages in mind to make sure sample numbers correctly reflect the overall group.

Among the non-probability sampling techniques used, we opted for the quota sampling technique, a frequently encountered empirical method which has the advantage of being faster and less costly than the random survey. The aim is to ensure that the structure of the sample exactly reproduces the structure of the parent population according to certain pre-selected criteria, known as control variables (gender, age, connection, place of work, etc.).

Thanks to this technique, the sample constitutes a photo-reduction of the parent population, and the conclusions drawn from this sample can then be extended to the entire population.

3-Sample size :

Once we've chosen a sampling technique, we need to determine the sample size, i.e. how many units we'll find in the sample.

We have chosen to survey executives working for the Tunisian Post Office, our case study. This population is in fact the most likely to be connected to the intranet and to use its services and applications, given their position in the ladder of responsibility and the nature of the tasks entrusted to them. To this end, we decided to survey 100 managers who were already connected to the company's intranet, and others who hoped to be.

But how do we determine our sample size?

a - We have subdivided the parent population, that of the executives of the Tunisian Post Office (3329 executives including 1973 males and 1356 females), into two strata:

⇒ Stratum 1: executives connected to the intranet.

⇒ Stratum 2: executives not connected to the intranet

b- We collected the number of employees in each stratum:

⇒ Number of connected executives: 1000

⇒ Number of executives not connected: 2329

c- We have chosen a sample size (100 executives), and therefore a sampling rate: $n = 100$, and since $N = 3329$, the sampling rate is $= 3\%$.

d- Applying this rate to each stratum, we will therefore interview 30 connected executives and 70 non-connected executives.

Indeed, the representative sample of our sociological survey is as follows:

Connected executives			Not connected executives		
Men	Administration headquarters	Administration regional	Men	Administration headquarters	Administration regional
	09	09		21	21
Women	Administration headquarters	Administration regional	Women	Administration headquarters	Administration regional
	06	06		14	14
Total :			Total :		
30			70		

4-Access to carry out the survey :

As for the way in which the questionnaire was conducted, we didn't really encounter many difficulties, thanks to the facilities offered by the staff of the

Tunisian Post Office. We surveyed central government departments as well as working structures at regional level.

The survey took place over the course of December 2012 to ultimately obtain the envisaged responses. Data processing and results formulation were carried out using SPSS (Statistical Package for the Social Sciences) software for statistical analysis.

It should be remembered that the parent population, that of the executives of the Tunisian Post Office, is made up of 3329 executives, 1973 of whom are male (60%) and 1356 female (40%). The number of connected executives is 1000 and that of non-connected executives is 2329.

We have thus chosen a sample size of 100 executives spread over the Tunisian territory. Applying the rate of 3%, we will interview 30 connected and 70 non-connected executives. The survey yielded 100 responses (rate of 100%).

Definition of research terms

To place our subject within a theoretical framework, I try to define the basic concepts that arise in our dissertation: "*Information and Communication Technologies ICT*", "*Management*", "*Internal Communication*" and "*Organization*".

1 – Information and Communication Technologies "ICT" :

At first glance, it seems useful to us to clear up a terminological ambiguity concerning the notion of "Information and Communication Technologies" (ICT). In fact, the term "new", when applied in the context of information and communication technologies, is at best "*a pleonasm and at worst a filler, especially when we think of the Internet and all related technologies*" (Mohamed, 2004).

In fact, ICT are not a recent phenomenon, contrary to what the fashionable expression suggests. It's a world that results from the fusion of three families of technologies: computing, telecommunications and the digital processing of sounds and images.

ICT are defined as a "*diverse set of technological tools and resources used to communicate, and to create, disseminate, store, and manage information*". The term ICT refers to forms of technologies that are used to create, store, share or transmit, and exchange information. This broad definition of ICT includes such technologies as radio, television, video, DVD, telephone (both fixed line and

mobile phones), satellite systems, computer and network hardware and software; as well as the equipment and services associated with these technologies, such as videoconferencing and electronic mail (UNESCO, 2002).

