

Ecole des Hautes Etudes Commerciales



End of Cycle thesis for obtaining the Master's degree in Commercial Sciences

Option: Human Resources Management

Theme:

**The organizational climate and the well being of
employees at work: what is the relationship?**

Study Case:

Lafarge Ciment Oggaz & Sanofi Aventis Algeria

Elaborated by:

Serine Nourhane BENIDIR

Kaoutar MOFFOK

Supervised by:

Mrs. CHERFOUH Meriem

7th Promotion

September 2020

Ecole des Hautes Etudes Commerciales



End of Cycle thesis for obtaining the Master's degree in Commercial Sciences

Option: **Human Resources Management**

Theme:

**The organizational climate and the well being of
employees at work: what is the relationship?**

Study Case:

Lafarge Ciment Oggaz & Sanofi Aventis Algeria

Elaborated by:

Serine Nourhane BENIDIR

Kaoutar MOFFOK

Supervised by:

Mrs. CHERFOUH Meriem

7th Promotion

September 2020

Abstract:

It is commonly believed that “happy employees are productive employees”.

Organizations in the 21st century are faced and exposed to more challenges than ever before, finding solutions and strategies that ensure an equilibrium of how to develop, foster and promote the culture of a positive organizational climate and providing a healthy, safe and, so far as practical, pleasant working environment, ensuring the well being of the Human Resources who play a pivotal role in the success of every organization, all that while maintaining the higher level of performance. Highly-engaged employees can help the organization respond to changes in the environment, the changing workforce and the rivalry.

The impact of work and the overall organizational climate on employee health and well being has been a topic of growing interest for more than 30 years. The awareness grew to make it a strategic business solution.

Keeping all that in mind, our research study is a preliminary attempt that aims firstly to broaden current knowledge on the matter of organizational climate and the well being at work. Secondly, we wanted to examine and analyze the association between the two above mentioned concepts. More precisely, we want to determine if the organizational climate is a functional factor that can lead to well being at work. Furthermore, through our qualitative/quantitative investigation, we sought to observe the characteristics of the samples representing each of the two multinationals respectively “Lafarge Ciment Oggaz & Sanofi Aventis Algeria”. Results of our analysis revealed that the inherent three dimensions of the organizational climate concept (quality of the physical environment, quality of relationships with colleagues, quality of relationships with manager) influence the level of well being among employees.

KEYWORDS: Organizational Climate, Human Resources, Well-being at work, Motivation, Physical environment, Relationship with colleagues, Relationship with managers.

Résumé:

On estime généralement que "des employés heureux sont des employés productifs".

Les entreprises du XXI^e siècle sont confrontées à plus de défis que jamais. Trouver des solutions et des stratégies qui assurent un équilibre entre la manière de développer, stimuler et promouvoir la culture du climat organisationnel positif et la création d'un environnement de travail sain, sécurisé et, à la limite, agréable, assurant le bien-être de leurs ressources humaines, dont le rôle est crucial pour le succès de chaque entreprise, tout en maintenant un niveau de performance optimal. Des employés hautement motivés peuvent aider l'organisation à mieux faire face aux changements de l'environnement, à la force de travail en constante évolution et à la rivalité.

L'impact du travail et du climat organisationnel en général sur la santé et le bien-être des employés est un sujet qui suscite un intérêt grandissant depuis plus de 30 ans. La prise de conscience s'est développée pour en faire une solution business stratégique.

En gardant tout cela à l'esprit, notre étude est une tentative préliminaire qui vise tout d'abord à élargir les connaissances actuelles sur la question du climat organisationnel et du bien-être au travail. Ensuite, d'examiner et d'analyser l'association entre les deux concepts mentionnés ci-dessus. Plus précisément, nous voulons déterminer si le climat organisationnel est un facteur fonctionnel qui peut conduire au bien-être au travail. En outre, à travers notre enquête qualitative/quantitative destinée à observer les caractéristiques des échantillons représentant chacune des deux multinationales étudiées "Lafarge Ciment Oggaz & Sanofi Aventis Algérie". Les résultats de notre analyse ont révélé que les trois dimensions inhérentes au concept de climat organisationnel (qualité de l'environnement physique, qualité des relations avec les collègues, qualité des relations avec le manager) influencent le niveau de bien-être des employés.

MOTS CLÉS: Climat Organisationnel, Ressources Humaines, Bien-être au travail, Motivation, Environnement immédiat, Relations avec collègues, Relations avec managers.

ملخص:

من الشائع أن "الموظفين السعداء هم موظفون منتجون".

تواجه المنظمات في القرن الحادي والعشرين وتعرض لمزيد من التحديات أكثر من أي وقت مضى ، وإيجاد الحلول والاستراتيجيات التي تضمن التوازن في كيفية رعاية وتعزيز زراعة ثقافة المناخ التنظيمي الإيجابي وتوفير بيئة صحية وأمنة و كذلك بيئة عمل عملية وممتعة ، تضمن رفاهية الموارد البشرية التي تلعب دوراً محورياً في نجاح كل مؤسسة ، كل ذلك مع الحفاظ على مستوى أعلى من الأداء. الموظفون ذوو المشاركة و الالتزام العاليين يمكنهم مساعدة المؤسسة على الاستجابة للتغيرات في البيئة والمنافسة والقوى العاملة المتغيرة.

أصبح تأثير العمل والمناخ التنظيمي العام على صحة الموظف ورفاهيته موضوع اهتمام متزايد لأكثر من 30 عامًا. نما الوعي لجعل منه حلاً استراتيجياً للأعمال الرائدة.

مع وضع كل ذلك في الاعتبار تعد دراستنا البحثية محاولة أولية تهدف أولاً إلى توسيع المعرفة الحالية بشأن مسألة المناخ التنظيمي والرفاهية في العمل. ثانياً دراسة وتحليل العلاقة بين المفهومين المذكورين أعلاه. بتعبير أدق ، نريد تحديد ما إذا كان المناخ التنظيمي عاملاً وظيفياً يمكن أن يؤدي إلى الرفاهية في العمل. علاوة على ذلك ، من خلال تحقيقنا النوعي /الكمي المصمم لملاحظة خصائص العينات التي تمثل كل من الشركتين المدروستين على التوالي "لافارج سيمنت أوغاز و سانوفي أفنتس الجزائر كشفت نتائج تحليلنا أن الأبعاد الثلاثة المتأصلة لمفهوم المناخ التنظيمي (جودة البيئة المادية ، جودة العلاقات مع الزملاء ، جودة العلاقات مع المدير) تؤثر على مستوى الرفاهية بين الموظفين.

الكلمات المفتاحية: المناخ التنظيمي ، الموارد البشرية ، الرفاهية في العمل ، الحوافز ، البيئة المادية ، العلاقة مع الزملاء ، العلاقة مع المديرين.

Dedication

This work is the final step of a long journey, but also the beginning of a new adventure that I'm aspiring to start. A work that offered me the chance to gather more memories, a work that despite the hindrances I faced I was able to complete it with the support of many people, and there I shall dedicate it to:

I'm greatly indebted to the most important person in my life, to whom my whole existence still has a meaning, my MOTHER, my strongest supporter, my comfort and my safe shelter, I dedicate this humble work to you.

To you my FATHER for everything you did for me, for if it wasn't for that everything, I would never become the woman I proudly am today.

To my beloved sisters, Leila & Nafissa, to my brother, Abdurrahman & Faudil. Who supported me with their ways.

To my dearest friends, Soumia, Douaa, Racha, Achoura.

I shall dedicate this work to all the companies, the managers, and the chiefs, as well as to invite them to embrace the change and to invest in their human capital well being.

Kaoutar MOFFOK.

Dedication

This thesis is the culmination of my journey as a Master student, which was just like climbing a high peak step by step accompanied by faith, hardship, frustration and bliss. Experiencing the feeling of fulfilment, flashbacks reigned my mind, acknowledging the meaningful nostalgic moments shared with my wonderful family through this journey. I hereby dedicate this work to,

... To my loving father Fouad, whose words of encouragement and push for tenacity ring in my ears, though he had unique ways of supporting me. My dad was, is and always will be a pillar of strength and a shield made of steel.

... To my dear mother Sakina, who wiped my tears and drew my smiles, easing my worries, with her kindness and tenderness. My mom has accompanied me along this sinuous path for she is the twinkle representing my hope and my dream to blossom.

... To my beloved sister Rachel Djihane, who has been a caring person full of purity and fondness, creating the most precious memories. With sweet thoughts, bright wishes and boundless experience sharing, my other half, sheltered my feelings and inspired me to go beyond my limits.

I also dedicate this dissertation to all aspiring students and future researchers whom this work will serve as their guide & reference...

Serine Nourhane BENIDIR.

Acknowledgements

Words were and are never enough to describe how grateful I'm, to you my creator, my God, for when I felt like surrendering, you and the few people you chose to put in my path, gave me the strength I needed to pursue this work.

I believe that throughout this lengthy journey that was full of happy moments as well as moments of despair and tears, we were able to regain and recollect the ounces of hope again by the help of people who were there to support and lift us when the tunnel seemed to have no end, and for that, I want to address my gratitude toward these people starting with:

Firstly, I'm particularly grateful to our supervisor, Mrs CHERFOUH Meriem for her support, her guidance and her feedback.

Secondly, I want to address special thanks to Mm. BENCHAOULIA Fatima, Mr BOUMGHAREF Ali and Mr Lotfi MHAMDI for being patient with me and for helping me carry out my research despite the challenges we faced. And to all the working forces in Lafarge Ciment Oggaz for their considerable time and effort.

Lastly, I want to address a special thanks to my best friend, my co-worker and my ally through this journey, Serine Nourhane BENIDIR, my beacon as I love to call her, who impacted my life positively, the one who taught me how to always seek to be the best version of myself and how to never stop pursuing my dreams.

THANK YOU ALL

Kaoutar MOFFOK.

Acknowledgements

This project was brought to a successful completion thanks to the intervention and support of many people. I trust that my words will express my most sincere gratitude towards everyone. I should say that I have been able to carry out this lengthy work owing to my ambition and passion to thrive.

The thesis, like all research work, is a collective effort. Sums of amicable and professional relationships that constitute its richness, shaping and guiding its authors as the queries haunting it unfold. Good times, but also moments of disarray, are stamped by the people around us. During this initiatory journey, I was able to benefit from their time and knowledge, but also their friendship.

It's my fortune to gratefully acknowledge the support of my thesis director, Mrs Cherfouh Meriem. This work would not have been possible without her guidance and engagement, her enthusiastic support and encouragement. With her sound advice, we successfully overcame many difficulties. Her own zeal for perfection, passion, unflinching courage and conviction has always inspired us to do more, her compassionate qualities allowed us to progress and to structure our reflections which greatly contributed to the success of this project.

My earnest thanks to the members of the jury, for honouring us by agreeing to review and evaluate our work.

My appreciation addresses, as well, the Sanofi Aventis Algeria direction for welcoming me to carry out my internship; I had the opportunity to acquire new knowledge and skills in pleasant working conditions. The answer to many interrogations owes a lot to the discussions with my manager Ms Chahboub Meriem, truly grateful to her for the valuable role played in allowing me to work in good dispositions, for her unreserved sharing of knowledge, for always being available to advise and guide me all along. A special thought goes to Mrs Medouri Nacima and Mrs Bareche Sabrina for dedicating their time and enthusiasm to lead my interviews and collect the necessary information. A special thanks to the participants who were kind enough to respond to our survey, which contributed to the enrichment of our research.

I would like to thank my friend and colleague Mokrani Yacine for his great kindness for intervening on my behalf with the host organisation and thus enabling me to obtain the internship offer.

I warmly thank my friend and baby sister Saidi Rym who has always been there for me and has helped me to unwind in rough moments.

Finally, at this moment of accomplishment, I am greatly indebted to a great partner who shared my adventures. My coworker and my friend MOFFOK Kaoutar, I thank you for your ceaseless and

unfailing support and understanding throughout this project. You were always around at times I thought that it was arduous to continue, you helped me keep things in perspective. I deeply value your belief in me and for being a catalyst for positive change in my life. It was a tremendous delight to have shared this journey by your side, three years drew my souvenirs with you and I shall always cherish that.

Serine Nourhane BENIDIR.

Abbreviations List:

A2R	Account To Report
BD	Business Development
BO&S	Business Operations & Support
BU	Business Unit
CD	Commercial Direction
CHC	Consumer Health Care
CI2C	Customer Invoice To Cash
CIBA	Algerian white cement company
CIPD	Chartered Institute of Personnel Development
CNS	Central Nervous System
COO	Chief Operating Officer
CRISP	Client Results Integrity Stable Personnel
CSA	Clinical Science Associate
CSR	Corporate Social Responsibility
DCV	Diabetes and Cardiovascular
EE	Employee Experience
EP	Established Products
EVP	Employee Value Proposition
GICA	Group Industriel des Ciments d'Algérie
HQ	HeadQuarter
HSE	Hygiene Security & Environment
KOL	Key Opinion Leader
LCR	Lafarge Research Center
MA	Medical Advisor
MR	Medical Representative
MSL	Medical Science Liaison
NSM	National Sales Manager
OTC	Over The Counter
OWP	Organizational Wellness Programs
P2P	Purchase To Pay
PMO	Project Manager Officer
RD	Regional Director
SAA	Sanofi Aventis Algeria
SBS	Sanofi Business Support
SCMI	Société des Ciments de la Mitidja
SFE	SalesForce Effectiveness
SWI	Sanofi Winthrop Industry
WPS	Winthrop Pharma Sidal
US	United States

Annexes List:

Annexe	Title	Page
1	Interview Guideline	108
2	English Version of the questionnaire	110
3	French Version of the questionnaire	113
4	Online Formulaire Interface	116
5	Industrial Complex of Sanofi (Sidi Abdellah)	117
6	Legal Organization of Sanofi Algeria	117
7	Legend box of the structural organization SAA	118
8	Functional Organization of Specialized BU (SAA)	118
9	Functional Organization of Specialized BU EP (SAA)	119
10	Functional Organization of BU CHC (SAA)	119
11	Functional Organization of the HR department	119
12	Measures taken to prevent the spread of COVID-19 (LCO)	120
13	COVID-19 Management Protocol (LCO)	122

Figures List:

Figure	Title	page
1	Simplified model of the vision of Health at Work from a global perspective.	11
2	Seven Dimensions of workplace well being.	19
3	Broad Model of Culture & Climate in Health care.	39
4	Models linking Climate & Culture in the Stressor/Strain Relationship.	45
5	Mapping of Molar Climate, Process Climates and Strategic Climates.	45
6	Proposed Model of Relationships among Organizational Culture, Climate & Unit-level Productive & Counterproductive Behaviour in Organizations.	46
7	Climate of Well-being benefits Model developed by Sykes Assistance.	47
8	Organization chart of Lafarge Ciment Oggaz.	68
9	Organization chart of Sanofi Aventis Algeria.	74
10	Chart resuming the different problems reported by LCO employees	83
11	Chart resuming the different problems reported by SAA employees (HQ)	91
12	Chart resuming the different problems reported by SAA employees (Indus/Distrib)	92
13	Chart resuming the different problems reported by SAA employees (Field Force)	92

Tables List:

Table	Title	Page
1	List of Interviewees	59
2	Study population	60
3	Technical sheet of Lafarge Ciment Oggaz	68
4	Technical sheet of Sanofi Aventis Algeria	72
5	Presentation of the Sanofi Aventis Algeria Business Units	76
6	Descriptive analysis of the control variables (CLO)	82
7	Descriptive statistics of the independent variables (CLO)	85
8	Correlation Coefficient of Physical environment on Health and Well-being	86
9	Correlation Coefficient of Relationship with Colleagues on Health and Well-being	86
10	Correlation Coefficient of Relationship with Managers on Health and Well-being	87
11	Descriptive statistics of the dependent variables (CLO)	87
12	Correlation Coefficient of Organizational climate on Well-being	88
13	Descriptive analysis of the control variables (SAA)	90
14	Descriptive statistics of the independent variables (SAA)	94
15	Correlation Coefficient of Physical environment on Health and Well-being	94
16	Correlation Coefficient of Relationship with Colleagues on Health and Well-being	95
17	Correlation Coefficient of Relationship with Managers on Health and Well-being	95
18	Descriptive statistics of the dependent variables (SAA)	95
19	Correlation Coefficient of Organizational climate on Well-being	96

SUMMARY:

GENERAL INTRODUCTION.....	1
PART I: LITERATURE REVIEW	
CHAPTER I: HEALTH AND WELL-BEING OF HUMAN RESOURCES AT WORK.....	5
Chapter introduction.....	6
Section1: Health at work (Workplace wellness).....	7
Section 2: Well-being at work.....	16
Section 3: Psychosocial risks related to work.....	23
CHAPTER II: ORGANIZATIONAL CLIMATE.....	28
Chapter introduction.....	29
Section 1: Work climate.....	30
Section 2: Organizational climate concept.....	35
Section 3: Relation between organizational climate and well being	44
PART II: PRACTICAL REVIEW	
CHAPTER III: EMPIRICAL RESEARCH.....	54
Chapter introduction.....	55
Section 1: Methodology.....	56
Section 2: Study Case A “Lafarge Ciment Oggaz”.....	64
Section 3: Study Case B “Sanofi Aventis Algeria”.....	71
CHAPTER IV: ANALYSIS AND RESULTS.....	80
Chapter introduction.....	81
Section 1: Data Analysis Case A “Lafarge Ciment Oggaz”.....	82
Section 2: Data Analysis Case B “Sanofi Aventis Algeria”.....	90
Section 3: Comparison & Recommendations.....	99
GENERAL CONCLUSION.....	103
Bibliography.....	104
Annexes.....	108
Table of contents.....	123

GENERAL INTRODUCTION:

The world has been living an incredibly large amount of changes in the 20th and the 21st century, mainly all the fields.

By the same token, the nature of work and organizations, as a consequence of technological changes and the wider knowledge attached to them, are nowadays facing an environment characterized by uncertainty, increasing levels of complexity and globalization, which led to creating a significant number of disruptions. As the number one objective of organizations (achieving performance), is being threatened by these challenges, and what has been built around the old strategies is no longer working for it became out of date. Now, organizations are rethinking differently how the work is being done and all the attention is brought to their most valuable resource, their people.

Wellbeing is on the radar of almost every single organization at the moment, as awareness has risen, engaging in the wellness of employees, means reaping the benefits that come with it from increasing productivity and engagement to reducing absenteeism and turnover. In this context, we see that the developed countries' companies adopted new working methods that revolve around and emphasize the notion of the well being of their employees.

Organizations are represented in the form of mini-countries, where each is defined by a set of arrangements, practices, norms and values that differentiate one company from another, but most of all, by its proper Organizational Climate. This latter plays a key role in employees' commitment but also a good performance levier.

When we talk about workplace well being, we must discuss the factors affecting it in order to fully understand this vast concept, and in this particular research, we chose to study the impact of the organizational climate as it encompasses too many dimensions that can help us better comprehend and perceive the different aspects of the well being at work.

Two concepts here are being linked together “**organizational climate and well being**”, and if the Algerian organizations manage to understand the significance of the yet to be mentioned problem and undertake the struggle to solve it, a win-win bet will be achieved.

The primary objective of this study consists on analyzing and examining the impact of the organizational climate on the well being at work, but also to prove that the well being isn't a simple misused expression to attract talents or a displayed program to build more open spaces and sports room, but rather to shed the light on it as a motivational system and a potential lever for growth and improvement of the company's economic results.

Our second objective consists of supporting the theory with a real practical case by observing and understanding the organizational climate governing the subsidiary of the multinational LafargeHolcim and the multinational Sanofi Aventis.

And to complete the image of our work, a central question ought to be asked, which represents the problematic that our research study is based on:

“To what extent does the organizational climate affect the employee’s well being at work?”

From the problematic thus stated, arise the following secondary questions:

- Is there a correlation between the organizational climate and the employee’s well being?
- Is there a correlation between the distinct dimensions inherent in organizational climate and the employee’s well being?
- Do the socio-demographic characteristics impact the relationship between the organisational climate and the employee’s well being?

In order to answer the questions asked above, we have set the following hypothesis:

H1: A positive correlation exists between organizational climate and employee’s well being.

H2: A positive correlation exists between the distinct dimensions of the organizational climate and the employee’s well being.

H3: The socio-demographic variables apply variant weights on the relationship between the organizational climate and the employee’s well being.

In order to carry out our research within the subsidiary LafargeHolcim Ciment Oggaz & the multinational Sanofi Aventis Algeria, and to better understand the message from this research study that we want to deliver, it is necessary before proceeding further, to use a methodological approach and a research plan that will constitute the guide through this journey and even the skeleton of our thesis.

Regarding our working plan, the thesis will contain four chapters, where each one will address a different angle which all combined will constitute the treated topic.

The first chapter will be devoted to the well being of the human resources, as it seems very important not to just understand what this concept means in the 21st century but furthermore to deepen our knowledge of it, the different areas it covers. And like many organizations with extremely stressful working environments are in constant fear from the damages that can be caused by this kind of psychosocial risks, and due to the multitude of the crisis that swept the global economy (coronavirus recently), it is increasingly insisted on highlighting the notion of Health.

The following chapter will be dedicated to learning more about the organizational climate, its dimensions and the impact it has on the well being of the human resources and the overall organizational performance. And it will also address the relationship between the two concepts by showing the non-ending cycle and their strong interrelation.

The third chapter will focus on reflecting the notions we have spoken about in theory through practice relying on practical cases, on-field companies, which in our case are the subsidiary of LafargeHolcim Group “Lafarge Ciment Oggaz” and the “Sanofi Aventis Algérie”. Furthermore, it will explain the methodological approach used in the data collection process, the choice of the quantitative study sample as well as the qualitative one without forgetting the challenges faced throughout this journey and the limitations that could be considered as prospects for newly uncovered areas.

The last chapter which is to be the fourth one will be reserved for the data collected from both mentioned companies, the results calculations and their proper interpretations in accordance with the studied matter. At last, we strongly believe the least thing a leader could do for the people that are working by his side day and night to run the entity's resources the best possible way into what makes it among the most performant organizations is, to provide a healthy climate for work. Therefore, we will be concluding our work by adding some recommendations on how to create the best climate for your employee's well being.

PART I:

LITERATURE REVIEW

CHAPTER I: Health and Well-being of Human Resources at work

Introduction:

The working environment today is not the same as yesterday especially with all the changes that swept the world in general and the economy (businesses) in particular. The employee-employer relationship is no longer seen as effort=money setting. Nowadays, no matter what is the size of the business, more emphasis is being placed on employee health and well being to bring out the best of the human capital, with the ideology that “*happy workers equal high profits*”.

As the work is accompanying us wherever we are, it became our number one priority, hence the line between personal and professional life is blurred or nonexistent. Today more often than before, employee's health and happiness are threatened by the work and the environment where she/he works, from the physical health problems to the psychosocial risks related to the workloads and other key factors.

That is why the need to address this issue, to pinpoint the damages and the negative effects of an unhealthy workplace, and to highlight the benefits of building a connected, communicative and supportive workplace that promotes employee well being and health, is increasing urgently.

Section 1: Health at work (Workplace Wellness)

Economically active people spend on average about one-third of their time in the workplace. Employment and working conditions have a significant impact on health equity. Right working conditions can provide social protection and status, opportunities for personal development and protection against physical and psychosocial risks. They can also improve employees' social relations and self-esteem and lead to positive health benefits. Workers' health is an essential prerequisite for household income, productivity and economic development. Thus, restoring and sustaining work capacity remains a crucial function of health services¹. Conditions of employment, occupation and position in the workplace hierarchy, result in occupational diseases and can aggravate other health problems.

Workplace health risks, such as dust, noise, heat, dangerous chemicals, machinery and psychological pressure, also primarily affect health. People who work in stressful or hazardous working conditions are likely to engage an overall unhealthy diet which will eventually impact the radical performance, productivity and employee engagement, thus affecting the enterprise's ROI directly.

Leading a connective and communicative workplace promotes motivational support to grow and improve. For this reason, we felt the necessity to highlight the seriousness of this matter throughout our research, by exploring the different theories, concepts and dimensions related.

1- Historical Approach:

The relationship between health and work finds its roots in the earliest antiquity, an ancient Egyptian papyrus aged of 2500 BC describes acute lumbago that accidentally affected a worker involved in the construction of a pyramid.²

It was during the industrial revolution of the 19th century that this question was most acutely addressed, as a consequence of the unbridled liberalism that prevailed at that time, the constitution having proclaimed the unrestricted freedom of work after the revolution of 1789.

At that time, labour relations were based exclusively on a contractual basis, with the State being obliged not to intervene. The contract of employment places the worker under an obligation to perform the work entrusted to him, and the employer under an obligation to pay the agreed price. Neither in the Civil Code nor the texts of the first half of the 19th century is there an employer's obligation to ensure that the worker performs his work under certain legal conditions of duration, hygiene and morality, or to compensate the worker for the damage resulting from an accident at work or an occupational disease. Very quickly, the total physical and moral distress of the working

¹ <https://www.who.int/fr/news-room/fact-sheets/detail/protecting-workers%27-health>

² «Santé et travail: Les origines, les acteurs et les indicateurs», In Actualité et dossier en santé publique, No 9, Decembre, 1994. page IV-V (translated)

population and the apparent relationship between this state and working conditions will be denounced both by philanthropists, population statisticians rather than by doctors.

2- Theoretical Approach:

2.1 Overview of Occupational Health:

The present-day working environment has changed. Gone are the days where the employee-employer relationship starts and ends with a paycheck. Nowadays, workplace health has become a rapidly growing concern for many countries.

As will be outlined in this section, there is an ever-growing mass of clinical research evidence related to the scope of occupational health and wellness. Partly because we are in the midst of accelerated global economic growth, with the resulting complex international and financial systems that generate a range of potentially important issues, such as environmental and occupational risks/illnesses, worker safety and compensation questions, adding psychosocial stress.

2.2 Definition of Occupational Health:

To fully understand the terminology of “Occupational health”, we feature the definition of “Health”. As established by the World Health Organization (WHO) in the 1940s, health is referred to as, “a state of complete physical, mental and social well being and not merely the absence of disease or infirmity”.³

Hence, occupational health is a multidisciplinary field of health care that seeks to enable an individual to perform his/her job in the least harmful way possible to his/her health.

As defined by the World Health Organization (WHO) "occupational health deals with all aspects of health and safety in the workplace and has a strong focus on primary prevention of hazards".⁴

According to the Canadian Centre for Occupational Health and Safety, occupational health defined as follows: a holistic and integrated approach to health that addresses all individuals in a workplace and the organization as a whole, and applies to a wide variety of health-related issues, including physical and psychosocial condition, the work environment, personal resources, etc., through programs, policies and practices.

2.3 Mission statements & Objectives:

Since 1950, the World Health Organization (WHO) and the International Labour Organization (ILO) have shared a standard definition of occupational health. It was adopted by the Joint ILO/WHO Committee on Occupational Health at its first session in 1950 and revised at its twelfth

³ https://www.who.int/healthsystems/hss_glossary/en/index5.html

⁴ <https://www.who.int/health-topics/occupational-health>

session in 1995. The text states: "The main focus of occupational health relies on three different objectives:

- The maintenance and promotion of workers' health and working capacity;
- The improvement of the working environment and work to become conducive to safety and health;
- The development of work organizations and working cultures in a direction which supports health and safety at work and in doing so also promotes a positive social climate and smooth operation and may enhance the productivity of the undertakings.
- The concept of working culture is intended in this context to mean a reflection of the essential value systems adopted by the undertaking concerned. Such a culture is reflected in practice in the managerial systems, personnel policy, principles for participation, training policies and quality management of the undertaking".⁵

The purpose of establishing an occupational health and safety program is to foster a secure and healthy work environment. The main concern is no longer related to the physical environment and the arduousness of work only. Nowadays, working conditions have profoundly changed, but the challenges have not disappeared, deported at least to a new setting: the psychological aspect, holistically the well being of the human resources. The objective is to make an overview of the expansion of the concept "workplace health", emphasizing wellness and welfare at work.

2.4 Definition of Wellness:

Wellness and health are terms that are often interchanged, but their origins and meanings are different.

WHO defines wellness as "the optimal state of health of individuals and groups, there are two focal concerns: the realization of the fullest potential of an individual physically, psychologically, socially, spiritually and economically and the fulfillment of one's role expectations in the family, community, place of worship, workplace and other settings".⁶

Wellness, stated by Oxford Dictionary is "the state of being healthy, especially when you actively try to achieve this", not to confound it with the term welfare. The OD defines it as "the general health, happiness and safety of a person, an animal or a group, or the practical or financial help that is provided, often by the government, for people ...that need it."

According to the National Wellness Institute, wellness is considered, "an active process through which people become aware of, and make choices toward, a more successful existence". This definition is based on three tenets:

⁵ https://archive.vn/20120904021458/http://www.ilo.org/safework_bookshelf/english?content&nd=857170174

⁶ https://www.who.int/healthpromotion/about/HPR%20Glossary_New%20Terms.pdf

- Wellness is considered a conscious, self-directed and evolving process of achieving full potential.
- Wellness is multidimensional and holistic, encompassing lifestyle, mental and spiritual well being , and the environment.
- Wellness is positive and affirming.⁷

2.5 Characterization of Workplace Wellness:

The term "wellness" has been applied in numerous contexts. While there may be different opinions on what wellness encompasses, the National Institute of Wellness, promotes six dimensions: emotional, physical, social, intellectual, spiritual and occupational.

The occupational (professional) dimension recognizes the satisfaction and enrichment in a person's life through work. At the core of workplace wellness is the recognition that professional development is linked to a person's attitude towards work—a pathway to your job. The choice of profession, job satisfaction, professional ambitions and personal performance are all essential components.⁸

“Workplace wellness” is usually linked with the word “health” as in “health and wellness,” and is characterized by programs that focus mostly on employee physical health and marginally on the mental aspect, seeking to address ailments or conditions.

Occupational wellness addresses the cruciality of giving consideration when building a wellness lifestyle. If disliking the job, experiencing unresolved tension at work, or operating in a toxic work environment, the health and well being of the employee will profoundly be affected.

3- Occupational Health in its Global Perspective:

The broad dimensions of Occupational Health and related issues are mostly unexplored by the general public and decision-makers for political and cultural reasons. The decisive role of this field in public health, environmental protection and the smooth running of businesses is underestimated.

In figure 1, the four dimensions are interrelated; many interactions exist between these four dimensions, which are represented here in a simplified model.

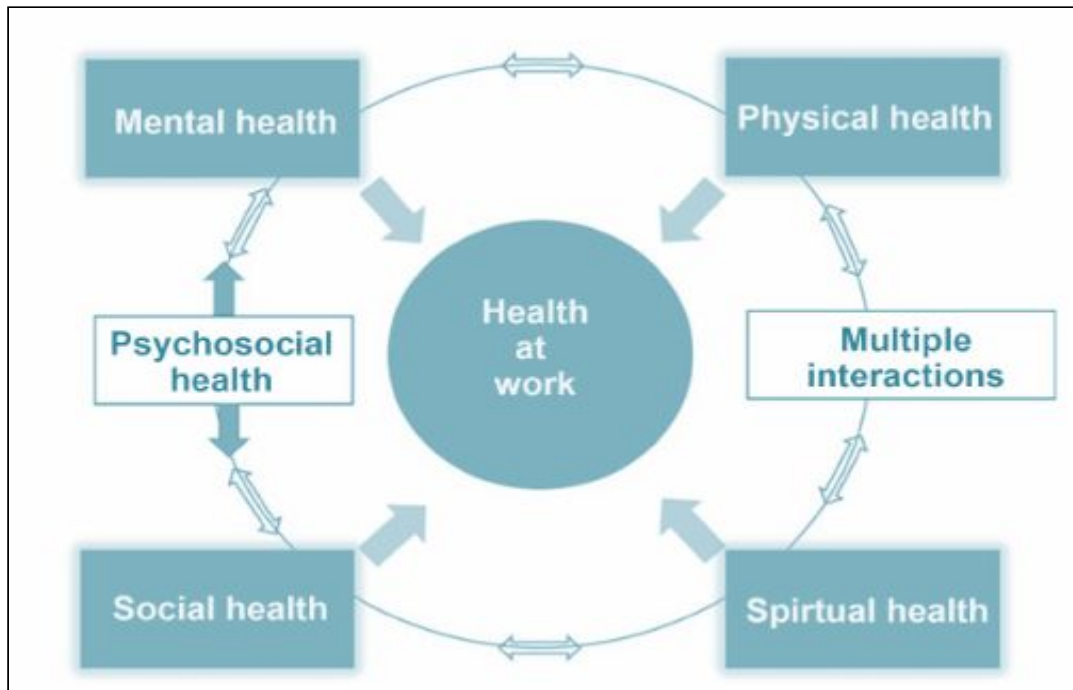
Firstly, physical health is characterized by ergonomics, work hygiene, physiology and Occupational medicine. Secondly, psychological (mental) health is designated by recognition, satisfaction, and autonomy and work rhythm. Thirdly, spiritual health that is portrayed with direction/sense, coherence, values and ethics. Lastly, social health is nominated by professional coaching, caring management, professional/personal balance, solidarity and social justice.

⁷ <https://nationalwellness.org/resources/six-dimensions-of-wellness/>

⁸ <https://cdn.ymaws.com/members.nationalwellness.org/resource/resmgr/pdfs/sixdimensionsfactsheet.pdf>

The mentioned keywords related to each dimension are not intended to be exhaustive but illustrative. At the interface between psychological and social health is the psychosocial field which is currently a major concern, as highlighted above.

Figure N° 1: Simplified model of the vision of Health at Work from a global perspective.



Source: <https://journals.openedition.org/ocim/docannexe/image/1724/img-3.png>

This integrated approach of occupational health is a definite improvement over the "traditional" approaches which are limited to physical and mental health and which still permeate practically all legislation, leaving out increasingly important aspects such as values, coherence or social justice. The management and organization of companies, the leadership style and the participation of employees in decision-making processes are crucial to the quality of life at work. New models are springing up that highlight values such as caring, transparency, mutual respect and ethics as critical factors in a successful organization that is an excellent place to work and a credit to its region. Management schools have already started to train future managers in this perspective.

Another inclusive approach has been adopted by WHO with its Healthy Workplaces Programme, in which workers and managers collaborate to use a process of continuous improvement to protect and foster the health, safety and well being of all workers and the sustainability of the workplace. In this model, the four main components are the physical work environment, the psychosocial work environment, personal health resources and the Corporate Social Responsibility CSR. The last two parts address the private life of the employees.

4- Theoretical Models -Occupational Health Framed by two Models:

The increase in clinical research in these areas has also produced many conceptual models/approaches to try to account for phenomena such as the relationship between stress and illness, individual differences in resiliency and productivity, and cross-cultural factors affecting occupational health and well being .

From a Public Health perspective, the identification involves the use of theoretical models that identify certain psychosocial dimensions of the work environment for which there is empirical evidence of their causative power on exposed workers. In addition to reducing the complexity of the psychosocial reality of work to significant components in terms of health risks, these models also facilitate the development and implementation of workplace interventions.

There are currently two psychosocial risk models internationally acknowledged for their considerable contribution to the production of consistent scientific knowledge on the importance of the relationship between social and psychological phenomena at work and the development of several diseases. These models emphasise the importance of work in the evolvment of identity, self-esteem, and the individual's sense of control and efficiency.

4.1. Karasek and Theorell (1990): Decision-making autonomy at the Centre of the Karasek model:

The «Demand-autonomy at work» model founded on the observation that a work situation that is characterized by a combination of both high psychological demands and low decision-making autonomy increases the risk of developing a physical and mental health problem. The psychological needs refer to the amount of work to be done, as well as the mental demands and time restraints associated with that work.

Decision-making autonomy refers to the ability to make decisions about one's work, more importantly, the ability to be creative, to use one's skills and to be able to develop them. In the late 1980s, the concept of social support was added to Karasek's model (Johnson et al., 1989). In a general sense, social support covers all the functional social interactions that are available at work from both co-workers and supervisors. Moreover, the downsizing of the workforce and the climate of tension and competition associated with new personnel management methods often put a strain on solidarity and team spirit or the feeling of shared values, not to mention the possible outbursts of psychological or moral harassment.

4.2. Siegrist (1996): Effort/Reward ratio in the forefront, Siegrist's model:

The model of "imbalance: effort/reward" introduced by Siegrist in the late 1980s reflects the observation that pathological emotional and physiological reactions often accompany a work situation characterized by a combination of high effort and low reward. Low rewards can be economical (insufficient salary), social (lack of esteem and respect) or organizational (job insecurity and poor career opportunities). While the dimension of "autonomous decision-making" is central to the Karasek model, it is the concept of "social reciprocity" that is central to the Siegrist model, i.e.

the possibility of having access to the legitimate benefits that can be expected, given the effort invested in work. Basic human needs, such as a sense of belonging through teamwork and social support, may be difficult to reconcile with occupational change and thus lead to health problems that workplace health specialists are responsible for preventing.

5- Evaluation & Measuring tools (Indicators):

5.1. Investigations (Surveys):

Although the Ministry of Labour and the Occupational Medicine professionals carry out most of the surveys, other forms of indicators are emerging, such as the “paroles” project by collecting testimonies and monographs on the precariousness of work.

5.1.1. Raymond Massé model:

The adaptation of a measurement instrument to the workplace was initially designed to measure psychological health in general. This specific instrument (Massé et al., 1998a-1998b) is composed of two rating scales dealing with experiences of psychological well being and psychological distress.⁹

To adapt it to the workplace, 561 Quebec workers from diverse backgrounds completed the two tailored assessments, as well as, for stated purposes, measures of optimism, organizational justice and work climate.

The adaptation of generic psychological health concepts to the work environment has generated, for both the BEPT and the TPD, a structure based on the relationships that workers have with oneself, others and work. The predictions from the nomological network are all confirmed, which reinforces the validity of the adaptation of this concept to the world of work. Also, the metric properties of the BEPT and DPT scales are satisfactory.

5.1.2. Work conditions :

The direct employee surveys provide information on the risks and work constraints perceived by employees. It shows that the percentage of employees concerned with arduousness, risks and nuisances increased. More and more employees are subject to tight deadlines, instructions and precise operating procedures popularizing an intense, stressful atmosphere. These work rates, a source of nervous tension, are a constraint that is strongly felt by the employee.¹⁰

5.1.3. Medical Risk Surveillance:

⁹ GILBERT (M.H.) & al: Validation of a psychological health measure. Savoie European Review of Applied Psychology, Vol 61, No 4, October 2011, Pages 195-203.

¹⁰ «Santé et travail: Les origines, les acteurs et les indicateurs», In Actualité et dossier en santé publique, No 9, Decembre, 1994, page XI, Translated by Deepl translate.

The survey on the medical surveillance of risks (SUMER) was carried out in 1986-1987 by 600 occupational physicians who filled in 50,000 questionnaires over six months. This survey, which is periodically renewed, provides an indicator of working conditions, exposure to nuisances and risks in the workplace over the course.

5.2. Statistics:

Knowledge of work-related accidents and illnesses: The system of information on work-related health injuries is based on national statistics established by public organizations (social security, health insurance, etc.) on recognized and compensated work-related accidents and illnesses (Ex: accidents at work, occupational diseases and new pathologies).¹¹

5.3. Other indicators:

Two major longitudinal surveys launched in the occupational medicine field make it possible to measure the impact of work on health, such as the ESTEV survey on ageing and work, the STED survey on the relationship between the state of health of employees and subcontracted work.

6- Role of Modern Human Resources Management:

Many legal obligations control organizations regarding workplace health and safety. Most of the legislation is contained in the Health and Safety at Work etc. Act 1974 (HSWA)¹². The law expects the employer to self-regulate, with proper management through a detailed health and safety policy. Given human resource management's responsibility for people, culture, and associated policies and procedures, it plays a critical role in supporting workplace health and safety.

In larger organizations, HR and health & safety are usually two distinct functions or teams which work in close collaboration conversely to SMEs where the roles are often combined. Health & Safety initiatives are part of a strategic approach to HRM that companies don't have to just comply with but to use it as part of the business strategy for talent retention, overall objectives, and loss-time prevention. Employee health & safety and wellness management are important determinants to the individual's perception regarding fair treatment by the organization. Developing management actions programs include:

- Eliminating hazards, protecting workers, and continuously improving workplace safety and health;
- Providing sufficient resources and training to implement and maintain health & safety programs;
- Visibly demonstrating and communicating safety and health commitment to workers and others;
- Making worker safety and health a core organizational value.

¹¹ Ibid, page XII, translated by Deepl translate.

¹² Health and safety guide for human resources professionals canadian center for OHS ccohs.

Over the recent years, various researches have proven that employee health and well being directly influences work behavior, attendance and job performance, acknowledging that a healthy workforce is a more productive workforce. A modern way to build a competitive advantage is to improve the health status and well being of the employees.

To improve the health and well being of employees, HR Management needs to embrace the changes induced by advances in technology and societal evolution and the effect this has on an individual employee.

Section 2: Well-being at work

The average adult spends much of his/her life working as stated in the first section. Therefore, the workplace constitutes a significant part of an individual's life that affects his/her life and the well being of the whole community. The changing nature of work, its routinization and its increasing complexity, have been now recognized as the main causes of the psychosocial risks in the workplace such as stress disorders and depression, which affects the quality of an individual's life, his health and thereby, the productivity of the organization. Hence the possibility to measure the adult's life satisfaction with job satisfaction is increasing in great amounts.

Well-being and health in the workplace are gaining momentum and slowly but surely entering into conversations around business, for they are not only in the best interest of employees but also that of employers and organizations. It is well known that the number one employer's objective is to generate profits and achieve performance, which make them spend substantial amounts of resources and time in hiring employees. And to succeed in hiring, employers must offer tangible benefits, but the question that ought to be asked, especially after the radical change in the perception of how the work is being done, which is: are these benefits enough to attract the talents?

Employees want more than a stable job with pension and benefits. Surveys of recent and upcoming generations of employees clearly show that the majority of them desire to see their job as a calling-enjoyable, fulfilling in terms of personal development and socially useful.

After this brief but contributory introduction into why wellbeing matters, we will move forward and dive a little bit in the history of birth of this concept and when was it first introduced to the field of business.

1- History of well being at work:

The history of workplace wellness starts with the Italian physician Bernardini Ramazzini (1633-1714) who is believed to be one of the first to write about the effects of work exposure on workers (occupational diseases) and was interested in the possibilities of taking preventative measures to help improve employee well being . Half a century after Ramazzini's death, the Industrial Revolution brought with it many new health problems and injuries due to the way work was reformulated and systematized.

In 1810, Welsh social reformer Robert Marcus Owen proposed a 10-hour workday to help protect the well being of workforces. By 1817, he proposed a more aggressive measure — the 8-hour workday.¹³

The study of the issue of well being in its various aspects is associated with scientists such as: **E. Mayo, J. C. Taylor and F. Herzberg** among hundreds of others. But it's believed that the development of this concept has been significantly influenced by the experiment of Elton Mayo

¹³ <https://michaelrucker.com/well-being/the-history-of-workplace-wellness/>

(1924-1932), The interest of psychologists to the issues of «job satisfaction» and «quality of working life» is historically linked to the Hawthorne experiment, conducted by a group of researchers led by Elton Mayo, in the production of Western Electric (US), between 1924 and 1932. As a result, it was proved that the socio-psychological climate has a greater effect on performance than the technical aspects of the production process.¹⁴

Since that time, interest in the employee's perception of their work conditions, well being at the workplace and other socio-psychological factors, affecting the performance of work, has begun to grow up gradually in all social sciences.

From around the 1970s and the 1980s, the issue of «job satisfaction», as a subjective measure associated solely with professional activity, is generalized to the issue of «life satisfaction» as a manifestation of «subjective well being » (E. Diener, 1984; Ed Diener, J. S. Larsen, S. Levine, R. A. Emmons, 1985), as a more general construct, defining an individual level of happiness, and is a measure of how people evaluate their life (E. Diener, 1984; E. Diener, E. M. Suh, R. E. Lucas & H. L. Smith, 1999).¹⁵

In this regard, new approaches and models of general psychological and professional well being began to emerge. Most of this process was influenced by the works of N. Bradburn (1969), E. Diener (1984) and C. Ryff (1986). They began to explore not only «job satisfaction», but also a sense of happiness and well being beyond the working context. Later, the reverse process began the heritage of researchers of the general psychological (C. Ryff) and subjective (E. Diener) well being became the pillar for the development of complex professional well being models.