ICT are also used in the sharing and capturing of information. Information is the values that come out or within the outcome of any process. It refers to a new message or knowledge about a certain thing. It is a message received and the new meaning that the message provides (Huvila, 2015). Isazadeh (2014) is of the opinion that information has the capacity of providing people with power, awareness and knowledge

ICT include cloud computing, hardware, transactions, communication technology, data and internet access. In fact, the main aim and importance of ICT is to allow multiple people to communicate at the same time, in short mass communication. ICT as the name suggest are there to assist and enable the communication process. In our everyday lives ICT are of great importance too. Before looking at their uses in the society, they are even more important to the organization (Becla, 2012). In light of all the uses of ICT in communication (education, health, tourism...), it is clear that for any organization to stand and continue to operate there has to be effective communication taking place within the organization.

ICT has been defined by different commentators; many of such definitions focusing particularly on the 'newer' computer-assisted, digital or electronic technologies, such as the internet of mobile telephony. Some, however, do include 'older' technologies, such as radio or television. Others even do include the whole range of technologies that can be used for communication, including print, theatre, folk media and dialogue processes. Some focus only on the idea of information handling or transmission of data. Others encompass the broader concept of tools to enhance communication processes and the exchange of knowledge (Greenberg, 2005; Weigel and Waldburger, 2004).

So, ICT include, but are not limited to, radio, television and the means required to connect to them, landline telephones, cell phones, personal or other computers and the Internet, as well as all the types of networks used in companies, such as Intranets, Extranets, local networks, etc.

2 – Management :

From the "Oxford" online dictionary, the the management is the “*activity of running and controlling a business or similar*”^{**}.

Management is a wide and interdisciplinary study of solving complex problems and making strategic decisions as it pertains to institutions, corporations, governments and other types of organizational entities. It is the administration of organizations, whether they are a business, a nonprofit organization, or a government body. It is the science of managing resources of the business.

Management includes the activities of setting the strategy of an organization and coordinating the efforts of its employees (or of volunteers) to accomplish its objectives through the application of available resources, such as financial, natural, technological and human resources^{††}.

Management is reduced to the following main functions: marketing, logistics, finance, organization through the quality management, information system management and human resources management. The human factor gradually became a theme of management research. From the 1920s, Mary Parker FOLLETT^{‡‡} introduced it into the managerial thinking.

However, like all human endeavors, management cannot be an exact science. It is both art and science, calling on innate, intuitive and personal qualities, as well as a body of theoretical knowledge.

3 - Internal communication :

It took a long time for companies to take the "human factor" into account in their development policies. Internal communication has matured in management in the form of group dynamics inspired by Karl Lewin, of which transactional analysis and neuro-linguistic programming courses are the current and lively continuators. But what is internal communication ?

In fact, modern organizations have overlooked their internal communication structures, but sufficiently giving more attention to their external communication environment (Hume, 2015; Omilion-Hodges & Baker, 2014). Internal

^{**}In : <https://www.oxfordlearnersdictionaries.com/definition/english/management?q=management>

^{††} In : https://en.wikipedia.org/wiki/Management#cite_note-1

^{‡‡} Mary Parker FOLLETT (1868-1933), an American management consultant and pioneer of organizational theory from a human relations perspective.

Communication plays an important role in the daily survival of any organization (Bharadwaj, 2014). The different communication networks that exist within this organization are the formal and the informal communication. The formal communication is the official structure of the organization following a chain of command. The formal communication can be grouped into the downward, the upward and the horizontal communication.

Similarly, in order to understand internal communication and its field of action, we cite the three components of this branch of corporate communication as indicated by Patrick d'HUMIERES^{§§}: "*the three constituent dimensions of internal communication are information, animation and image*" :

- employee information, enabling them to grasp the reality of the company's social and economic offering,
- hierarchical leadership, which structures the relationship through which the employee's activity is carried out,
- The state of the brand image, which conveys a sense of value between the staff and the company.

Internal communication is an interdisciplinary management function integrating elements of human resources management, communication and marketing, but at the same time, it is a part of the organization's communication function that is simultaneously managerial and technical. However, internal communication is an independent research field (Ana, Dejan & Krishnamurthy, 2012).