The study of the well being at work in recent years has revealed a significant development of some more approaches: occupational health; job satisfaction as subjective well being (affective well being) in a professional environment; Subjective well being at the workplace and affective well being ; Approach: quality of working life and occupational well being ; and some new integrational models.

The «occupational health» focuses on supporting and strengthening the working capacity of employees, improving working conditions and promoting a positive social and a psychological climate at the enterprise.

As for the psychological well being , first of all, the professional stress, anxiety and depression and other negative manifestations (burnout, tension, fatigue etc.) are studied. Proponents of the occupational health believe that reducing the stress of employees will have a positive impact on their overall sense of psychological well being at work (K. Danna and R. W. Griffin, 1999).¹⁶

¹⁴ MAYO (E): *The Social Problems of an Industrial Civilization*, Routledge, London, 1949, P161–170.

¹⁵ DIENER (E), LUCAS (R), OISHI (S): *Subjective well-being : The science of happiness and life satisfaction*, In *The handbook of positive psychology*, C. R. Snyder & S. J. Lopez Eds, 2002, P 63–73.

¹⁶ DANNA (K) GRIFFIN (R.W.): « Health and well-being in the workplace: A review and synthesis of the literature », In *Journal of Management*, Vol 25, No 3, 1999, P 357–384.

2- Definition of well being at work:

There is a significant variety of constructs used to describe the employee well being such as: Happiness at work, quality of working life, occupational health and psychological well being among a myriad of other concepts. And while they are all related to one another, they don't mean the same thing. The notion of the well being is a complex mixture of factors across different areas or domains of living.

R. M. Shamionov, 2008 defined the well being as: "It is considered as a criterion of professional identity and as a characteristic that may indicate a degree of acceptability from the point of view of motives and attitudes of the individual".¹⁷

CIPD believes that well being at work initiatives need to balance the needs of the employee with those of the organization. They define it as: "Creating an environment to promote a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organization".¹⁸

Another definition given by the World Health Organization is: "Well-being is a state of complete physical, mental and social well being and not merely the absence of disease or infirmity".¹⁹

When we talk about well being, it is a must to point out the matter of health, since they are strongly related to one another. But what organizations need to understand is that reaching a state of well being does not mean only an avoidance of becoming physically sick. It represents a broader bio-psycho-social construct that includes physical, mental and social health. Well employees are physically and mentally able, willing to contribute in the workplace and likely to be more engaged at work.

Well-being factors include:

- **The provision of an adequate environment**, including access to food, shelter, clothing, and financial stability as well as reasonable levels of security from harm.
- **Positive physical health**, as expressed by more than the absence of disease but also the presence of enough energy and strength to meet environmental demands.
- **A healthy psychological state** that includes the ability to make flexible psychological adaptations to the external environment, the ability to act with some autonomy and self-direction in life and the opportunity to express talents.

¹⁷ SHAMIONOV (R. M.): Subektivnoe blagopoluchie lichnosti: jetnopsihologicheskij aspekt, Problemy social'noj psihologii lichnosti, 2008. P 45–52.

¹⁸ TEHRANI (N): « What is happening with wellbeing at work, In Change Agenda », by The Chartered Institute of Personnel and Development's, May, 2007.

¹⁹ KIM (R): « WHO and well-being at work ». In the World Health Organization Regional Office for Europe, 2012.

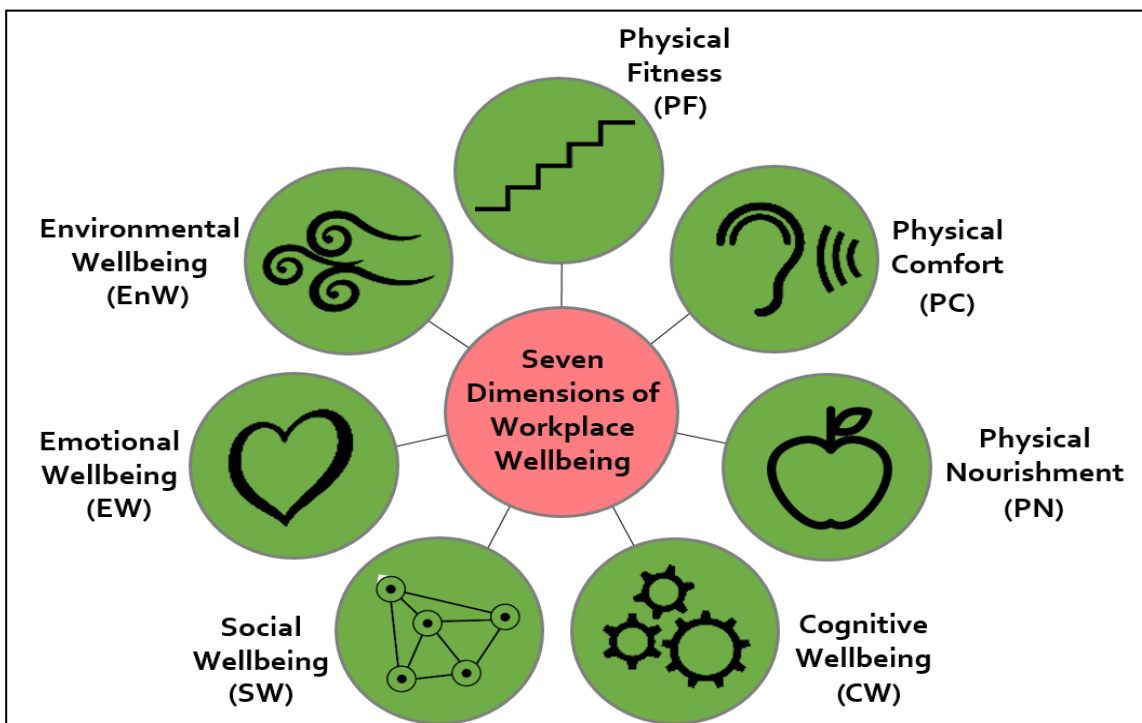
An individual experiencing well being is able to *establish mutually supportive relationships* in which the opportunity to give to others is as essential as the opportunity to receive support. And it includes the ability to *live a purposeful and meaningful life*.²⁰

3- Dimensions of well being at work:

There are plenty of representative dimensional models established by a large number of Scientifics to elucidate the areas covered by the complex notion of the well being . The one we most preferably agreed upon is the PROWELL Model.

3.1 PROWELL MODEL:

Figure N°2: Seven dimensions of Workplace Well-being.



Source: PROWELL® <https://www.innovativeworkplaceinstitute.org/workplace-well-being-prowell.php>

- **Physical Comfort:** Addresses comfort issues in the major human senses and body system, including four sensory systems: visual, auditory, thermal, and olfactory. When it comes to health issues, food and diet cannot be left out. Diet is known to be the second most significant lifestyle factor contributing to health, and, surprisingly, has also shown a keen relationship with mental health in nutritional psychiatry.

²⁰ JOEL (B.B.) & al: « Creating workplace well-being », Time for practical wisdom/researchgate.net/publication-2018.

- **Physical Nourishment:** For PROWELL, it includes strategies to provide healthy food amenities and encourage health-conscious eating habits and behaviors through choice architecture.
- **Cognitive Well Being:** Is a critical dimension in the workplace to enhance mental processes of attention, memory, problem-solving and reasoning. Cognitive Wellbeing strategies comprise four major themes: providing appropriate types of spaces; flexibility and flow of major workspaces; technology and equipment accessibility; and cognitive ergonomics for visual-spatial processing and acoustic stimuli management.
- **Social Wellbeing:** PROWELL focuses on enhancing social connectivity and supporting social systems in the workplace. Socialization activities at work have been shown to reduce work demand-related stress and negative effects at the end of workdays; increase cohesion; and decrease employee turnover. Emotional Wellbeing supports emotional states of happiness and satisfaction, which is directly related to overall quality of life. Three major topics are known to support Emotional Wellbeing, including biophilic design, art and design elements for pleasure, and personalization and control of the environment.
- **Environmental Wellbeing:** Includes strategies in providing non-toxic and clean environment via indoor air quality, drinking water quality, chemical control, and cleanliness and maintenance.²¹

4- **Types of Well-being:**

Because well being is such a broad experience, let's break it down into its different types.

The 5 Major Types of Well-Being:²²

- **Emotional Well-Being:** The ability to practice stress-management techniques, be resilient, and generate the emotions that lead to good feelings.
- **Physical Well-Being:** The ability to improve the functioning of your body through healthy eating and good exercise habits.
- **Social Well-Being:** The ability to communicate, develop meaningful relationships with others, and maintain a supportive network that will help you overcome loneliness.
- **Workplace Well-Being:** The ability to pursue your interests, values, and purpose in order to gain meaning, happiness, and enrichment professionally.
- **Societal Well-Being:** The ability to actively participate in a thriving community, culture, and environment.

²¹ [https://www.worktechacademy.com/seven-dimensions-workplace-well being /](https://www.worktechacademy.com/seven-dimensions-workplace-well-being/)

²² [https://www.psychologytoday.com/us/blog/click-here-happiness/201901/what-is-wellbeing-definition-types-and-well being -skills](https://www.psychologytoday.com/us/blog/click-here-happiness/201901/what-is-wellbeing-definition-types-and-well-being-skills)

5- Impact of external factors on well being :

In the face of rapid socio-economic development and modernization, the workforce well being is worth exploring in this study. The complexity of the concept well being as a pole of interactions with different variables counted as an influenceable and key influencer. Our study ought to understand the lateral linkage. Indeed there is a paucity of studies on the impact of the sociodemographic characteristics on the workplace well being attempting to determine the correlations. Demographics are the primary factors taken into consideration in most human resource and management decisions for they influence work behaviour. Bakan & al, observed that employees' personal characteristics remarkably impact organizational commitment. Withal, determining employee satisfaction requires demographic variables, as demonstrated by Asadi & al and Eker & al.

Theoretical Research treated different variables based on different study populations; The World Health Organization "Five Wellbeing Index" was applied to measure well being . Findings indicated above-average well being score with the nature of the relationship with education level and employment status as an independent correlate.

Existing literature on well being reported U-shaped association between age and well being although several studies support the negative linear relationship between the two indexes. Along with the variable gender, in general, low well being is reported more among women mainly due to disadvantages in income and others. In addition to focusing on character strengths that encourage well being , studies have also examined individual personality characteristics that are associated with well being and also function as personal resources.

In a study of Norwegian high school teachers, the extent to which teacher and school sociodemographic characteristics (tenure, age, school location & size), organizational climate and personality traits (neuroticism/extraversion) were related to an individual's subjective well being (PANAS) was examined. "Work-related stress can hit individuals in all ways and it is important to consider sociodemographic factors approaching stress-related issues. According to the Sixth European Working Conditions Survey carried out in 2015, structural inequalities and differences in terms of gender, employment status, and occupation were significant".²³

Wellbeing is a paradoxical combination of physical, spiritual, emotional, psychological and social health factors of a person. The feeling of well being is essential for the overall health, enabling self-fulfillment. Among individual factors, researchers distinguish between demographic characteristics, personality characteristics, and role stress/ role ambiguity. The reviews show a mixed picture concerning demographic characteristics such as age, gender, or health profession. To

²³ LATORRE (G) & al: « Association between Work Related Stress and Health Related Quality of Life: The Impact of Socio-Demographic Variables. A Cross Sectional Study in a Region of Central Italy, In International Journal Environ research & Public health, 2018.

be highlighted that structured effects of these variables on health-related quality of life or work stress were not convincingly documented.

A quantitative study was held among 827 individuals in Sweden (1999), the objective was to assess the influence of sociodemographic characteristics on self-reported well being and symptoms. The main finding of this study was that sociodemographic characteristics eloquently influenced most well being variables and symptoms. Namely, “the prevalence of symptoms in the categories of tension and depression, decreased while most other symptoms increased with age. The feminine population had more symptoms than men. Married subjects had higher scores for most mental/social well being factors compared to others, but lower scores for physical well being”.

Furthermore, Ballenger-Browning & al, undertook a more recent evaluation (2011) of work stress predictors in a study of military mental health providers. Maslach's model of burnout, demographic and work-related variables that contribute to burnout was sought to be explored. Introducing a new track to explore the relationship between demographic variables and the organizational climate. Veni and Ramchandran (2012) endorsed the theories by conducting “a study on a sample of 260 respondents from Sundram Fasteners Limited. They found positive results along with a strong climate in the organisation, referring to its demographic features, therefore a satisfied workforce”.²⁴

As well being is a key component of the overall health of an individual, we have pointed out the influencing power defining this concept, the impact exerted within the workplace context, featuring the employee performance, job satisfaction, motivation and engagement. However, Wellbeing is a shaped index that is strongly influenced by numerous factors, recalling the organizational climate of a company, it's culture, it's brand image and more subjectively the socio-demographic characteristics of its workforce shaping the well being perceptions, the features such as age, gender, seniority, level of education, marital status, income, and health, and among others correlates of psychological well being.

²⁴ VENI (K), RAMACHANDRAN (P): “An organisational climate study in TVS Sundaram Fasteners Limited, Kushnapuram, In Journal Bloomers Res, 5, 2012, P 11 – 13.

Section 3: Psychosocial risks related to work

The increasing interdependence of work and health has been recognized in almost all industrialized societies. With the ever-increasing demands of workloads and deadlines, with massive technological change, with the internationalization of work, the workplace itself has become a health issue.

Due to the accelerated technological developments, the sheer increase in the number of people living on the planet and the turbulent development of global communication, transport and trade, we found ourselves amidst a storm of everyday radical changes where no choice is left for us but to race time cope with all this without losing the sense of control.

In a sense, the world can't seem to stop becoming smaller every single day, the national economies of different countries of the world, stemming from different cultures, are becoming more and more interdependent, while the intensity and the complexity of the completion is escalating much more.

With all these unwitnessed changes before, time became the challenge number one to organizations as well as to employees, which found themselves in constant shortage of time.

All this certainly has had a crucial impact on the area of well being and health at the workplace, which led to a renaissance of a great number of psychosocial risks that are not only threatening the life of employees but moreover that of the organization.

Before moving forward in defining what are the psychosocial hazards and risks and citing the main psychosocial risks related to work that are threatening the workplace health, we need first, to understand what is the notion of a healthy workplace.

1- Workplace Health:

For *Dickson Swift* the notion of workplace health is viewed differently by employees and employers:²⁵

- **From the perspective of employers:** Workplace health includes providing the conditions for personal development and allowing individuals to become the best they can be through opportunities provided to them within the workplace.
- **From the perspective of employees:** Workplace health is much more a function of emotional health, well being and happiness than physical health which can be taken care of outside the office. Good emotional health comes from working in a respectful place, whereas poor emotional health can be caused by or made worse by an unhealthy working environment.

²⁵ DICKSON-SWIFT(V): « What really improves employee health and well-being: Findings from regional Australian workplaces », In International Journal of Workplace Health Management. Vol 7, No 3, 2014,P 138-155.

2- Psychosocial risks related to work:

Cox and Griffiths (1995) provide a simpler definition of psychosocial hazards: “... those aspects of work design and the organization and management of work, and their social and environmental context, which may have the potential to cause psychological or physical harm” (pg. 69).²⁶

2.1 Work-related stress:

Its undesirable consequences have become the number one most dangerous and talked about problem that can jeopardize the position and the survival of any organization.

2.1.1 Definition and causes of work-related stress:

Stress is an old animal reaction pattern to adapt ourselves to life-threatening circumstances that we cannot manage with our normal behavior patterns. Stress evolves when we must do something that we are not able and/or willing to do.²⁷

Among a myriad of **factor stressors** here are some:

- The automation of much skilled work, which deprives people of their skill use and leaves them with altered tasks, often of an impoverished nature.
- The unhealthy working climate (such as conflictual relationships with colleagues and managers) within the organization.
- The shortage of well-educated people in many sectors results in shortage of employees and task overload.
- The shift from physical to mental work tasks, which tend to cause more stress.
- The definite increase in deadlines and instances of acute peak task load.

2.1.2 Undesirable effects of work-related stress:

Individual effects of stress:

For individual employees, we distinguish the following negative consequences of work stress. Stress tends to lead to diminished creativity and stagnation of personal development. As such, it negatively affects work motivation, pleasure and well being . Moreover, it diminishes the quality of social relations, resulting in conflicts and isolation. As a result, overall individual effectiveness can be greatly diminished. Ultimately, stress can lead to all kinds of psychological and physical complaints and illnesses, which may contribute to a premature death (Schabracq et al., 2000).²⁸

²⁶ COX (T) & al: « Research on Work Related Stress », InOffice for Official Publications of the European Communities, Luxembourg, 2000.

²⁷ SCHABRACQ (M.J.) & al: The Handbook of Health and Work Psychology, 2nd Ed, John Wiley & Sons Ltd, 2003, P. 46-47.

Organizational effects of stress:

The following effects, among others, are of importance here: ²⁹

- First, stress can result in low production quality and quantity, as well as all kinds of production errors and disturbances.
- Also, stress can lead to internal conflicts, ineffective cooperation, disturbed internal relationships and an unpleasant working climate. This may lead to losses such as clients and suppliers loss.
- Another harmful consequence, which is becoming more and more urgent, is high turnover of well-qualified and scarce employees. All this can damage the corporate image and lead to negative public relations, making it hard to recruit new employees.
- Lastly there is the issue of the high costs of sick leave and work disability, as well as of hiring and breaking in temporary replacements, who do not perform optimally at once.

2.2 Excessive workloads:

In our fast-paced era, heavy workload is a common scene and it's becoming so natural to see employees taking more than what they can cope with for various reasons. And to complicate things furthermore, Excessive Workload and Work-related Stress are strongly related to one another which both can have a very harmful effect not only on employee health but that's of the organization as well.

2.2.1 Definition and causes of Excessive Workload:

Heavy or Excessive Workload can be defined as having and accepting (voluntarily or involuntarily) much more than the required normal amount of tasks, i.e. it often results in work overload and long hours. Workload means the amount of work which an individual has to finish within a given period of time.³⁰

A heavy workload is one of the primary causes of stress among employees. In a 2017 survey, 60 percent of workers said that work-related pressure has increased over the past five years. More than one-third of respondents cited excessive workloads and tight deadlines as their biggest concerns. Another 22 percent were struggling to balance work and personal life. As a manager, it's essential to realize the negative impact of excessive workloads on your employees and take the steps needed to reduce stress on the job.³¹

²⁸ GROOT (W.J.N.), BRINK (M.H.) & al: De prijs van stress [The Price of Stress], In Den Haag: Elsevier Bedrijfsinformatie, 2000.

²⁹ SCHABRACQ (M.J.) & al: The Handbook of Health and Work Psychology, 2nd Ed, John Wiley & Sons Ltd, 2003. P. 2-3.

³⁰ CHEN (P.Y.), SPECTOR (P.E): Relationships of work stressors with aggression, withdrawal, theft and substance use: An exploratory study, In Journal of Occupational and Organizational Psychology, 1992, P177-184.

There are plenty and various reasons why do employees take or accept to work for long hours heavily, and among these are:

- Job's demands;
- Due to downsizing;
- The fear of losing one's job (insecurity and uncertainty);
- The need to accept more tasks in order improve the gains and to increase the organizational profits;
- To strike the impression of being productive and hard working (seeking approval and acceptance);
- Out of fear and obligation because they can't refuse to their bosses;
- Lack in the workforce, so they need to compensate by doing their jobs and the supposed to be other employees' jobs.

2.2.2 Negative effects of Excessive Workload:

There are a variety of negative outcomes including:

- Excessive workload impacts Employee Health:

Anxiety, depression and mental stress are all common workload problems. Employees who work long hours are more likely to develop heart disease, hypertension, joint pain, weight loss and tiredness. A heavy workload also affects their mood and behavior, causing poor mental focus, decreased motivation and difficulty concentrating on the tasks at hand (Severe adverse mental and physical health consequences, a decrease in alertness, concentration, and performance, and an increase in absenteeism).

Working under pressure and dealing with tight deadlines can make your employees sick. These factors have been shown to double the risk of depression and anxiety in young people. In the long run, they may fuel destructive behaviors, such as drug or alcohol abuse. Excessive workloads increase stress, which in turn can lead to migraines, restlessness, irritability, mood swings and cardiovascular events.

- High Workload impacts Employee Performance:

Job insecurity, financial problems and the competitive job market may force employees to take on heavy workloads and make compromises. Furthermore, working long hours is associated with loyalty and commitment in many organizations. It's not uncommon to see employers who require their staff to work until late at night or cancel their plans at the last minute. This leads to stress and burnout in the long run.

³¹ <https://bizfluent.com/info-8178431-effects-heavy-workload-employees.html>

A stressed workforce can have detrimental effects on your organization as a whole. The employees may lose their motivation, engage in conflicts and have a difficult time completing their tasks. Poor mental focus, sleep deprivation, fatigue and psychosomatic disorders are all common side effects of work-related stress. Studies conducted over the years indicate a direct link between workload and exhaustion. Job burnout contributes to diminished performance, high blood pressure and digestive disorders.

- Workload leads to Conflicts and Poor Communication:

An unbalanced or heavy workload can lead to frustration, disagreements and poor communication among employees. This in turn affects their productivity and increases the likelihood of mistakes happening in the workplace. It has a negative impact on teamwork, decision making, overall performance and employee relationships. Furthermore, high workloads can negatively impact employees' lives outside of the office.

To sort of summarize and to understand the benefits of finding a good balance we need to fully comprehend that, while employees in high pressure roles and in fast paced work environments may be less inclined to take their full holiday entitlements, which can further exacerbate negative outcomes linked to long hours and heavy workloads. Also, feeling under-utilized and having plenty of wasted time can also have a negative impact on employee well being , including lower self-esteem, lack of sense of purpose, and the adoption of unhealthy habits.

CHAPTER II:

Organizational Climate

Introduction:

As a result of the massive socio-economic transformations and the emerging new technologies that require more creativity, intellect, and innovativeness, organizations nowadays are focusing their full interest on the human capital, providing them with a suitable working environment which consists of the organizational climate to bring the best out of their employees.

Organizational climate has become not only one of the major determinant factors of employees' productivity and efficiency but also a good investment in a highly competitive market where talents are looking more and more for an organization with an outstanding identity "culture and climate".

Every organization has its organizational climate that many influencers have contributed in shaping it somehow, what can be challenging is to create a healthy one and maintain it that way, but if an organization succeeded in that, it can speak volumes of the benefits that come with it.

Section 1: Work Climate

1- Work climate evolution:

It is always expected to find differences in opinions between researchers when it comes to newly born concepts, and that was the case for work climate. Reviewers took different positions on what climate is and researchers did not conceptualize it from a common paradigm.

Starting from this, and to better understand the evolution of the work climate, the model of the three times of evolution in this field, proposed by Schneider seemed to be the most appropriate for our research study:

1.1 First phase of evolution:

The concept of work climate was introduced into the fields of Industrial/Organizational Psychology and Organizational Behavior in the late 1950's and early 1960's by a group of social/behavioral scientists concerned with management and organizational effectiveness (Argyris, 1957; Gellerman, 1959; McGregor, 1960). These people extended Lewin's, who introduced the term climate for the first time, work on the creation of social climates in boy's groups to the work settings. They reasoned that organizational practices and procedures, especially managerial style, can influence the perceptions employees have of the major orientations, including goals and values of the organization. Thus, following the Gestalt psychology orientation of Lewin, they assumed that organizations communicate a particular atmosphere or climate to their employees through behaviors toward employees.³²

The postulate issued by Lewin in 1951 to study, explain and modify individual behavior in an organization (the famous $C = f(P * X)$ whose individual behavior (C) is a function of the personality of individual (P) in interaction with the environment (E) in which he is located) seems to have been widely used as a basis for research in the field of climate (Brunet and Savoie, 1999), situating this concept in a Gestaltist vision of psychology (Schneider, 1985).

The formula proposed by Lewin in short, the "P" means that in an equivalent environment, two different people could act differently, because of different personalities. Likewise, a person will act differently depending on the environment in which he is, without changing his personality. In the same logic, the environment of the organization could have an influence on the behavior of the employees, and the behavior of these employees will also influence the environment, which creates, among other things, the work climate.³³

³² SCHNEIDER (B): Work Climate, An interactionist Perspective, by The Organisational effectiveness research program, Report 81-2, Department of Psychology, Michigan State University of East Lansing, 1981.

³³ DESJARDINS (C): Développement et validation d'un outil diagnostique du climat organisationnel. Memoire de Maitrise en Sciences de gestion, HEC, University of Montréal, 2000.

1.2 Second phase of evolution:

When reviewing the evolution of the climate construct, Schneider (1990) points out that the early climate researchers did not initially spend much time haggling over definitions of climate or possible nuances. This lack of clarity on how to define climate quickly created problems for researchers. Different perspectives arose on how to define climate, whether climate was a property of the individual or the organization, which makes this period of time characterized by a number of debates and critiques. One of the debates between researchers:

Is climate an individual-level construct (psychological climate) or an organizational-level construct (organizational climate; cf. Glick, 1985; James & Jones, 1974; Payne & Pugh, 1976; Schneider, 2000)?

Psychological climate is defined as an individual employee's perceptions of the psychological impact of the work environment on his/her own well being (James & James, 1989). When employees in a particular unit or organization agree on their perceptions of their work environment, these shared perceptions can then be aggregated and are called organizational climate. However, even though these perceptions are shared and can be aggregated to the unit level, they still remain the property of the individuals in the unit (James, 1982). Thus, individuals evaluate their environment and attach significance and meaning to what they perceive (psychological climate) and when these perceptions are aggregated with some level of agreement, this becomes a meaningful measure of organizational climate.³⁴

1.3 Third phase of evolution:

Finally, the concept has arrived to a certain level of theoretical maturity, or what Schneider (1985, 1990), Denison (1996), Verbeke et al. (1998) et Brunet et Savoie (1999) describe as the third step in the evolution of the concept. This time is defined as that of consolidation and accommodation. Controversies begin to disappear and a broad definition is generally accepted. Operationalization is done in a few different ways. The concept is now more or less tamed, and it is being used to better understand other realities.

Looking through the history of the work climate and trying to summarize the main crucial events that led to a common well known and a global definition, global climate research has been plagued with difficulties relating to definitional issues, theoretical grounding and methodological issues.

First, there was no consensus on how to define global climate (Glick, 1985; James, 1982; James & Jones, 1974; James et al., 1988; Tagiuri & Litwin, 1968).

Second, research involving global work climates was criticized for lacking a strong theoretical base.

³⁴ KUENZI (M): An integrated model of work climate, Doctoral Dissertation in Philosophy, Department of Management, Business Administration College, Florida, 2008

Finally, methodological issues, such as appropriate ways and guidelines to aggregate individual climate perceptions to the group or organizational level, created problems for early climate researchers (Glick, 1985). This has led to a construct that has been called fuzzy and ambiguous (Guion, 1973).

2- Definition of work climate:

There are plenty of definitions in this field but they are often confounded with the concept of organizational climate. For some authors the work climate encompasses the notion of organizational climate as well as psychological climate.

- Climate has been defined as the shared perceptions of employees, concerning the practices, procedures, and kinds of behaviors that get rewarded and supported in a particular setting (Schneider, 1990, p. 384).³⁵
- Organizational climate is a description of the members' perception of their work environment (Zhang & Liu, 2010).³⁶
- It is a set of properties of the work environment, perceived directly or indirectly by the employees, that is assumed to be a major force in influencing employee behavior (Ivancevich, Konopaske & Matteson, 2007).³⁷
- Work climate is the prevailing workplace atmosphere as experienced by employees. It is what it feels like to work in a place.³⁸

A set of measurable properties of the perceived work environment, directly or indirectly, created by individuals who live and work in this environment and that influences the motivation and behavior of these people.”³⁹ In this definition of organizational climate, we can note two striking features:

- The organizational climate is a concept “perceived” by employees. Importantly, it is dependent on a value judgment which can vary greatly from person to person.
- The organizational climate affects productivity, motivation and employee behavior.

3- Levels of Work climate:

³⁵ REICHERS (A.E.), SCHNEIDER (B): Climate and culture: An evolution of constructs. In Schneider B.(Ed.), Organizational climate and culture, Jossey-Bass, San Francisco, 1990, P 383-412.

³⁶ ZHANG (J), Liu (Y): « Organizational climate and its effects on organizational variables: an empirical study ». In International Journal of Psychological Studies, Vol 2, No 2, 2010, P 189-201.

³⁷ IVANCEVICH (J), KONOPASKE (R), MATTESON (M): Organizational Behavior & Management, 8th Ed, McGraw Hill, Boston, 2007, P 237-264.

³⁸ ARIÑEZ (A) & al: «Creating a Climate that Motivates Staff and Improves Performance », Management Sciences for Health, in The Manager, Vol 11, No 3, Boston, 2002, P. 1-22.

³⁹ <https://www.heflo.com/blog/hr/organizational-climate-definition/>

“Work climate is the prevailing workplace atmosphere as experienced by employees; it is what it feels like to work in a place. Leadership and management practices that provide clarity, support, and challenge contribute to a positive work climate which is likely to increase the “discretionary effort”, or level of extra effort, that employees exert above and beyond job expectations and leads to/sustain employee motivation and high performance.”

This framework correlates directly with the motivation of employees to be well. How a manager behaves towards his employees strongly influences the work climate and can either build or undermine the morale and well being of a team.

The work climate has been widely evaluated over the years, researchers (Thiberge, 2005) have brought together the notion of organizational, psychological and collective climate to shape and conceptualize the work climate notion.

3.1 Collective Climate:

The concept of collective climate is defined by groups of individuals sharing the same perception of their environment. Schneider and Reichers (1983) contend that there are two ways in which a collective climate can be formed within an organization: one way is through the development of common cognitive patterns (goals, needs, values at work, etc.) and the other way is through the interactions that individuals share with each other at work.

3.2 Psychological Climate:

Bazinet (1999) states that the psychological climate reflects an individual's representation of his or her work environment. As such, it is therefore considered a perceptual variable situated as an interim between personal, organizational or individual experience and behavior. In Rousseau's view (1988), the psychological climate takes its references from the representations that are psychologically significant for an individual about organizational structures, processes and occurrences. In reference to James and Jones's work, psychological climate enables an individual to interpret events, to predict work outcomes and to measure the suitability of their subsequent actions.⁴⁰

3.3 Organizational Climate:

The organizational climate can also be approached in a theoretical way. Ekvall (1985) distinguishes a realistic and a subjective view of organizational climate. In the first perspective, organizational climate is understood as an objective reality that exists in itself, independent of any perception. The second approach favors a subjective apprehension of the work climate in that it is constructed by and through a perception and knowledge shared by a group of individuals regarding the organizational situation. As per Campbell, “Organisational climate can be defined as a set of

⁴⁰ JAMES (L.R.), JONES (A.P.): “Organisational climate: A review of theory and research”. In Psychological Bulletin, Vol 81, No 12, 1978, P 781 – 813.

attributes specific to a particular organization that may be induced from the way that organization deals with its members and its environment.”⁴¹

4- Work climate & Well-being:

The human being is a complex creature; his behaviors sometimes can be unpredictable that even he himself can't seem to understand the process and the mechanism that led to those certain actions and reactions. But other times, his behaviors are influenced by a large number of complex factors such as the environment where he spends the majority of his time or what is known under the term climate.

On the same hand, Scientifics and Researchers in the field of organizational behavior, spend decades trying to comprehend employees' behaviors within the organization in order to maximize the benefits and reduce the costs. Frederick W. Taylor, the father of scientific management who shaped the world of business by beginning to look at the importance of humanistic values and concentrating more on the human experience in *the working environment*, and associating each behavior to a specific reason or influencer, and examining the impact of those specific influencers on the human capital, the most valuable resource, and the overall organizational system.

Climate is a term used in the science of meteorology, referring to how the weather is, that strongly impacts our psychological state (our mental well being), our perceptions of things and the way we perform our tasks, the way we behave and interact with each other.

Employee Well-being and Health, as discussed previously, are threatened by a large number of psychosocial risks, which are generated by the quality of the work environment or the work climate. Climate at work has the same impacts on the employee, for it is the employees' perception of the work environment and how they feel when they are at work, which influences their health and their well being and eventually, the quality of their performance and also their productivity.

Thus from this brief explanation, one doesn't need an expert to show the key role work climate plays in enhancing an employee's life. We can conclude that the work climate is strongly linked to the employee well being , that a good carrying supportive atmosphere will certainly help improve not only employees' experience and well being but also that of the whole organization.

⁴¹ CAMPBELL (J. P.) & al: Managerial behavior, performance, and effectiveness, McGraw-Hill book company, New York, 1970.

Section 2: Organizational Climate concept

1- Conceptual perspective:

The atmosphere of any organization gives colours to all the events that take place in it. All organizations have a consistent quality that is known as organizational climate. Companies are perceived differently depending on various variables. When moving from one enterprise to another, each has its own personality. Halpin and Croft explain analogously the idea of organizational climate as, «personality is to the individual what; organizational climate is to the organization».⁴²

It is an agreed fact that each organization has a distinct personality that drives all individual actions within it. The area of research is widely explored, authors presented different perspectives which brought more interest to the concept and its framework, whether the organizational climate is a dependant or an independent variable remains a broad controversy. Yet present researchers have agreed on some study points regarding the subject studied.

2- Evolvement of Organisational Climate concept:

The origin of the concept of organizational climate cannot easily be traced. It was Lewin, Lippit and White (1939) who referred to organizational climate when conducting their experimental research on social climate, although they hardly offered concrete proposals for a conceptual framework or measurement technique to it. However, Lewin's (1951) social science theory can take credit for the concept. It defines the organizational climate as “a function of the individual and his or her interaction with the organizational environment”.⁴³

It was Argyris (1958) who in addition to introducing the concept, defined organizational climate in terms of values, employee needs, personalities and formal institutional policies. Stated that senior employees are dissatisfied with formal organizational structure, top-down leadership and rigid managerial controls. He further mentioned that organizations not only do not recognize the full potential of their employees but also fail to provide them with the momentum needed for their personal development.

Gilmore and Von (1961) emphasized the differences of individual attitudes relative to the psychological structure of their organizations by explaining the relationship between organizational climate and the attitudes and behavior of individuals. The concept assumed popularity with the introduction of Litwin and Stringer book, defining organizational climate (1968) as “a function of history, tradition, leadership style and physical state of organization. It subsequently influences the motivation and behavior of employees in an organization⁴⁴. Later on, Tagiuri and Litwin presented a new definition in their book (1968), exploring the nature and concept of organizational climate

⁴² HALPIN (A.W.): Theory and Research in Education. NewYork : Macmillan Co, 1966. P 131.

⁴³ LEWIN (K): Field Theory in Social Science, Ed. Dorwin Cartwright, New York, Harpers and Brothers, 1951.

⁴⁴ LITWIN (G.H), STRINGER (R.A.): Organisational Climate Questionnaire, 1966.

using different approaches, They stated that organizational climate “is a relatively enduring quality of the internal environment of an enterprise that is felt by its employees, affects their behavior and can be expressed in terms of the values of a particular set of characteristics or attitudes of the enterprise”.

The concept of organizational climate was being expressed in different frameworks afterwards, Baumgartel stated (1971) that: “it is a product of leadership practices, communication practices, and enduring and systematic characteristics of the working relationship among personnel and departments of any particular enterprise”.⁴⁵

Reviewing earlier studies, a new approach was introduced (1974) where the organizational climate was measured and studied by individual perception than by organizational. In addition, James and Jones distinguished psychological climate from organizational one, stating that the latter is the significant psychological cognitive representations of the situational generated perceptions. James stated (1978) that “each enterprise functions in a set of policies, norms and procedures and employees that enterprise perceive and make sense of enterprise policies, practices and procedures in psychological meaningful terms. Such policies, procedures and practices assume an enduring quality and create a unique organizational climate.”⁴⁶

The progress of the theoretical framework characterized three measurement approaches based on individual's interactions with their organization. It can be measured for an individual using survey techniques. Schneider (1975) defined organizational climate as: “perceptions psychologically meaningful molar descriptions that people can agree characterize a system's practices and procedures.”⁴⁷

The concept was presented as a cognitive theory. New scientific efforts were presented in their book “Climate and culture: An evaluation of constructs”, Reichers & Schneiders (1990) defined organizational climate as the shared perception of the way the things are around here.

New terms started appearing to conceptualize the organizational climate. Katz and Kahn (1996) state that climate is an atmosphere in which people judge, help and reward, constrain and discover each other. It affects an individual's moral attitude towards work and the environment. It is therefore clear that there is a wide diversity of views among authors regarding the issue of organizational climate. It is also because of the variety and nuance that we encounter in the organizational environment, which differs from one organization to another. Indeed, the subjective understanding that individuals have of reality shapes their behavior more than the objective environment itself. Thus, the organizational climate is situated halfway between the objective (reality) and the

⁴⁵ BAUMGARTEL (H): “The penetration of modern management technology and organisational practices in Indian business organisations”, Indian Administrative and Management Review, 1971.

⁴⁶ JAMES (L.R.) & al: “Psychological Climate implications from cognitive social learning theory and interactional psychology”, Personnel Psychology, Vol 31, 1978, P 781-813.

⁴⁷ SCHNEIDER (B): “Organisational climates: an essay”, In Journal of Personnel Psychology, 28(4), 1975, P447-479.

subjective (perception), although the former bears more weight. Hence, there is a significant relationship between the perceptive description of a company and its objective reality.

Eventually, organizational climate has been treated as an independent variable, implying that it influences employee productivity, job satisfaction, and overall well being , and can therefore lead to manipulation of organizational procedures and policies. Some researchers advocate that organizational climate “is the recurring patterns of behavior, attitudes and feelings that are indicative of life in the organization which are more related to atmosphere and values”⁴⁸ as stated by Aiswarya and Ramasundaram. Echoing this view, Moghimi and Subramaniam defined organizational climate as “values and beliefs that are not visible but exist within the employee’s behavior and action”.⁴⁹

Thus, after considering the views of various authors on organizational climate, contemporary authors support the idea that organizational climate refers to the general perception of the employee (as a whole) of an organization with respect to its relevant dimensions prevailing during a given period of time in an organization.

Despite the deep history and global theoretical foundation of organizational climate studies, it is difficult to precisely articulate a final definition. “As personality describes an individual, so climate defines the essence of an institution, if we are to give an explanative definition of the organizational climate”, it is an employee’s perception of his/her work environment. Specifically, climate is a set of measurable work environments properties of employees based on collective/individual perceptions which are strongly influenced by the management practices and initiatives conducted by organizations.

3- Characteristics of Organisational Climate:

Organisational climate has a long history in industrial and organizational psychology and organizational behavior. To understand better the nature of the concept, authors have defined different characteristics; the following are the key features of organizational climate:

- ***Common perception:*** Organisational climate is a general reflection of what an organization represents in relation to their environment. It is the summary perception that individuals have of the organization. It expresses people's impressions regarding the internal environment of the organization they work in.
- ***Sustainability and endurance:*** The organizational climate has been built up over a period of time. An enduring quality of the total environment that is experienced by the members of the organization.

⁴⁸ AISHWARYA (B), RAMASUNDARAM (G):“A study on interference of work life conflict between organisational climate and job satisfaction of women employees in information technology sector”, In Asia-Pacific Journal of Management Research and Innovation, 8 (3), 2012, P 351 – 360.

⁴⁹ MOGIMI (S), SUBRANANIAM (I.D.):“Employees’ creative behaviour: The role of organisational climate in Malaysian SMEs”, In Industrial Journal of Business and Management, 8(5), 2013, P 1 – 13.

- ***Unique identity:*** Organizational climate gives the organization a distinct identity. It describes it in terms of values of a particular set of characteristics of the environment that explains how an organization is different from another.
- ***Multidimensional:*** The organizational climate is a multidimensional concept with various components which are not exclusive of each other, overlapping in many cases. How these different dimensions act in an organization indicates the subjacent managerial approach.

4- Organisational Climate & Culture: Research Analysis:

Ronald Lippitt, along with Ralph White and Andrew Pettigrew introduced us to the concepts of organizational climate and culture. As noted in the previous title, the basic elements of culture and climate are the foundation from which a core discipline in the broader field of organizational behavior develops.

Both climate and culture are subject to this statement. In terms of defining these constructs, climate has been defined specifically on a psychological group level, that is, "the configurations of attitudes and perceptions of members of the organization that, when combined, reflect a substantial part of the context of which they are a part and in which they work". However, the culture is not as clear-cut, and intersects with diffuse traditions in disciplines such as anthropology, sociology and psychology. Thus, culture is about understanding the systems of meanings, values and actions that characterize entire societies.

It is worth mentioning that, despite a range of comprehensive attempts to explicate the relationship between organizational culture and organizational climate, research on organizational culture continued to develop as a distinct field "outside of any real connection with climate research and history". Indeed, even in some of the major texts on organizational culture, the concept of organizational climate has received minimal coverage.

More recently, Neal M. Ashkanasy (2007, p. 1028) has noted that in an organizational climate, the focus is on the agreed perceptions of organizational members of their organizational environment, while in organizational culture, the focus is on judgments and values, rather than perceived practices and procedures.

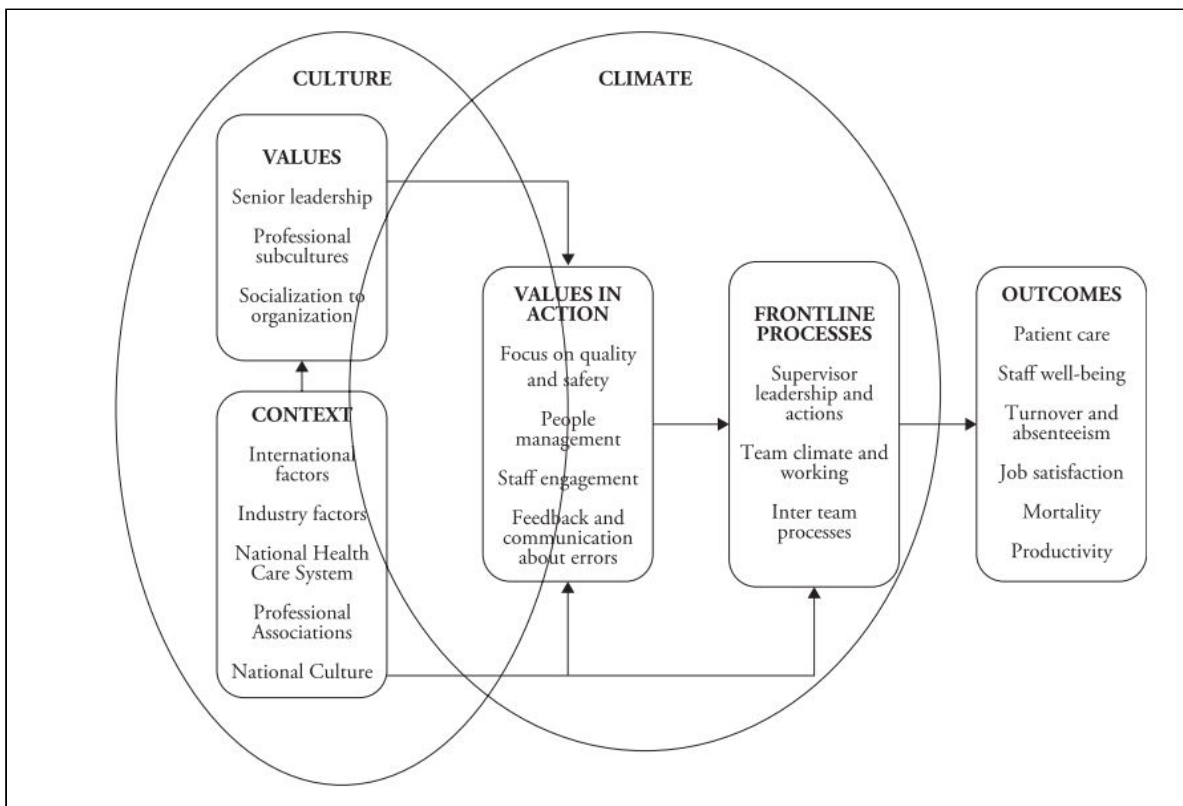
4.1 Conceptual similarities:

By and large, conceptual treatments of organizational climate have much in common with those of organizational culture. Among the main similarities identified by authors (e.g. Denison; Reichers & Schneider et al) seeking a synthesis of the two concepts are the following:

- Organizational culture (as common basic assumptions) and organizational climate (as common perceptions) are supposed to set boundaries and form the basis for members' behavior. However, they are not the lone determinants of behavior which will also be influenced by the demands and contingencies of the situation at a given time.