According to Onwunali (2006), the structure of an organization's communication reflects the structure, the growth, and the pattern of the society it serves. Internal Communication (according to Bekele, 2017) is the communication that exists within an organization and between employees. This type of communication can take any shape like face-to-face communication, emails, SMS, letters etc.

As an organizational function, internal communication is gaining in importance, meriting a special issue on the topic. This importance is evident in many recent efforts among practitioners in Europe and the US to seek recognition of this field as an independent domain. It is among the fastest growing specializations in public relations and communication management. Its rise began in the 1990s in the US and spread thereafter to Europe growing strength in the new millennium. A host of factors such as globalization, deregulation, and economic crises brought

^{§§} Humieres, P., (1993), Management de la communication d'entreprise, Paris, Ed. Eyrolles, , p.117.

with them permanent restructuring, downsizing, outsourcing, mergers and acquisitions and other kinds of more or less creative destruction.

Indeed, Internal communication thus appears to be a collective human construction, i.e. a response by the "actors-in-situation" to the problems of the situation.

4 – Organization :

According to the definition proposed by Dictionary Cambridge, an organization is “ a group of people who work together in an organized way for a shared purpose”^{***}.

To talk of an organization is to refer to a, “socio- technical system, where people are brought together to achieve a common goal (or set of goals) and whose behaviour is determined and circumscribed by the organizational structure adopted” (Rogala and Bialowas, 2016).

In its simplest form, an organization is a person or group of people intentionally organized to accomplish an overall, common goal or set of a goals. A social unit of people that is structured and managed to meet a need or to pursue collective goals. All organizations have a management structure that determines relationships between the different activities and the members, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks.

Indeed, Organizations are an open system that affect and are affected by its environment. Organizations have major subsystems, such as departments, programs, divisions, teams. Each of these subsystems has a way of doing things to, along with other subsystems, achieve the overall goals of the organization. Often, these systems and processes are defined by plans, policies and procedures. Organizational members often work to achieve several overall accomplishments, or goal, as they work toward their mission.

Companies, groups, associations and other types of structure can be referred to by the generic term "organization". The organization combines and associates human and material resources and the most appropriate means to achieve its mission and goals. Organization is the antonym of anarchy, chaos, disorder and disorganization.

Classically, organizations are characterized by the following features, as described by Philippe B., (1985) :

^{***} <https://dictionary.cambridge.org/dictionary/english/organization>

- Division of tasks: this aspect requires precision and duration.
- Distribution of roles: each member of the organization is assigned a task, or even a role.
- The authority system: whose purpose is to ensure that the individual's behavior matches the goals set by the organization.
- The communications system: designed to put individuals in touch with each other in a variety of ways (top-down, bottom-up, horizontal, etc.).
- A contribution-retribution system: specifying what members should contribute and what they should receive.

Results and discussion

Besides, on the basis of our empiric inquiry, we can draw out a certain number of significant remarks concerning the studied enterprise, and which are the following:

1. The large majority of the executive board thinks that intra communication is fairly poor and unfavorable, precisely the whole system of information and communication prevailing in the enterprise. This is characterized by a vertical communication, from top to bottom, largely based on oral supports and different written notes, for them, intra communication should prevail, the majority of interviewees consider that their enterprise takes more interest in the transmission of information than the other objectives such as the participation of employees in decision making or their integration in team works.

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Moreover, although they believe that the internal communication function should occupy a prominent place in the company's scale of priorities, the majority of respondents felt that the Tunisian Post was more interested in transmitting information to the detriment of other objectives: employee participation in decision-making, individual support for the workgroup...

This situation can be explained by the absence of a clear strategy for internal communication within the Tunisian Post. A strategy that goes beyond the information of the employees. In other words, it is not enough to disseminate information, it should convince to adhere and to act on influencing behavior.

The company, in our case, is focusing its communication efforts for customers at the expense of its staff. Under the effect of competition from banks, the major concern is rather the promotion of services and marketing products (cash withdrawal card, money transfer, electronic payment ...).