- Organizational climate and culture are both molar constructs in the sense that they encompass one or more properties of the entire system (whole/sub-unit) and are designed to function as sense-making devices, helping members of the organization to create meaning from their organizational life experience.
- Both acknowledge that organizations can be defined in terms of overall characteristics: behavioral patterns, value systems, philosophies, etc. The perspectives of culture and climate switch the focus from the individual to the organization as a "viable unit of behavioral analysis".

Figure N° 3: A broad model of culture and climate in health care.



Source: The Oxford Handbook of Organizational Climate and Culture.337

In light of the foregoing conceptual similarities between organizational culture and organizational climate, it is perhaps no surprise that scholars in each field were confronted with some of the same basic theoretical questions.

4.2 Conceptual differences:

Whilst the above discussion regarding some of the similarities between climate and cultural perspectives is far from exhaustive, it serves to illustrate the significant overlap that exists between these perspectives, particularly in terms of conceptual treatments of the construct of interest. Despite this overlap, most commentators, nonetheless, do not argue that the concepts are identical constructs. The differences between the two include the following:

- Organisational climate is more about feelings, attitude, or perceptions than organizational culture: A distinctive feature of organizational culture in relation to organizational climate involves a focus on the feelings and attitudes of the members towards their environment. As at least some cultural beliefs are assumed to be unconscious, it would be expected that people would not be aware of how they feel about them unless these beliefs are compromised by management decisions. While they could have an overall positive feeling about their organization they might nonetheless feel very negatively about certain issues. The idea of a subclimate equivalent to a subculture would imply, since climate is more a matter of conscious feelings than culture. For example, besides the social interactions between the colleagues and other stakeholders and the physical layout of the organization broader matters, the perceived quality of leadership and fairness of the reward system or simply the success of the organization, could also produce feelings that would contribute to a positive or negative organizational climate.

- Organisational culture 'deeper' than organizational climate: Organizational climate is more of a surface phenomenon as opposed to organizational culture. So in terms of Schein's model of cultural levels, organizational climate can be viewed to operate at the level of more profound values, ideologies and assumptions that constitute the heart of culture. It is important to distinguish between the two; the arguments indicate that in most cases the word culture is used interchangeably with climate by managers. Culture explores the depth of the attributes mentioned which may or may not be related to the surface characteristics of the organization. The distinction is based on a holistic understanding of culture, where individuals share and strongly hold a set of beliefs, the assumptions may be in conflict with the values presented by the organization, which will have a strong influence on the overall structure. Referring to Trice and Beyer's conceptual framework, "Organisational climate can most accurately be understood as operating at the level of cultural forms. Its' depiction as a surface-level, as opposed to deeper-level construct, renders it more palpable, more immediately accessible (it exists at a more conscious level of awareness than organizational culture".⁵⁰

- Organisational culture more enduring and stable than organizational climate: Whilst these two concepts are thought to have a degree of stability over time and across different situations, a plurality of commentators put forward the idea that organizational culture is more sustainable than organizational climate. While short-term variances in an internal and external environment of an organization (e.g., budget cuts) are likely to alter an organizational climate, and are less likely to have an immediate impact on its culture, significant impact will occur if such events become a more regular feature of corporate life. Proponents of this view claim that organizational culture evolves at a slower pace and is more difficult to explicitly manage than organizational climate. In this sense, "it is conceivable that in newly formed groups, members may experience a climate but not yet be part of a culture. While the climate is

⁵⁰ Organisational Culture, Concept, Context, and Management. pdf file. P 166.

manageable in the relatively short term, the culture is usually strategic and long-term. It is very difficult to change it. Culture is rooted in deeply held beliefs and values in which individuals have a substantial investment”.⁵¹

5- Dimensions of Organisational Climate:

Referring to earlier studies on organizational climate, Schneider (1975) summarized the following measurement theories: perceptual measurement - organizational attribute approach, multiple measurement - organizational attribute approach and perceptual measurement - individual attribute approach. These three measurement approaches are centered on the interactions of individuals with their environment. Individual perception is measured using survey techniques moreover quantitative investigative methods. While numerous studies have been conducted on organizational climate, no common set of dimensions of organizational climate has been agreed upon. Indeed, as Schneider explains, many climate researchers have assessed the specific climate for which they were interested rather than trying to develop an omnibus measure.

Halpin and Croft (1963) can be credited as pioneers in the conceptualization and measurement of organizational climate. They conducted their research within an elementary school to describe and differentiate it from other institutions (1966); concerned with the interactions teacher-teacher and teacher-principal. They developed the Organizational Climate Descriptive Questionnaire (OCDQ), defining eight dimensions viz; hindrance, intimacy, esprit and disengagement describing the teacher's behavior, and consideration, production emphasis, aloofness and thrust characterizing the headmaster.⁵²

Litwin and Stranger (1966) introduced a comprehensive organizational climate framework for motivation assessing the perceptions through six dimensions: reward, support, warmth, risk, individual responsibility and organizational structure, supported by a structured questionnaire. Later on Stringer (2002) pointed out that we can measure the impact of organizational climate on the overall performance by studying these dimensions

Schneider and Barlett (1968 - 1970), gave a broader and systematic study of climate dimensions, the study is structured around the approach of individual attributes, they identified different dimensions: involvement, support from colleagues, cohesion, support from the supervisor, autonomy, task orientation, predictability of work, clarity, managerial control, innovation, physical comfort, etc.⁵³ Some of them have been incorporated by the Working Environment Scale (Moos 1994).

Lawrence James and Allan Jones (1977) conducted a study on employee management in a large health care organization in which they classified the following six dimensions of organizational

⁵¹ASHKANASY (N.M.), WILDEROM (C), PETERSON (M.F.): The handbook of organizational culture and climate, 2nd ed, SAGE Publications, Inc, California, 2011, P 168.

⁵² HALPIN (A.W.), DON (C): Organisational Climate of School, Theory and Research in Administration, New York : Macmillan, 1966. P 113

⁵³ SCHNEIDER (B), BARTLETT (J):“Individual differences and organisational climate: the research plan and questionnaire development”, In Personnel Psychology , 21, 1968, P 323-333.

climate: “Organisational Values and Norms: Conformity, loyalty, impersonality, facilitation and reciprocity. Organisational Context: Mission, goals and objectives, job challenge etc. Physical Environment: Employee safety, environmental stresses and physical space characteristics. Organisational Structure: Size, degree of centralization and operating procedures. Professional and Organisational spirit: Importance and variety. Leadership Process: Leadership styles, communication, decision making and related processes”.

Present studies rely heavily on Udai Pareek's (1989) classification which identified twelve dimensions of organizational climate: “orientation (related to people concern in the enterprise), supervision, interpersonal relationship, problem management, conflict management, management of mistakes, communication, decision making, trust, management of rewards, risk taking and innovation and change”.⁵⁴

The foregoing researchers have therefore attempted to assess the organizational climate from their own perspective in a particular situation and therefore have not developed a single, central point of view. This is a challenge because organizations vary considerably in terms of complexity, mission, size, values, structure, etc., and therefore it is not possible to generalize the conceptualization. However, in order to meet the objectives of our study, we have chosen a few common dimensions that fall into three broad categories essential to any organization.

6- Organizational climate typology:

Likert (1974) identified two main types of organizational climate corresponding to four management systems.⁵⁵

6.1 Authoritarian climate:

A) - System 1 - Exploitative authoritarianism: This type of climate is characterized by a lack of trust of the management towards the teachers and, therefore, the majority of the decisions are taken by the senior administration. It is in an atmosphere of threats, punishments and occasional rewards that individuals work. Relations between superiors and teachers are rare and show suspicion. The control process is highly centralized at the top.

B) - System 2 - Paternalistic authoritarianism: In this system, management has condescending trust in teachers. Most of the time, it takes care of making all the decisions but sometimes consults its teachers on an individual basis. To motivate teachers, rewards and sometimes punishments are used. The control process is always centralized at the top but it is sometimes delegated to the middle and upper

⁵⁴ MADHUKAR (V): Organisational Climate: A Conceptual Perspective, Article in International Journal of Management, IT & Engineering Vol 7, No 8, August 2017, P 284

⁵⁵ LEDRISSI (S), LOUCIF (L): « La relation entre le climat de travail et la santé chez les salariés. Cas pratique : L'EPH AKLOUL Ali D'Akbou », Mémoire de Master en Sociologie de travail et ressources humaines, Université de Abderrahmane M, Bejaia, 2015.

levels. In this type of climate, teachers often feel that they are working in a stable and structured environment.

6.2 Participatory climate:

C) - System 3 - Advisory: In this system, management has average confidence in its teachers. The occasional rewards, involvement and punishment are used to motivate teachers. General decisions are made at the top, but more specific decisions are made at lower levels. The control process is delegated to middle and lower levels with a sense of responsibility. Achieving objectives is a management style that characterizes this type of rather dynamic climate.

D) - System 4 - Group participation: This type of climate is characterized by the leadership's complete trust in its teachers. Decisions are made at all levels of the organization and communication takes place in a bottom-up, top-down and lateral fashion. The participation and involvement of teachers, the establishment of performance objectives based on the objectives pursued contributes to the motivation of teachers. The monitoring process is delegated to all levels and all teachers are strongly involved. In this type of climate, management and teachers form a team that aims to achieve the goals and objectives of the organization established in the form of strategic planning. (Brunet Luc, 2001, p 5).

Section 3: Relationship between Organizational Climate and Well-being at work.

The contemporary work environment is markedly different compared to the previous decades. Due to the overwhelming challenges that organizations are confronted with, intensified by the implementation of legislation redefining the employer-employee relationship and organizational structures, it is becoming essential for organizations to adapt accordingly.

Overall, it is fair to say the worldwide recession has had a profound impact on the health and well being , not only of individuals, but also of organizations themselves. Individuals interpret processes, practices, and behaviors in their environments in relation to their own sense of well being , and this contributes to the experience of organizational climate.

1- Organisational Climate and Wellbeing:

Suliman and Abdullah (2005) outlined one of the main challenges faced by today's managers and professionals: leading work teams in these fluctuating environments and creating a positive and healthy climate in which employees can thrive and apply their expertise.

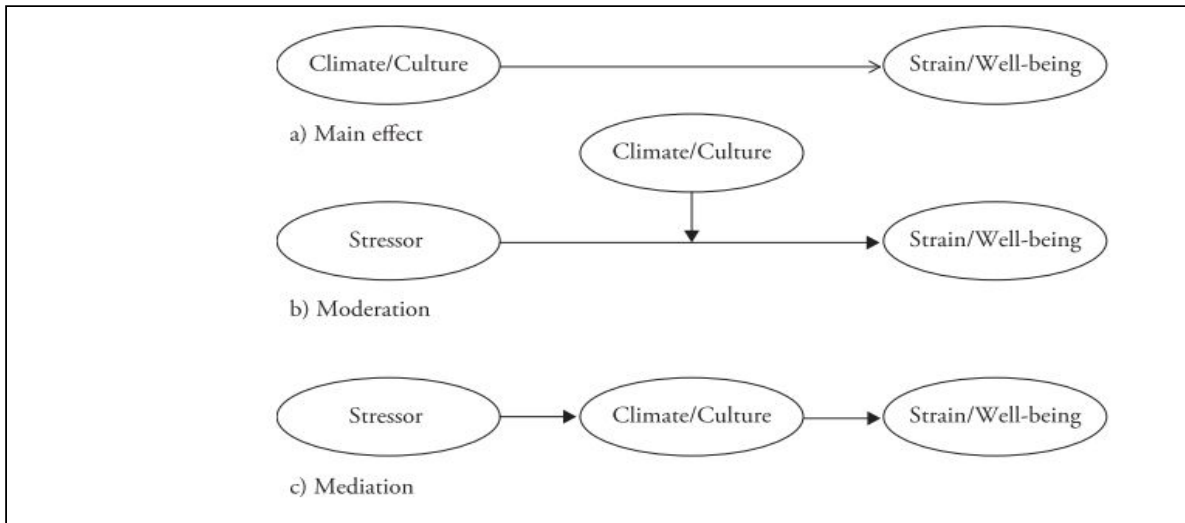
Referring to studies by Litwin and Stringer (1968), climate helps managers understand the relationship between the organization's processes and practices and the aspirations and needs of its employees. By understanding how different initiatives stimulate employees, managers will identify the factors that motivate employees to engage in a manner that drives a positive climate and results in the success of the organization.

The organizational climate greatly influences the well being of employees as it has a major impact on motivation and job satisfaction. The organizational climate determines the working environment in which the employee feels satisfied or unsatisfied to perform his or her tasks. The satisfaction determines or even impacts the employee's attitude and thus his interactions with his entourage.

Schneider et al. (2011) indicated that the unspecified and unmeasured component of this study was whether the climate created was a social climate, a climate of equity, a fair climate, or some other alternative. And the result was to measure the probable one conceptualized as a climate of well being , highlighting the practices, procedures and experiences of employees at work and their relationship to the broader sense of well being and positive outlook towards their workplace environment.

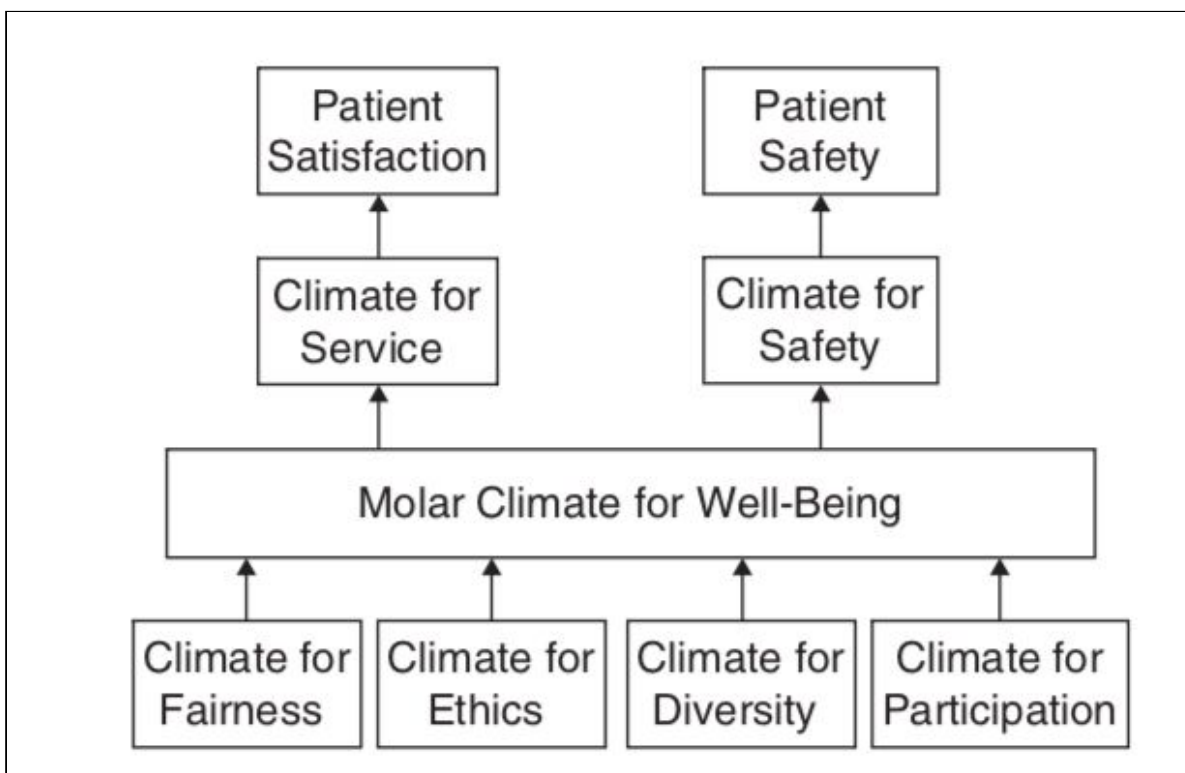
The multi-dimensional aspect of organizational climate research is relevant as concern for employees or the climate of well being being assessed provides a baseline for and is a facilitator of climates that are more outcome-focused. It has become explicit that insofar as employees' sense the engagement of the company in which they are working has covered concerns related to their well being , the more willingly they will engage in the focused strategic actions that the company seeks, thereby contributing to its success (Macey, Schneider, Barbera and Young, 2009).

Figure N° 4: Three models linking climate and culture in the stressor/strain relationship.



Source: Schneider (B) & al: The Oxford handbook of organizational climate and culture, (Oxford library of psychology).P 180.

Figure N° 5: Mapping of Molar Climate, Process Climates and Strategic Climates.



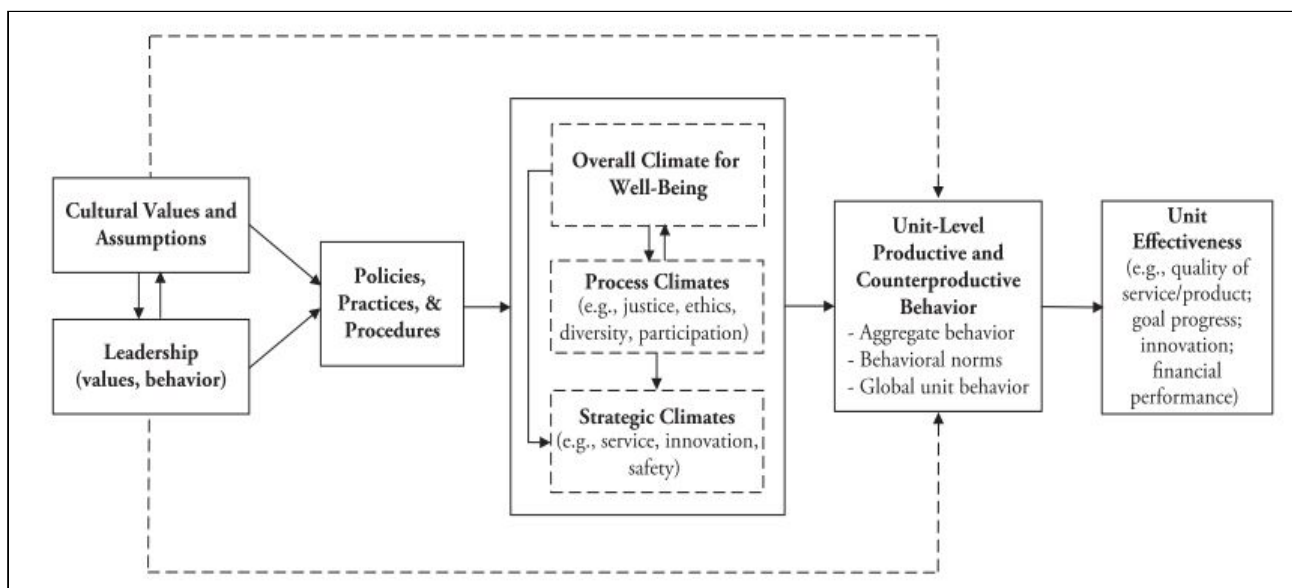
Source: Ashkanasy (N.M.): The handbook of organizational culture and climate, 2nd ed. p 41.

In coherence with Figure 5 (Weick, 1985), it is clear that by focusing on process issues (equity, ethics) through practices and behaviors (climate) as well as human socialization and values (culture), a sense of well being can be generated among employees. Demonstrating that the

organization values people. In further detail, Philip Gibbs and Cary Cooper highlight the importance of climate perceptions, documenting the rise of so-called organizational well being programmes that have been proposed to sustain or enhance the physical and psychological well being of employees, considering that actively promoting positive work climates may need to be treated as an investment at business level.

It should be considerable how the climate can be shaped by individuals and group level to affect and consider the affective exchanges inherent in organizational interactions and to understand how it promotes the development of positive work environments PWEs (Härtel et al., 2008). To address the following key questions: What are the elements of the organizational climate that enable or inhibit human flourishing? What organizational practices enable the attributes (organizational climate) of subjective and objective well being and positive organizational behavior? It has been outlined that the key aspect of the climate's impact on work outcomes such as well being and performance is the mediating role of cognitive and affective states.

Figure N° 6: Proposed model of relationships among organizational culture, climate, and unit-level productive and counterproductive behavior in organizations.



Source: Schneider (B) & al: The Oxford handbook of organizational climate and culture, op cit, .P 165

Carr, Schmidt, Ford, & DeShon, (2003) sought to explore how different aspects of the work environment affect critical individual and organizational outcomes, such as motivation (Hackman & Oldham, 1980), turnover and absenteeism (Steel, Shane & Kennedy, 1990), organizational citizenship behaviors (D'Amato & Zijlstra, 2008), and well being (Martin, 2008), job satisfaction (Schulte, Ostroff, Shmulyian, & Kinicki, 2009).

When describing the influence of Fortune magazine's annual list of the "100 best companies to work for" on the market's operating rules and the way organizations strive to achieve these titles, Manfred Kets de Vries described the companies with the most positive characteristics as authentizotic

organizations, i.e. perceived as reputable and trustworthy and considered as fulfilling important aspects of their people's lives. In a similar vein, Christopher Parker et al (2003) examined the relationship between psychological climate and a number of individual-level outcomes, including well being .

Thus, climate perceptions are strongly linked with job satisfaction and well being compared to performance outcomes, when team members routinely experience criticism of their ideas, they are likely to experience the team climate as aversive and constraining. "When team leaders are authoritarian and demanding, team members' well being will be negatively affected, and thus the climate will be poor introducing a poor performance that leads to demotivation and eventually dissatisfaction."⁵⁶

Having stated that, empirical research has demonstrated that organizational climate is an important predictor of health-related matters (Wilson, DeJoy, Vandenberg, Richardson, & McGrath, 2004). Kizzy Parks and Lisa Steelman (2008) point out that there is a belief among organizations that initiatives which attempt to diagnose and promote organizational well being , will highly drive more positive attitudes toward the organization resulting in better performance and tennace widely beneficial.

Figure N° 7: Climate of well being benefits model developed by Sykes Assistance Services.



Source: The benefits of developing and maintaining an organizational culture and climate of well being by Kathleen Dindoff, PhD.

Promoting and implementing organizational wellness programs OWP helps demonstrate that employees are a valued capital that organizations care about; such programs endeavor to reduce

⁵⁶ ASHKANASY (N.M.): The handbook of organizational culture and climate, op cit, p250

health problems and aim to improve well being by providing the best services to ensure the best experience resulting in a well balanced positive climate among members.

2- Measurement of Organizational Climate:

Organizational climate has now gone beyond the "feel" and attempts to give a normative base which would enable comparison of one organization with another have been made. Numerous researches have provided us with rich theories on the multi-dimensional attribute of organizational climate along which measurement of certain factors which snake up the climate of an organizational environment can be taken and normative data which could enable one to determine more accurately where a given organization stands compared to others. The management is mandated to have a proper understanding of its organization's climate, in order to correctly implement and develop different processes and practices in line with their objectives. Measuring such a holistic concept came along with challenging settings.

By far, the most popular and widely used technique for assessing the organizational climate has been the organizational climate description questionnaire (OCDQ) partly because of the clarity with which Halpin has described the concept and partly because of the relative simplicity with which this technique can be used in practical school situations. Numerous researchers employed this technique. "Halpin and Croft carried out an exploratory inquiry on the impact of behavior of interacting individuals on the organizational climate of the school. The main aim of their organization was to develop a tool to help in determining the organizational climate of schools as well as of other similar establishments.

They constructed a Likert type questionnaire of 64 items which teachers and principals could use to describe various aspects of social interactions and the climate of their school. The questionnaire was designed on a four point scale 'rarely occurs, sometimes occurs, often occurs and very frequently occurs'. The climate dimensions scores on the OCDQ would yield climate scores which permit a school's organizational climate to be identified as open, Autonomous, controlled, familiar, paternal or closed".⁵⁷

The problem of measurement of organizational climate is similar in some respects to that of satisfying individual behavior. The problem may involve construction of tests for organizations and hence systematic observation of organizations becomes possible. The methods used to measure organizational climate fall into four categories, namely field studies, experimental variation of organizational properties, observations of objective organization properties and perceptions of organizational members. The last two approaches, perceptual or subjective and objective methods, represent the primary methods used to measure organizational climate (Forehand & Gilmer, 1964).

2.1 Field Approach (field studies):

⁵⁷ HOY (W.K.), APPLEBERRY (J.B.): Teacher Principal Relationships in Humanistic and Custodial Elementary Schools. In JEE Vol. 39. No.2. 1970. P 29.

Field studies involve the researcher observing the daily activities in the organization and gathering information through various sources (observing presentations, conferences, conducting interviews with participants, reviewing diaries, memos, emails. etc). The high cost, skill and sensitivity of the observer, problems relating to sample size and the inherent subjectivity of the classifications along with the confidentiality attribute are criticisms of the field approach and the observational approach (Forehand & Gilmer, 1964).

2.2 Observational Approach (observations of objective organization properties):

This approach provides the possibility of studying various organizations. It is supposed to study organizational variables (size, union representatives, protest and strike matters, degree of hierarchical organizational conditions, individual behavior etc). Which impacts the organizational behaviour. The major difficulties of this approach are the same as those confronted by the researcher studying individual personality. There the variables 'Which may be examined are unlimited and too specific to be readily interpreted as well for individual behavior which is a complex aspect. Two approaches are followed in observing variation of climate, namely:

- Comparative Studies
- Longitudinal Studies

2.3 Experimental Approach (experimental variation):

As stated previously, the organizational climate is multi-dimensional lying under uncontrollable factors that exposes the researcher to different challenges. The line is more about discovering rather than creating a climate. Experimental variation of organizational properties involves the researcher identifying appropriate dimensions of climate and then systematically manipulating them (Forehand & Gilmer, 1964). An detailed work example of possibly one of the most relevant studies of this approach is that of Letwin, et al. (1939) in which leadership styles were varied in order to investigate the effects of different leadership styles on the behavior of group members, usually simulation are mostly used to vary some aspects of an organization while holding others constant, and for observing the effects of such variation on behavior.

2.4 Perceptual Approach (perceptions of organizational members):

The reasoning of this approach depends on the individual's perception of the dimensions in the organization, subsystems and/or the external environment. The assessment relies on the participant's perception based upon experience that is more intensive as well as extensive as compared to outside observers. Therefore, it is only through perceptions that the relationship between casual and outcome variables is understood. Hence, this point again strengthens the approach of measurement of organizational climate through the study of behaviors of individuals expressing these perceptions.

If one explores the various dimensions of climate that have emerged, it becomes clear that what emerges are facets of practices and procedures that occur in organizations that are related to

employees having positive experiences at work". Thus, the dimensions that emerge have to do with role stress and lack of harmony, job challenge and autonomy, leadership support and facilitation, and work group cooperation, friendliness and warmth (James & James, 1989). All factors that can impact the experiences of well being employees have from working in a setting.

Indeed, Authors⁵⁸ concluded that the research on climate with respect to employees might be summarized by the term concern for employees". The question then becomes whether such molar research is still relevant. As highlighted already, "organizational climate or attitudinal surveys are often viewed as surface level indicators of an organization's underlying perceived relationship with its employees and work environment.⁵⁹

A significant amount of research associated with climate surveys and important outcome measures exists, but traditionally, when attempting to gauge well being , most of the focus has been toward issues that can be directly associated with perceptions of job satisfaction.

3- Measurement of well being through Organizational climate:

In the last two decades, human resources management situations have emerged as the climate issues that members of organizations were most concerned about (Bushell, 2007).⁶⁰

These issues which include among others; relationship with managers, workplace conditions, relationship with colleagues, are all closely associated with the crucial interests of employees' well being . For this reason, human resources management style, physical environment and interpersonal relations with colleagues, are crucial to the way employees perceive organizational climate.

3.1 Manager-Employee Relationships:

There are a number of dominant internal relationships in any organization, with relationships amongst employees, between employees and supervisors and between employees and functional departments being standard examples⁶¹. Among these, the relationship between employees and their managers is arguably one of the most critical⁶². Hence, the nature of relationships between management and employees is regarded as a critical activity.

Consistently, Bono and Ilies (2006) concluded that proper management styles create a positive emotion and mood among employees.⁶³

⁵⁸BURKE (M. J.) & al: « Reconceptualizing psychological climate in a retail service environment: A Multiple stakeholder perspective », In Journal of Applied Psychology, No 77, 1992. P 717–729.

⁵⁹ RYAN (A. M.) & al: « Hypothesising differential item functioning in global employee opinion surveys », In Personnel Psychology, Vol 53, No 3, 2000. P 531–562

⁶⁰BUSHEL (H.M.): « Quantifying the key leadership behaviours for creating a successful culture which empowers employees and strengthens organisational performance », The Health, Work & Wellness Conference, Toronto, Canada, 2007.

⁶¹NIELSEN (K) & al: « The importance of transformational leadership style for the well-being of employees working with older people ». In Journal of Advanced Nursing, Vol 63, No 5, 2008. P 465-475.

⁶² YEOW (P.H.P.), SEN (R.N.): « Productivity and quality improvements, revenue increment, and rejection cost reduction in the manual component insertion lines through the application of ergonomics », In International Journal of Industrial Ergonomics, Vol 36, No 4, 2006. P 367-377.

Gilbreath and Benson (2004) further opine that supervisory behavior is the most overriding factor compared with other workplace factors that influence the happiness of employees.⁶⁴

This challenges managers to positively acknowledge the role played by employees and to develop management styles and demeanors that facilitate the satisfaction of the needs of employees in order to ensure that the performance of the organization is improved.⁶⁵

3.2 Physical Environment (Working Conditions):

Working conditions may be perceived as the circumstances under which the employee works (Forlan & Browne, 2005)⁶⁶. These consist of the surroundings that influence an individual at work, with examples being facilities, physical environment, and the degree of safety and noise levels (Nurmala, 2010).⁶⁷

Md-Sidin, Sambasivan and Ismail (2010) view working conditions as a comprehensive factor that includes an individual's job-related well being and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences.

Yavari, Amirtash and Tondnevis (2009) further state that working conditions capture the degree to which the job requirements, management behavior, ancillary programs and the general work environment in an organization meet the needs of an employee. This demonstrates the importance of working conditions to the well being of both the employee and the organization.⁶⁸

Fabiano, Curro, Reverberi and Pastorino (2008) further opine that stress which leads to depressive and anxiety disorders may typically be a result of unsatisfactory working conditions.⁶⁹

Working conditions possibly linked to employee health behaviors include working overtime, work fatigue, physically strenuous work and mentally strenuous work (Holcroft & Punnett, 2009).⁷⁰

3.3 Relationships with colleagues:

⁶³BONO (J.E.), ILIES (P): « Charisma, positive emotions and mood contagion », In The Leadership Quarterly, Vol 17, 2006. P 317-334.

⁶⁴GILBREATH (B), BENSON (P.G.): « The contribution of supervisor behaviour to employee psychological well-being ». In Work & Stress, Vol 18, No 3, 2004. P 255-266.

⁶⁵MARTINS (N): « A model for managing trust », In International Journal of Manpower, Vol 23, No 8, 2005. P 754-769

⁶⁶FORLAN (P) & BROWNE (J): « A Review of performance measurement: towards performance management », In Computers in Industry, No 56, 2005. P 663-680.

⁶⁷NURMALA (D): « Investigating the relationship between quality of work life and organizational commitment amongst employees in Malaysian firms », In International Journal of Business and Management, Vol 5, No 10, 2010 P 324-342.

⁶⁸YAVARI (Y) & al: « Comparison of quality of work life among faculty members in physical education faculties and departments », In Journal of Movement Science, Vol 7, No 13, 2009. P 99-109.

⁶⁹FABIANO (B) & al: « Statistical study on temporary work and occupational accidents: specific risk factors and risk management strategies ». In Safety Sciences, Vol 46, 2008. P 535-544.

⁷⁰HOLCROFT (C), PUNNETT (L): « Work environment risk factors for injuries in wood processing », In Journal of Safety Research, VOL 40, 2009. P 247-255.

Relationships with co-workers are a leading contributor to employees' well being , a new report concluded. "Well-being in the Workplace" a three-year international study by Martin Boulton, senior director of professional services and international training at The Myers-Briggs Company, found that relationships with co-workers were what matters most to employees' happiness in the workplace.

The study of more than 10,000 people from 131 countries compared workplace well being across geographies, occupations, genders, personality types and age. Boulton, along with Dr. Rich Thompson, Senior Director Research, The Myers-Briggs Company, also analyzed relationships between workplace well being and organizational outcomes such as commitment and job satisfaction. The study showed that:

Relationships with colleagues are the leading contributor to workplace well being . Relationships ranked the highest contributing aspect of well being (7.85 out of 10), followed by Meaning (7.69), Accomplishments (7.66), Engagement (7.43), and Positive Emotions (7.19 out of 10).⁷¹

Allowing workers to form friendships at work can go a long way in helping employees feel more engaged at work. This could mean, for example, if a five-minute productivity loss could lead to powerful gains later on. Camaraderie can help employees of all backgrounds feel included.⁷²

⁷¹ <https://workplaceinsight.net/relationships-with-coworkers-matter-most-for-well-being-at-work/>

⁷² <https://www.hrdive.com/news/study-relationships-with-co-workers-a-top-well-being-factor/555897/>

PART II:

PRACTICAL REVIEW

CHAPTER III:

Empirical Research

Introduction:

All the work we have done so far in the previous chapters was mainly and majorly researching and diving in a variety of literature reviews of the outstanding writers, researchers, and scientists in the studied field.

But this chapter will embody and explain firstly the methodological approach followed to carry out our study and the different tools and instruments in the process of data collection. Secondly, this chapter will be used to present in the most detailed and appropriate manner the two previously mentioned companies from their history to their strategies and values, each in a different section “Lafarge Ciment Oggaz and Sanofi Aventis Algeria” where our study analysis and results were inspired from.

Section 1: Methodology

1- Research objectives:

Our research study which consists of understanding and examining the relationship between the organizational climate and the well being were carried out within the two well known multinational companies "**Lafarge Ciment Oggaz** and **Sanofi Aventis Algérie**". And as mentioned earlier in the introduction, there are multiple amounts of reasons that led us to choose this matter in particular, so the reasons/objectives behind it are:

Firstly, as students who are about to graduate and begin a new adventure completely different from the one left behind, and who are about to build their professional careers, the workplace we will be working at, its characteristics and its atmosphere, has always been of great importance for we believe it will definitely influence the quality of the coming experiences of our lives on both levels. That is why this topic seemed to be a good way to familiarize ourselves with the reality of what is coming toward us.

Secondly, as future leaders in the field of human resources, who we strongly believe are the most precious resources, which unfortunately is not something commonly agreed upon in the Algerian companies, we felt the need to shed the light on the notion of well being and to highlight the number of gains and the benefits of investing in the creation of a good healthy climate on the whole organizational system.

Thirdly, as trainees at the above-mentioned respective companies, we sought to streamline our study project by exploring the chosen theme on a realistic basis, to better understand the current problems in order to recommend and suggest action plans with likely future solutions that are business appropriate. Therefore, this research is expected to bring value to members of organizations as well as coming researchers interested in the field.

Finally, we wanted to observe closely the impact of the organizational climate on the employee's well being and to analyze how each dimension contributes to the fulfillment of the bigger picture.

2- Method:

We have opted for an explanatory type of research for the two selected companies. This type of study will allow us to explore the relationships between the factors that constitute our theme (correlational descriptive study).

Our study is carried out through a selection of data collection research methods designed to gain a detailed understanding of the implementation and maintenance of the strategies, practices and processes that address our topic in addition to the employee's perceptions. In order to better conduct our survey, we used a wide-ranging methodological approach, mobilizing both quantitative and qualitative methods.

2.1 Qualitative approach:

Is a non-directive/semi-directive **interview**, which consists of a set of open questions to gather the biggest amount of possible information, that was destined to particular persons within the organization that have the skills, the knowledge, the expertise, and the seniority to answer our questions in the most transparent and objective way possible.

2.2 Quantitative approach:

It is basically a **questionnaire** that consists of a set of printed questions with a choice of answers, devised for the purposes of a survey or statistical study. This was destined to the numbers of employees within the organization (a sample of respondents selected from the population) and in which we aimed to reach and touch different categories for a better understanding and more credibility.

3- Data collection instruments:

3.1 Interview guideline:

Our study was based on semi-directive interviews with chosen managers and heads of human resources direction of the organization. This facilitates the search for qualitative information, anchored in a context and subject to plausible assessment.

The interview guideline (Refer to Annex 1) is mainly composed of 5 parts where each part contains a set of small open questions. This model was basically inspired from what we believed will meet the interrogations in our curious minds about the organizational climate and the well being importance in this new era, when addressed to experts.

We proceeded by following the path from general questions such as a self-introduction of the interviewee, his experiences and his missions...etc. Also it was supported by more centered questions which emphasized the management of the studied organizations such as the organizational climate characteristics, communication processes, and well being programs especially in light of the current circumstances COVID-19.

3.2 Questionnaire:

The survey was drawn up using the Google Forms platform, a six-section structured questionnaire was used in the data collection process consisting of different types of closed-ended questions: Multiple-choice questions with a single answer and with several answers + Scale questions: designed to assess employee views on subjective variables.

The questionnaire was adapted from previous research studies, the Kessler scale used in the National Population Health Survey in 1999 and the Ilfeld-Preville scale used in the Quebec Health Survey in 1998. The different scales were used to measure the level of work health, precisely psychological distress.

The questionnaire included 2 versions based on the preferred used language, the respondents had to choose between the French and the Arabic version, the same model was designed for both studied organizations. (Refer to Annex 2, 3 & 4)

Section A, which included the block of controlling variables: gender, age, years of seniority at the company, level of education, marital status and department (the descriptive demographics).

Section B, there were eight questions divided basically into two parts, the first question sought to know the employee's physical and mental health condition, and the second one aimed to understand how important and well-taken care of employees health was, especially in the current circumstances.

In Section C, there were nine questions that prompted the respondents' perceptions of the quality of their physical environment and working conditions.

Section D consisted of eight questions that elicited the respondents' views on their relationship with their managers.

Section E was composed of eight questions that elicited the respondents' experiences and interpersonal relationships with their colleagues.

Section F consisted of eight questions that exposed in the first part the notion of employees' well being at work and the different areas affecting it and the second part featured a multiple answer question (one or more answers) tackling the subjective view regarding the influencing factors on their daily work activities.

The sections C, D, and E represent the block of independent variables (the quality of the physical environment, the quality of relations with co-workers and the quality of relations with the manager), representing the concept of organizational climate.

The questions in Sections B, C, D, E and F were scored on a 5 point Likert Scale with:

1 expressing strongly disagree; **2** partially disagree; **3** neither agree nor disagree; **4** partially agree and **5** strongly agree. The respondents were requested to score following these scales.

4- Questionnaire administration:

In reference to the current circumstances and in order to facilitate the analysis of the results efficiently, online tools were adopted. The questionnaire was sent by e-mail to the chosen population. Each organization received a distinct email. The e-mail message explained the objectives of the study, the conditions of protection and confidentiality of the data bank, the deadline for submission and the joint links to both Arabic and French versions. By entering the site, employees had direct access to the form.

The questionnaire was administered to participants during the second half of August 2020. Respondents were given a period of approximately one week to complete the questionnaire -Reminders were sent-. During data collection, ethical considerations such as the right to anonymity, right to confidentiality, informed consent, right to privacy or non-participation, and the right to protection from discomfort or harm were followed.

5- Study population:

5.1 Interviewees:

For this research, the choice of the population from which the interviews were conducted depended on the mentioned objectives. To understand the vision and the values carried within each one of the studied companies, we chose experienced members with executive authority within the respective studied organizations that are in constant exposure to every single aspect of the organizational system, managers who are in charge of programs and processes that address the employees' matters.

Therefore, the aim was to have a variety of opinions and ideas on how they perceive the factors that organize their working environment (the organizational cultural identity), and moreover, to properly understand the practices and the strategies which are related to creating and promoting a positive well being culture.

Table 1: List of Interviewees:

Full name	Company	Department	Position	Seniority (years)	Field experience (years)
Nacima MEDDOUR	SAA	Human Resources	Head	2	15
Lotfi MHAMMEDI	LCO	Human Resources	Head	16	12
Ali BOUMGHAREF	LCO	/	CSR and Communication Responsible	15	9

5.2 Questionnaires:

The methodology used to extract our sample from the target population is the non-probability (empirical) sampling method, more specifically the convenience method. Our panel will include an occasional sample, diverse age categories and different units. Respondents are selected on the basis of their availability, the ease with which they can be reached or persuaded to answer our

questionnaire. The vast majority of sample surveys are carried out on a representative sample of the population concerned.

The total sample included employees from different departments and divisions (Headquarter, field force, and factory) and different hierarchical status, to ensure a better and wider understanding of the perceptions.

Table 2: Study Population.

Company	Population	Potential candidates (15%)	Solicited individuals	Respondents	Response rate (%)	Period granted (days)
SAA	880	132	110	27	24.54	16
LCO	411	62	77	35	45.45	7

The response rate was strongly affected by the following:

- Covid19 circumstantial crisis ;
- Situational leaves (holidays, sickness...) ;
- Non-availability to answer ;
- Missing or not opening the mail invitation.

6- Data collection and Analysis:

Our conceptual model is built on a set of independent variables representing the concept of organizational climate with its three dimensions. The control variables representing the demographic data. Finally, our dependent variables are represented by a scale used to measure the level of well being and level of health at work (designed based on the Kessler and Ilfeld-Préville scales used to measure the level of psychological distress at work).

☐ ***Independent variables:***

The first dimension is the quality of the physical environment, which indicates the degree to which the individual operates in physical conditions conducive to the performance of his or her work and

has the necessary resources to do so. This remains an important aspect in terms of the unit of work as it is likely to vary from one unit to another. Secondly, the relationship with the manager, which measures the individual's perception of his or her supervisor's actions, concerns the transmission of information by the supervisor, the quality of interactions with the supervisor, which is defined by the value of the exchanges, degree of autonomy, the supervisor's support and the unit's decision-making process. The third dimension refers to relations between colleagues resuming the quality of interactions, support and contributive equity.

□ ***Dependent variables:***

The variables dependent on our conceptual framework consist of an adapted measurement scale of 2 scoring models namely the Kessler scale (2002) and the Ilfeld scale (1976), measuring 2 variables, the well being and health (physical and mental).

□ ***Control variables (Demographic characteristics):***

These variables consist of gender, age, seniority, level of education, marital status and department of work. Although we will see later in our multivariate analyses that these variables have little impact in our study, we must justify their use as they are recognized as influencing the prevalence of well being and health status in the literature.

The analysis of the data collected was carried out using the following programs:

- “Advance Summary of responses” using Tables, to generate charts and filters based on the Google Form responses, creating dynamics between the different variables.
- Microsoft Excel tool, to sort and aggregate the data and to calculate the correlations between the study variables.

Our plan was carried out over three stages. To be noted, each study case (section 2 and section 3) was examined separately, thus the following plan applies to both. Subsequently, presenting a general comparison of two cases with suggested recommendations.

The primary preparations involved the verification and sorting of data. Drawing a summary table of characteristics of the total results (conversion of the Google forms results to excel data) from which we derived the following calculative tables.

- The first step carried out a leveled analysis in order to describe the control variables of the sample by establishing a statistical tabulation presenting the socio-demographic characteristics, a commentary content to describe the features seeking to explain the numbers. The second part introduced a correlational analysis that observed the influence of these variables on the well being perception defined by the three elements of the organisation climate.