2. Besides, the majority of interviewees think that internal communication should be part and parcel of the other types of communication such as the handling of Crisis and external communication that form global communication.
- 3 - The large majority of senior staff sees ICTs as a new means that replaced old practices and professional values by a range of new values based on rapidity, instantaneity, and reactivity.

But the evaluation of the state of facts revealed that access to ICTs was uneven and rather discriminating among them, instead of being equally diffused to be in coherence with the objectives of intra communication that guarantees social cohesion inside the enterprise. On the other side, these tools can become a hindrance. The effect depends on the initial objective in internal communication.

4. The interviewees consider that the intranet may replace the individual inside the enterprise by favoring its diffusion and motivation as it allows each one to have access to the common patrimony of the enterprise. Thus, the intranet can largely preserve the social cohesion inside the enterprise and introduce a new spirit of exchanges, interactivity, and instantaneity.
5. However, access to the intranet is unequal inside the enterprise. A thing that is deplored by non connected junior staff. This dichotomy was a matter of hot debates among employees who consider that access to the intranet means autonomy and being part of an avant-garde « **virtual community** »^{†††}, espace d'échanges de savoir à distance.
6. It was also stated that the intranet was used for personal matters such as transfer of documents, emails, wishes, congratulations... Sometimes, such a misuse forces some enterprises to enact a charter to regulate it, a thing that doesn't exist in the Tunisian Post.

^{†††} Expression attributed by Sandy Stone (1991) to the group of pioneers who designed one of the first Bulletin Board Systems (BBS), the CommuniTree. Quoted by BRETON (Philippe) and proulx (Serge) in "L'explosion de la communication à l'aube du 21ème siècle", La Découverte, Paris, 2000, p. 299.

The intranet between usage and appropriation

7. The inquiry revealed that intranet appropriation and usage must be based on mutual efforts that must be undertaken in parallel by :

- The enterprise itself in setting formation sessions and actions to sensitize connected employees. A useful step as access to ICT is tightly linked to the mastery and integration of these modern tools in their different tasks.
- Users themselves should be adequately tutored to better accept the changes and be familiarized with them.

These are the results of our research. They confirm the hypothesis that ICTs, and in particular intranet represent a good tool among other ones, that facilitates interactions and serves as a motivation and integration matrix of cohesion.

But intranet is not accessible to all, being limited and unequal it is rather a source of discrimination that alters the atmosphere inside the enterprise.

In this trend, one should beware of « technicity myth » as the means itself cannot create any dialogue. This depends on other factors inherent to internal communication, a project, a shared culture...etc.

Conclusion : ICT usage...for more communication, cohesion and conviviality.

In this research work, we have tried, to study the impact of ICTs on communication management inside the Tunisian enterprise, and find out whether employees consider these technologies as factors of social cohesion or discrimination in their professional milieu.

In other terms, we have proceeded to determine if the rush towards ICTs Inside the enterprise was seen as a simple fad or a conscious and useful choice in order to fruitfully use these means, master them and implement them in the internal communication strategy !

From this viewpoint, the use of intranet Inside the enterprise as a means of communication should be enhanced by a charter called « **usage code** » whose role is to:

- set a notice for its adequate and good use

- associate the staff in its implementation
- boost the use of ICTs and integrate them in the employees' value system

In terms of communication the charter should comprise the following:

- The impact of intranet on communication, inside the enterprise as a tool of cooperation, to inform, motivate, make employees more concerned, reinforce dialogue, boost teamwork and social cohesion.
- Its impact on its use by helping users better master this tool for its appropriate use.
- It is however evident that intranet should fit in with different strategies of deployment, integration, formation and awareness, clearly set and well formulated.

Thus, ICTs adoption in internal communication management, must help to improve the atmosphere for more communication, cohesion and good spirit

ICTs should also target other aspects inherent to what is called « **loyalty effect** » which consolidates employees ties with their enterprise, especially among the young generation. This implies communicational efforts to bring the staff together for a strong culture and a faithful workforce. : « ***This is undoubtedly the main purpose of communication inside the enterprise of the third millenium*** »^{†††}.

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