- The second step consisted in processing the dependant and independent variables, Statistical descriptive to assess the variables, setting the standards for comparison, presenting a general view of the state of these indexes (three dimensions of the organizational climate and the workplace well being) within the company, Followed by a multivariate analysis using multiple correlational tabulations that focus on the existence and extent of the cross-relationships between our study components.
- The third step will be a constructive and deductive analysis of the interview results, which will permit us to have a general review on the employee's perceptions regarding the actions initiated within their organisation, mainly to evaluate the variances between the qualitative and quantitative investigation.
- The finality of our study plan is to showcase that the addition of a specific block makes a significant contribution to the variation in the well being index, thus partially confirming or nullifying our hypotheses.

7- Study limits:

Our research work has contributed to the literature on organizational climate and workplace well being , as well as to a better understanding of the employee-related processes of multinational organizations. However, it carries certain limitations which represent research prospects for the future.

Consideration should also be given to certain factors that represent a limit to the validity of the proposed exploitation of the results:

Firstly, a limitation of our study concerns the fact that the period determined of the distribution of the questionnaires and the carrying out of the interviews, in accordance with the availability of the members of the organizations, was severely affected by the sanitary crisis (Covid19), the target population could not be represented. Consequently, it has been difficult to obtain a satisfactory response rate, with significant variations in the scores obtained within the scales.

Secondly, it is clear that the results of our study cannot be generalized as they only cover the two companies (each separately) in which it took place.

Next, it should be noted that our study is of a transversal type, and therefore represents a given situation at a given time. As a result, it does not provide us with information on the evolution of the organizational climate of work overtime, nor can it provide information on the evolution of the level of well being overtime as well.

Last but not least, it ought to be noted that the notion of well being at work has a much broader meaning than that represented by our research study, that it covers a plethora of other factors and elements, and that it is constantly reaching out and touching other aspects and dimensions as the

world and the nature of work are permanently changing. For that reason we believe that our work with the challenges it faced, is just a small glimpse into what this multidimensional concept means.

Section 2: Study case A “Lafarge Ciment Oggaz”

1- About LafargeHolcim GROUP:

LafargeHolcim was born from the merger of Lafarge and Holcim in 2015. With over 180 years of combined experience, the Group aims to usher in a new era of leading-edge technologies and innovations in the construction materials industry to address the challenges of the 21st century.

LafargeHolcim is the world leader in building materials and solutions serving masons, builders, architects and engineers around the world. The Group produces cement, aggregates and ready-mixed concrete used for constructions as varied as affordable housing, small local projects or technically and architecturally complex infrastructure projects. Faced with the challenges of urbanization and its growing impact on the planet and its inhabitants, the Group develops innovative building products and solutions, marked by a strong commitment to sustainable development. LafargeHolcim is a leader in all regions of the world, employs approximately 90,000 people in more than 80 countries and has a balanced geographic presence between developing and mature markets.

2- About LafargeHolcim Algeria:

Members of the LafargeHolcim Group are now present across the entire value chain of construction materials "Aggregates, Cements, Mortars, Aggregates, Concrete, Plaster, Bags, Logistics and Distribution".

Lafarge Algeria has 2 cement factories in M'Sila and Oggaz, and in partnership with the Industrial Group Souakri Cilas Biskra for a total capacity of 11.5 MT / year.

Lafarge Algeria manages in partnership with GICA the cement plant SCMI Meftah 1.5 MT / year. The Ready-to-Use Concrete business operates 30 production centers. Lafarge Algeria has launched the first BATISTORE building materials supermarket brand, allowing group access to materials and equipment for construction.

LafargeHolcim Algeria employs 5,500 people and is strongly committed to the economic, social and environmental development of the country.

3- LafargeHolcim Algeria Strategy:

LafargeHolcim has set itself a set of strategic priorities to generate growth, optimize returns and create sustainable value for all of our stakeholders. In 2016, we made significant progress in each of these priority areas.

- **Innovation as the main engine of growth:** Strategic pillar “we want to be the partner of choice for our customers, anticipate their needs and invent solutions with them to build the future: so many levers of differentiation, growth and value”.

- 1 global research center (Lafarge Research Center - LCR) in Lyon, France.
 - 6 local development laboratories (CDLs) as close as possible to markets to develop new opportunities (product applications, construction systems, customer needs, local construction methods, etc.) Algeria; Brazil; China; France; India; Morocco.
- **Cost excellence:** Pursuing a systematic and rigorous cost control by exploiting the effects of scale and by using best practices.
- **Less capital-intensive model:** Seeking the optimization of the asset base by better exploiting our industrial set-up, reducing our investments and exploring new, less capital-intensive growth opportunities.
- **Sustainable development:** Manage the business with a sustainable approach in order to limit the impact on the environment and improve the lives of the stakeholders. LafargeHolcim wants to differentiate itself, by establishing itself as a pioneer in providing sustainable solutions to growing demand.

LafargeHolcim's objective is to create shared value for society, by focusing on four fields of action: protecting the climate throughout the construction chain, developing innovative products and solutions for efficiency energy efficiency of buildings, promote an economic model that preserves and optimizes natural resources and pursue the development of communities.

4- LafargeHolcim Algeria values:

For LafargeHolcim, being a leader in the building materials industry means setting new standards in health and safety. **Health** and **safety** are at the heart of their activities, in their factories, on their customers' sites and in all the actions they take with local communities. Their ambition is therefore to aim for zero accidents by creating a secure environment for their employees, subcontractors, customers and all the communities with which they work with. "Our desire: to make a difference in the way we work and act in our sector".

- **Health and safety are the cornerstones of our CRISP values (Clients Results Integrity Stable Staff):** They believe in the importance of visible leadership and a high degree of personal responsibility in Health and Safety at all levels, throughout the Group. Appropriating the Health and Safety rules is a condition for working in the Group.
- **Our priority goes to customers:** LafargeHolcim Algeria needs to know who their customers, end users and influencers are, listen to them to understand what is important to them, what drives their business and what they value most. They also need to have a clear picture of the

factors that create value for their customers, then innovate, differentiate themselves and deliver on their promises, embracing a creative mindset and staying curious.

□ **We get results:**

- They are committed to achieving their goals without harming anyone while rigorously executing their plans.
- They seek to innovate and challenge the status quo to continuously improve themselves and generate lasting value for shareholders.
- They are acting today to deliver big revenues and even better results tomorrow.

□ **We act with integrity:**

- They create an environment of honesty, trust and responsibility, where everyone has a lasting commitment to abide by compliance rules and do what is right.
- They have the courage to make the right decisions, which respect their ethical principles, and to stick to them, even under pressure.
- They apply the Code of Conduct, local law and ethical principles in all situations.

□ **We guarantee stable sustainable development:**

- They are leading by example in environmental matters, and are responsible to future generations.
- They actively dialogue with different stakeholders to create a common value, shared with society.
- They encourage sustainable solutions all along the value creation chain.

□ **We respect our staff, with openness and inclusion:**

- They always respect their people and empower them to realize their full potential.
- They develop the leaders of tomorrow, able to inspire teams and individuals, giving them the keys to success.
- They recognize and reward high performance and respond appropriately to underperformance.
- They demonstrate a local and global mindset - always seeking to work collaboratively and share ideas, resources and best practices.
- They actively seek diversity and welcome different ideas, experiences and perspectives.

5- LafargeHolcim Algeria vision:

Their VISION is to be the company at the forefront of the building materials sector.

- **Lafarge Algeria, a corporate citizen:** A corporate citizen actively serving the development of Algeria, and for whom it is important to be a reference:
 - In Safety;
 - In performance and innovation;
 - Like the dream employer of Algerians;
 - And as THE partner for sustainable and affordable construction in Algeria.
- **Contribute to the economic progress of Algeria:**
 - Invest for the long term in Algeria (€ 100 million already invested by Lafarge since early 2008);
 - Achieve operational excellence in our factories to optimize our production and best respond to the expansion of the cement market;
 - Promote economic development around its sites and activities.
- **Contribute to human development and social progress in Algeria:**
 - Ensure a safe working environment for our employees & subcontractors;
 - Training & skills development, transfer of know-how;
 - Contribute to the harmonious development of our local communities.

6- About Lafarge Ciment d'Oggaz "LCO" :

The Algerian white cement company (CIBA) was created in 2002 by the Egyptians under the name of Orascom whose main activity was the production of plaster. In December 2007, Orascom in cooperation with the French group Lafarge built a new line for the production of white cement. The Lafarge group acquired Orascom in 2008, which was marked as the same year of the beginning of the gray cement production for the first time.

The Oggaz cement plant, a subsidiary of the Lafarge Algeria Group, directed by Mr. George Silva, is located in the daïra of Sig in the northern part of the wilaya of Mascara, about 420 km west of Algiers, this plant is very recent with a start-up in 2007 of its first White cement line and the second Gray cement line in 2008. The Oggaz plant therefore has two cement production lines (Gray & White), with an initial capacity of 2.8 mi T / year (Gray) and 0.5 mi T / year (White), and the particularity of being the only factory in Algeria for white cement.

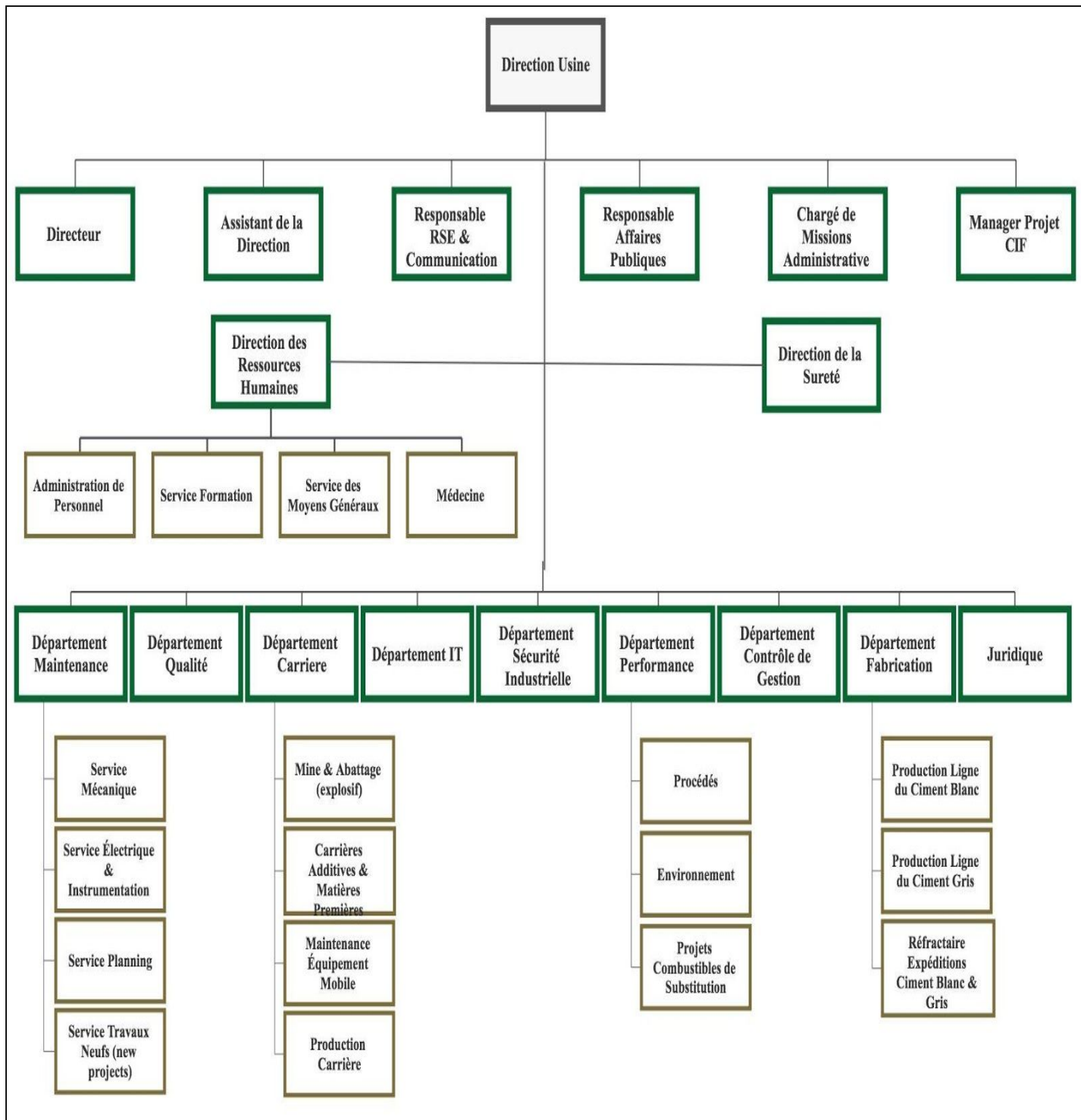
The latter continues to export part of its production of white cement to a wide variety of countries, because Oggaz's white cement is internationally recognized and is sold not only around the Mediterranean, but also in Brazil, England and the USA. The Oggaz plant is the first national cement plant to incinerate waste, thus participating in the collective effort for the preservation of natural resources and the treatment of waste.

Table 3: Technical sheet of Lafarge Ciment Oggaz.

Company Name	Lafarge Ciment Oggaz a subsidiary of LafargeHolcim Algeria
Address	LCO BP 67, 29350, Oggaz, Mascara, Algeria.
Website	https://www.Lafarge.dz/
Total number of employees	411
Sector of Activity	Construction and Building materials
Activity	Production of white and grey cement.
Logo	 

6.1 Organizational chart of Lafarge Ciment Oggaz:

Figure N° 8: Organization chart of Lafarge Ciment Oggaz.



Source: Chart drafted by us, with use of LCO resources.

- **LCO Order Office:** service attached to the Finance & Accounting Department at the General Direction in Algiers;
- **Customer Support Service:** attached to the Commercial Department at the General Direction in Algiers;

- **Commercial representatives:** attached to the Commercial Department at the General Direction in Algiers;
- **Import / Export Department:** attached to the Commercial Department at the General Direction in Algiers.

Section 3: Study case B “Sanofi Aventis Algérie”

1- History of SANOFI GROUP:

Sanofi is a French multinational company whose activities include pharmaceuticals (including prescription medicines for diabetes, cardiovascular, rare diseases, multiple sclerosis and oncology, consumer health products and generics) and vaccines.

Sanofi was founded in 1973 as a subsidiary of Elf Aquitaine. Sanofi-Synthélabo was formed in 1999 when Sanofi merged with Synthélabo; at the time of the merger Sanofi was the second largest pharmaceutical group in France in terms of sales and Synthélabo was the third largest. The merged company was based in Paris, France. The merged companies focused on pharmaceuticals and soon after entered the medical equipment business.

Along with Aventis which was formed in 1999, when French company Rhône-Poulenc S.A. merged with the German corporation Hoechst Marion Roussel.

Sanofi-Aventis was created in 2004 when Sanofi-Synthélabo acquired Aventis. After a three-month battle for the takeover, it was concluded when Sanofi-Synthélabo submitted a friendly offer for Aventis in replacement of the previously rejected hostile offer. The French government played an important role, pursuing what it called a "local solution".

2- Activities of SANOFI GROUP:

Globally, Sanofi ranks third in the healthcare sector; in terms of sales (€36.12 billion in 2019) Sanofi generates 72.6% of its sales outside Europe. It is the leading French company in terms of research and development. Sanofi has thus become one of the world leaders in over-the-counter drugs, with leading brands (Doliprane, Lysopaine, Maalox, MagnéB6, etc.) in a steady growing market unrivalled by generics. Sanofi will also overhaul its internal organization, moving from a country-based to a product-based organization. Specializing in pharmaceutical products, present in the research, development, manufacturing and commercialization of health products. It has approximately 147 subsidiaries worldwide, 26 of which are located in France and only 7 in the United States.

Sanofi was awarded the AGEFI "Social Responsibility" prize for CSR governance in 2010. Recognized for their achievements in scientific innovation, patient advocacy and workplace environment.

Sanofi has launched a new signature, in 2017 “Empowering life”. Employing more than 100 000 individual representing 142 nationalities. Present in 100 countries with 73 industrial sites.

The group's strategy consists of the following dynamism: "To do more, better and faster in the field of health".

3- Presentation of Sanofi Aventis Algeria:

SAA: Partner of the Algerian patients' health journey for more than 27 years.

Sanofi's presence in Algeria dates back to the early 1990s, commissioning of the two production units. Ain Benian, producing liquid forms (1998) & Oued Semar producing dry forms (2000). Followed by the emergence of Winthrop Pharma Saidal in 2009.

Sanofi is the first laboratory in the classification of drug sales in Algeria. Local production forecasts for 2012 are 40 million units. Presently with an increased production capacity after the implementation of the industrial complex in Sidi Abdellah (2018) (65% of the products are locally produced).

Sanofi Aventis Algeria employs 900 employees and its portfolio in Algeria includes 162 medicines, including 52 local products (43 originals and 9 generics) on its own sites and 8 on the sites of its local partners.

Table 4: Technical sheet of Sanofi Aventis Algeria.

Company Name	SANOFI ALGERIA
Address	29, 30,31 Micro Zone d'activités Bâtiment B Hydra. 16035 Algiers, Algeria
Website	https://www.sanofi.dz/
Total number of employees	880
Sector of Activity	Pharmaceutical
Activity	Barbiturates, sulphonamides, glycosides, alkaloids and antibiotics - Antibiotics (others) Pharmaceuticals for the cerebral and nervous system and anaesthesia - Antinevrals - Antipyretics Pharmaceuticals for metabolism and nutrition - Anti-diabetic drugs Immunological preparations - Antivirus drugs Antiseptic and antibacterial products - Antibacterial drugs Importers/exporters of medical and pharmaceutical supplies and equipment
Logo	 

Brand Signature	<i>Empowering Life</i>
-----------------	------------------------

4- Strategy of Sanofi Aventis Algeria:

In addition to the manufacturing and provision of treatments, Sanofi has constantly supported the development of the professionalization of the pharmaceutical sector in Algeria through active involvement in the development of partnerships with research institutes, hospital-university experts and health establishments. The latter aim to strengthen awareness and medical information programmes. Educational modules for doctors and patients have been developed in collaboration with university hospital experts.

Indeed, the "clinical studies" activity of SAA is a reference in the sector and employs a multidisciplinary team of doctors and clinical research associates. The latter actively participate in clinical development studies on molecules to identify and validate new forms that are not yet available on the market. The strategy of SAA amounts to the following actions:

- ☐ Participate strongly in the substitution of imported products by locally manufactured products.
- ☐ Pursue its policy of skills transfer by investing more in human resources.
- ☐ Register and market products resulting from Sanofi's innovative research.
- ☐ Launch and develop quality generic ranges.

5- Organization of Sanofi Aventis Algeria:

The jurisdiction is exercised nationwide with the existence of branch offices in major cities:

- ☐ Administrative Headquarters
- ☐ Distribution Division
- ☐ Industrial Plants

Sanofi's administrative HQ is located in Hydra: it is the head office for pharmaceutical operations in Algeria. Industrial facilities across the lands of the capital with two factories, an industrial complex (the largest drug production and distribution complex in Africa (Refer to Annex 5), five storage sites and a loading site for customers. It employs a total of 900 members (Concerns internal staff only> variances may apply), as follows:

- HQ: 183 M
- Sales force (Field): 327 M

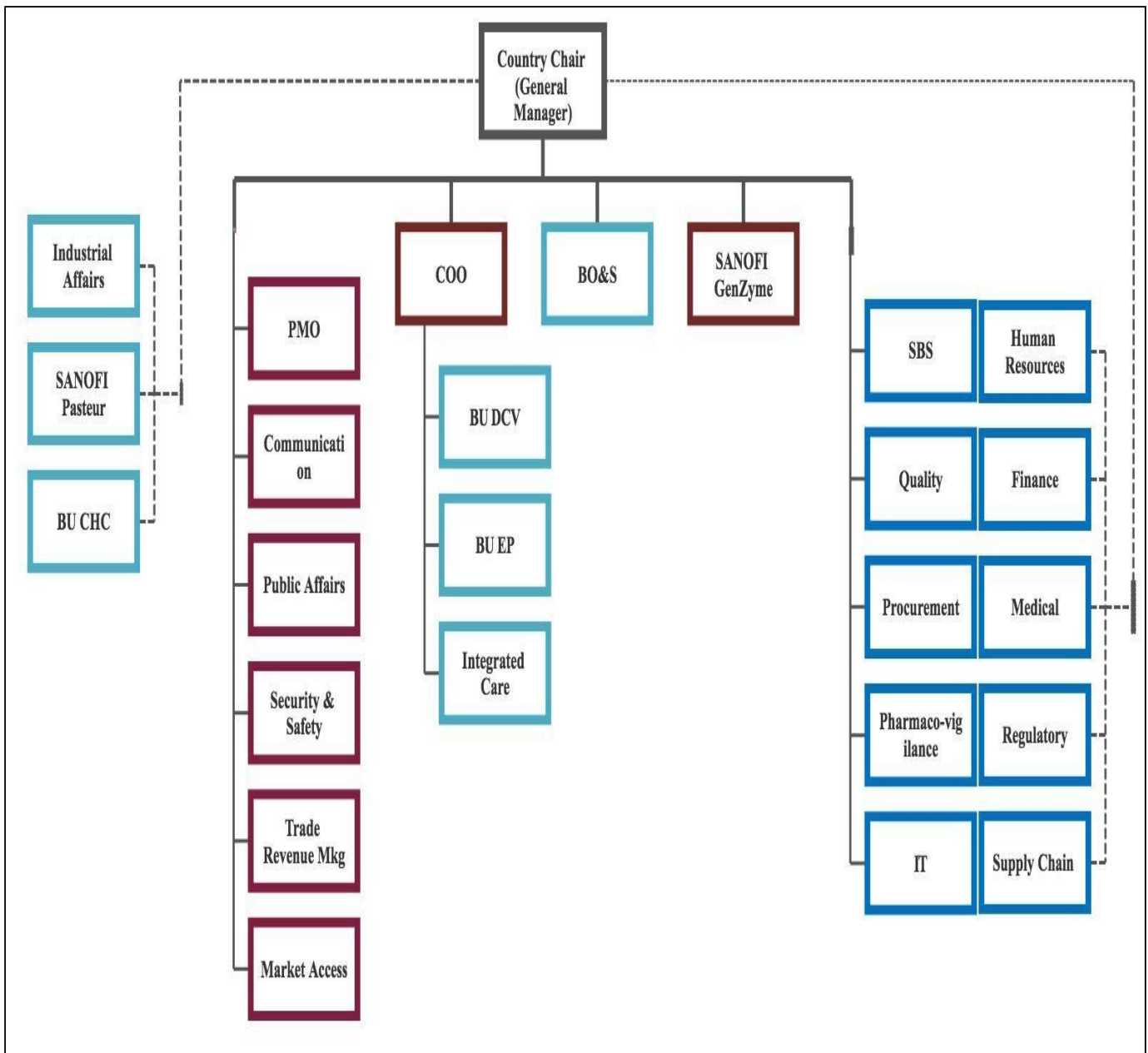
- Factories (including Distribution center): 370M

A. Legal Organization: To date, Sanofi Algeria is subdivided into three legal entities:

- ☐ Sanofi Aventis Algeria SPA: a company under Algerian law whose articles of association refer to the importation, production, distribution and promotion of pharmaceutical products.
- ☐ Sanofi Winthrop Industry Liaison Office: a liaison office (SWIND), Sanofi Winthrop Industry, dedicated to the promotion of Sanofi products.
- ☐ Winthrop Pharma Saidal: as part of a partnership programme with the national producer Saidal through a joint venture (WPS)

Winthrop is one of Sanofi's most important acquisitions, as it allows the company to be present in the face of increasing competition from generics, which, over time and with new government health policies, is benefiting from a flourishing expansion. (Refer to Annex 6)

Figure N° 9: Organization Chart of Sanofi Aventis Algeria.



Source: Chart drafted by us, with use of SAA resources. (Refer to Annex 7 to consult the legend box)

B. Structural Organization:

Its internal organization also reflects the policy of the Sanofi world; it has several departments articulated in the form of directions. Each department has a specific function, the structure consists of 3 Business Units (Operational Units), Operational functions plus the supporting ones. Namely:

Operational Structures (BU + CD) :

- ***Business Unit (BU):*** correspond, in practical terms, to the Marketing of the company. This department ensures the development of products for prescribers, distributors and patients by developing and implementing the company's marketing and sales strategy in line with the global strategy. Field promotion and sales professionals ensure that as many people as possible know about

Sanofi products and guarantee the development of sales. These are the medical representatives (MR) under the supervision of the product heads or medical heads (chief medical officers).

We can thus count the following types of Business Units according to features of targets, to which the products will be best adapted, with different structural organisations (Refer to Annex 8, 9, 10).

Table 5: Presentation of SAA Business Units

Business Unit	Target	Products
Specialized BU (DCV & Neuro)	Doctors, specialists and general practitioners	-Diabetes range: Lantus, Amarel -Hypertension Range: Apovel, Triatec -CNS range: Stilnox, Solian, Seroplex, Depakine -Internal medicine range: Actonel, Xatral
BU Hospital (EP)	Hospital doctors and pharmacists	-Thrombosis and atherothrombosis range: Lovenox, Plavix -Oncology Range: Taxtoteric, Eloxatin -Antibiotic range: Targocid
BU Pharmacy (CHC)	Pharmacists and general practitioners	-Pain range: Profenid, Doliprane, Aspégic -Antibiotic range: Tavanic, Rovamycin, Oroken -Allergy range: Telfast, Nasacort, Solupred -Officine Range: OTC drugs -Winthrop range: Portfolio of generic products
BU Sanofi Pasteur	Specific	Vaccines
BU Sanofi GenZyme	Specific	Rare diseases medication

- **Business Operations & Support:** The BO&S provides continuous support to marketing and sales in the development of strategic business analysis and customer service tools (Digital BD & SFE). Its role is to oversee the implementation of cross-functional horizontal and vertical reporting tools and event management.
- **Market Access & Trade and Revenue Management:** With missions of developing a commercial policy adapted to the major changes in the market (market research and informative product survey), and to set up a transverse organization "as close as possible to our customers" targeting the distributor clients, wholesalers, private clinics, hospitals, with Sanofi's entire portfolio concerned.

Supporting Structures:

- **Medical:** The medical director provides expertise and scientific and medical endorsement to the promotional actions carried out by the marketing department The team consists of MAs &

MSLs who collaborate with KOLs. This structure also provides medical training and animates medical meetings in accordance with CSAs.

- ***Supply Chain:*** The department is responsible for the supply and distribution (logistics, transit, delivery) of the brand's pharmaceutical products with an optimal quality of service.
- ***Communication:*** Ensure the compartmentalization between the different departments and services of the organization, maintain a good flow of information at all levels and provide scientific and medical data support to the staff.
- ***Public Affairs & Regulatory:*** The department ensures regulatory coverage for all promotional activities, registration of new products and range extensions in compliance with the commercial and pharmaceutical codes.
- ***Industrial Affairs:*** The department deals with factory activities with a mission of animation, coordination of the development and industrialization of the new products and the production with partners in a spirit of permanent optimization in terms of quality, safety, deadlines and costs in collaboration with other divisions: Quality, Procurement, HSE
- ***Finance:*** This department englobes the financial and administrative operations include the following services: management control, treasury, fiscality and internal control which covers the SBS (Sanofi Business Solution: EE, A2R, P2P, CI2C) established to support other functions (Core values: Deliver, Simplify, Care, Connect).

One service that is relevant to our study is SBS EE (Employee Experience) with the following missions:

- ☐ Welcome and integrate employees with simplicity.
- ☐ Establish employee data: ensure the quality and accuracy of information.
- ☐ Remunerate employees: ensure that salaries are paid accurately and in a timely manner.
- ☐ Assist employees in their departure: a lean and ethical employee departure process.
- ☐ Address HR-related questions: respond quickly and efficiently.
- ☐ Relocate employees: provide relocation support.

And finally, the department that took interest in our study project.

- ***Human Resources:*** Headed by an HRD, the team leads a set of functions and practices aimed for developing employees in order to guarantee the company's performance in compliance with labour law and the organizational values.

The HR department is a global unit that reports regionally and globally. a supporting function to the business structured to ensure a wide implication within the organization. Sanofi is pursuing an

ambitious policy of skills development through mobility and real career advancement. Employees are encouraged to share their knowledge and ideas beyond boundaries to form teams that exemplify diversity and pursue common goals.

It consists of different services (Refer to Annex 11):

- Human Resources Business Partner Commercial & Operation (HRBP Com&Op): Support the businesses in their HR aspects and manage their action plans according to their needs, Management of cross-functional HR issues, Work on structures, wage policies and budgets, Recruitment monitoring, Participation in discussions with the Social Partners, Follow-up of improvement actions.
- People & Leadership Development Manager: Assessing various training and development options, Aligning leadership training with the overall business goals, Overseeing the budget for training and development, Consistently evaluating training and development materials to ensure they are as up-to-date as possible.
- Talent Acquisition Manager: Develop a sustainable talent acquisition and hiring plans and strategies, Source and find candidates qualified for open positions, Investigation & analysis of Sanofi hiring needs and provide employee hiring forecasts, Manage the recruitment process and life-cycle, including initial assessments, interviews, and offers, Develop and EVP strategy.
- Human Resources Business Partner Industrial Affairs (HRBP IA): Builds and maintains effective collaborator relationships across different business sites, Acts as a point of contact for IA department and HR community/other functions, Builds on-going strong relationships with other HRBP's in the team in order to identify new opportunities for development and encourage cross functional moves.

6- Values of Sanofi Aventis Algeria:

The core strength of the organization relies on the talent, competence and commitment of everyone who works at SANOFI Algeria. Relying on fundamental values:

- ***Teamwork:*** We give the best of ourselves - together - under the banner of "One Sanofi".
- ***Courage:*** Dare, innovate, study the inherent risks and learn from our failures by assuming our responsibilities.
- ***Respect:*** Sanofi strives to understand and accept cultural diversity and the needs of employees and patients.

- ***Integrity:*** Act with honesty and transparency in accordance with the highest ethical and quality standards.

7- CSR and Sustainability at Sanofi Aventis Algeria:

SAA, a global health partner committed to its local environment through its scientific and community activities. CSR aims to federate the group's major initiatives in terms of economic, social and environmental responsibility, access to medicines, diversity and solidarity.

As an extension of its activity as a pharmaceutical laboratory and within the logic of social responsibility, Sanofi has been committed since its establishment in Algeria to a patronage approach. Sanofi shares its scientific, technical and human skills with its partners in three areas close to its activities: health, solidarity and children. Some of the charitable associations with which Sanofi works today in Algeria:

- Inner Wheel International.
- "Amine" association, for sick children in the pediatrics service.
- El Amel CPMC association for cancer patients.

8- Vision of Sanofi Aventis Algeria:

Sanofi's ambition in Algeria is to be a trusted player recognized for its commitment, supporting all healthcare actors, understanding and satisfying patient needs, offering diversified and innovative products, transforming scientific ideas into healthcare solutions, setting up support programmes for patients, transferring know-how and training healthcare professionals and hospital staff.

Sanofi offers a wide range of innovative health products for Algerian patients in the fields of diabetes, hypertension, cardiology, oncology, psychiatry, neurology, general medicine, as well as vaccines via Pasteur and rare diseases via Genzyme. As health needs are constantly evolving in response, SANOFI Algeria, as a longstanding partner in the service of public health, is committed to upgrade its industrial tools to meet the current and future needs of the Algerian patient in the best possible way by ensuring high quality that meets optimal safety standards.

CHAPTER IV:

Analysis and Results

Introduction:

In reference to our study problematic “*To what extent does the organizational climate affect the employee’s well being at work?*” We aimed to identify possible links between employee well being and the organizational climate at work. We are aware of a few studies that have examined the work climate as a determinant of well being . As for our view, we believe that organizational climate should be considered as such a determinant. In this sense, based on the literature addressing the thematic and our data collection, we have formulated our three hypotheses: the first hypothesis states that (A positive correlation exists between the distinct dimensions of the organizational climate and the employee’s well being / all components of the organizational climate (three) will influence the occurrence of workplace well being). The second hypothesis claims that (A positive correlation exists between the distinct dimensions of the organizational climate and the employee’s well being). Finally, the third hypothesis argues that (The socio-demographic variables apply variant weights on the relationship between the organizational climate and the employee’s well being).

Anyone consulting our study would surely ask the question to why we chose to work on the already two mentioned companies, and the answer to that is that firstly, we wanted to test our thematic on different activity sectors and to observe whether it differs accordingly, secondly, although the current situation didn't help much but it also gave us the opportunity to relate and link our topic to another phenomenon, and being able to see its impact on two different companies was our aim. The last reason is that we wanted to gather the largest possible amount of Information, be credible and transparent with the data we collected in order to reflect a much broader reality on a specific topic.

This chapter first aims to discuss the results collected from the two organizations to determine whether the hypotheses are verified. We will measure the correlation coefficient between the different variables constituting our research; the examination includes two settings, the statistical and correlational analysis of the quantitative data followed by the assessment of results with the qualitative data summarizing the interviews. We will then compare the results obtained from the first case study with those of the second to examine the discrepancies and subsequently, introduce humble recommendations. Finally, suggest avenues for future research. Correlational

Section 1: Data Analysis Case A “Lafarge Ciment Oggaz”

1- Results Analysis A:

We aimed to interpret the influence of the control variables on our thematic indexes, we will work our way through the different variables to affirm or to negate the previously established hypothesis. In order to study the correlation between work climate and workplace well being through the socio-demographic elements, the Pearson Correlation Test was employed.

1.1 Socio-Demographic characteristics of the sample studied:

The studied population is composed of 35 persons distributed on different variables as follows:

Table 6: Descriptive Analysis of Control Variables LCO

Variable	Category	N (percent %)
Gender	Female	4 (11.43)
	Male	31 (88.57)
	Total	35 (100)
Age (years)	25-35	1 (2.857)
	36-45	19 (54.285)
	46-55	14 (40)
	>55	1 (2.857)
	Total	35 (100)
Professional Experience (years)	2-10	2 (5.71)
	11-20	33 (94.29)
	Total	35 (100)
Level of Education	Secondary (BAC)	10 (29.41)
	License	13 (38.23)
	Engineer	6 (17.65)
	Master	4 (11.76)
	Doctorate	1 (2.94)
	Total	34 (100)*
Marital Status	Single	5 (14.29)
	Married	30 (85.71)
	Total	35 (100)
Department	Human Resources	7 (20)
	Sureté Interne	1 (2.857)
	Affaires Juridiques	1 (2.857)
	Administration	1 (2.857)
	Quality	2 (5.714)
	Exploitation carrier	1 (2.857)
	Maintenance	5 (14.285)
	Industrial Affaires	9 (25.714)
	Finance	2 (5.714)
	Logistic	1 (2.857)
	Security	2 (5.714)
	Safety	2 (5.714)
	Performance	1 (2.857)

	Total	35 (100)
--	--------------	-----------------

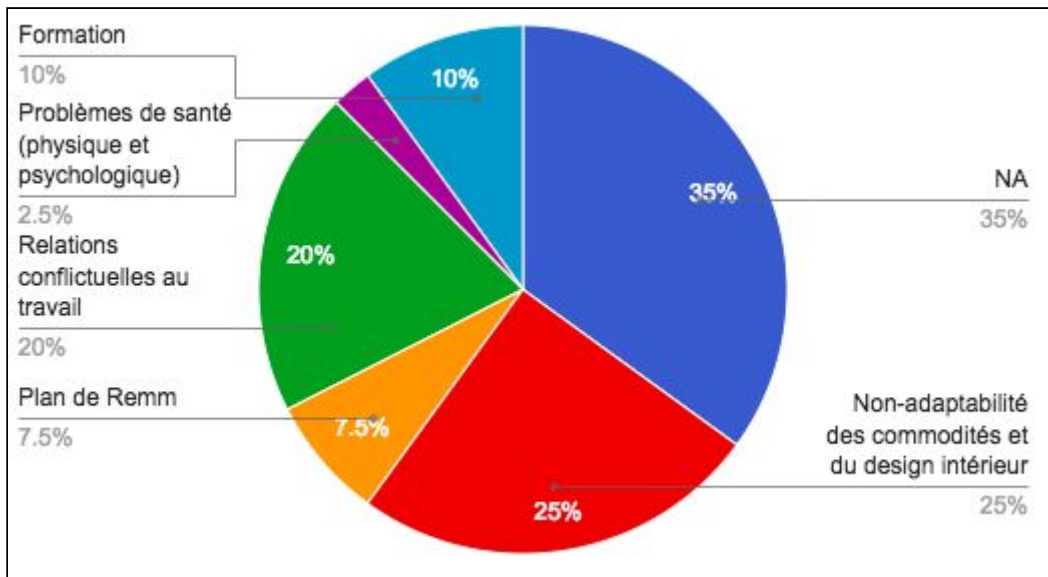
1.2 Statistical Analysis:

The number of respondents in the variable of Level of Education is 34 persons and not 35 persons as the rest of the variables and that is because one person didn't respond to that question.

Comments can't really be done on the demographic characteristics of this population or wouldn't be found built on a solid basic if done because this population isn't representative as it was supposed to be, and due to the large number of complications that this study faced, we weren't able to get a proper and a close-clear look on the different aspects of the studied organization. But despite that fact, we can still manage to deduct some interpretations based on these responses.

- The large majority of the respondents are males with a percentage of (88.57), so as a possible interpretation, this could be the case of the whole organization to have the large majority of the working force to be of males and that is due to the sector of activity which is known to require strength and solidity in the factory field. But despite that fact, it was remarkably shown that even on the administration levels; the working force is majorly on men.
- The age category which is present the most is that of 36-45 with a percentage of (54.285), which is succeeded by the age category 46-55. That could be explained by a good sign as youth are occupying a large portion in accordance with the older age category which indicates a healthy age pyramid.
- 33 of the respondents have 11-20 years of working experience. This can be interpreted as a sign of stability and good sign of absence of turnover.
- As for the Level of Education, the study highlights that there is a remarkable disparity among the respondents where Secondary and License are occupying the highest scores with (29.41) and (38.23).
- For Marital Status, we found that majorly all the respondents are married with a percentage of (85.71%).
- Results have shown that the difficulties employees are encountering in different departments and which they are preventing them from performing their tasks on the best way possible are related, first to some external non-specific factors with the highest percentage, and then as a second factor the non-adaptability of amenities with a percentage of (25), and the third most influencing factor is conflictual relationships with a percentage of (20). From this we can conclude the importance of both: the interior design and the quality of the relationship whether with colleagues or with superiors, and their strong impact on employee's health and well being and furthermore on the way employees perform and perceive their job.

Figure N°10: Chart resuming the different problems reported by LCO employees



*NA: External Non-specific factors.

1.3 Correlation Analysis:

**This part will focus on presenting the various correlations between the different variables in our study. In order to understand the impact of the three studied dimensions of organizational climate on the well being at work, we have analyzed our data in a way to examine the extent of influence of each of the demographic characteristics previously mentioned in the table 6 (It is necessary to clarify the existence of an actual impact). We will emphasise our interpretations of the notable results only.

**The correlation is significant at and above the 0.01 level (bilateral).

- **Gender:** The study showed a huge difference in correlation between genders regarding the impact of the three studied dimensions of the organizational climate on the workplace well being with a higher correlation of (+0.94) for females compared to (+0.58) for males, which could suggest that the working environment in which the female workforce are present is much more likely to be better than that of males which have an impact on their overall well being .
- **Age:** Regarding the variable Age, it plays also a role in defining a person's well being at work, the results demonstrate that the third age category which is from 46-55 is characterized with a higher correlation level (+0.83), while the most standing age category which is from 35-45 has a much lower correlation level (+0.24). This can be explained by the fact that the employees in the higher level correlation category are well-settled in their jobs and they are aware and concerned by their overall health condition, therefore their well being which concludes that the climate in which they conduct their tasks has a considerable influence on their wellness. While the other category which is younger than the other are maybe seeking other adventures and have a much more notion of what is well being from their perspective.

- **Marital status:** We furthermore observed that there is a variance of correlation between the two marital statuses regarding the impact of the organizational climate (3 dimensions) on the workplace well being . The data showed that married employees have a lower correlation level (+0.59) in comparison with single employees (+0.79), which could suggest that people living in couples (married status) present other implicit factors (exterior factors within their households) that impact their well being at work, which explains a lower correlation compared to bachelors (single status) who are more interactive with their working environment, thus the three dimensions in which they operate have a meaningful impact on their level of well being .

As for the remaining variables, it should be noted that it won't be possible to form a proper analysis or give an interpretation. Due to the lack of responses and their transparency, several factors influenced the data calculations and caused biases in their meanings.

2- Data processing A:

2.1 Independent variables:

We will be pointing out the scores obtained on the questions that constitute our independent variable, i.e. the quality of the organizational climate.

For the first independent variable, the quality of the physical environment, the minimum potential score was 9 and the maximum was 45. As for the variable of the quality of the relationship with co-workers, the minimum potential score was 8 and the maximum score was 40, and finally the quality of the relationship with the manager, the minimum potential score was 8 and the maximum score was 40. The scores obtained from our study for each of these variables are presented in the following table:

Table 7: Descriptive Statistics of Independent Variables LCO.

DIMENSIONS	N	MAX	MIN	AVERAG E	% OF TOTAL
Physical Environment	35	45	9	35.66	79.24
Relationship with Colleagues	35	40	8	30.91	77.27
Relationship with Managers	35	40	8	32.66	81.65

2.1.1 Statistical Analysis:

Following the data displayed above (table), we notice variant positive above-average scorings of the three dimensions, more interesting is that the relationship with colleagues has the lowest rating (77.27%), which can be explained by the existence of a negative relations among the teams which effects eventually the well being . Further interesting remark about the relationship with managers

which has the highest rating (81.65%), which can be explained by the existence of good supportive managers at LCO.

2.1.2 Correlation Analysis:

We will be observing the correlations between each dimension separately and the health and the well being before concluding in general the relationship between the organizational climate and the well being .

Indeed, we observe a significant correlation between the organizational climate and the state of health in general and the level of well being in particular.

- ***Physical Environment (X):*** The study shows that there is a positive correlation between the physical environment and health (the index (A) in our study englobes both the physical and mental condition which affects directly the well being), for that matter, the grand correlation between (X) and (B) as well. We can conclude that the characteristics of the physical environment help increase the level of well being and promote better health.

Table 8: Correlation Coefficient of Physical environment on Health and well being .

	Correlation coefficient (X)
Health (A)	0.679233365
Well-being (B)	0.488217259

* Significant value at a signpost of (0.01).

- ***Relationship with Colleagues (Y):*** The study shows also that there is a positive correlation between a good (Y) and the level of (A) & (B). We can state that good relational interactions and positive relationships with other employees lead the individual to achieve a state of well being (table), showcasing the importance of communication, team spirit and team-building activities to strengthen the links.

Table 9: Correlation Coefficient of Relationship with Colleagues on Health and Well-being.

	Correlation coefficient (Y)
Health (A)	0.408395518
Well-being (B)	0.596747353

* Significant value at a signpost of (0.01).

- ***Relationship with Manager (Z):*** The study shows that remarkably for both indexes (A) & (B), there is a positive correlation. Therefrom, the quality of the relationship with managers (Z) plays a huge role in fostering the development of a good working climate, featuring appreciation and mentoring and creating not only a sense of belonging to the organization but also building a strong commitment toward the job itself.

Table 10: Correlation Coefficient of Relationship with Managers on Health and Well-being.

	Correlation coefficient (Z)
Health (A)	0.616182706
Well-being (B)	0.5001767

* Significant value at a signpost of (0.01).

2.2 Dependent variables:

Regarding our thematic indexes (Well-being & health), we will outline the minimum and maximum scores as well as the average, (recalling that the scale is composed of 7 questions with answer choices ranging from 1 to 5, the highest being the maximum score which is 35 and the lowest being 14 points). The data restored from our study are presented as follows:

Table 11: Descriptive Statistics of the Dependant Variables .

/	N	MAX	MIN	AVERAGE	% OF TOTAL
Well-being	35	45	9	29.2	64.88
Health	35	35	7	27.51	78.6

2.2.1 Statistical Analysis:

According to the results presented in (table), we observe that the level of well being among LCO employees is above average (64.88%), but it is still a small percentage, giving away an air of not really a good atmosphere. But contrary to their health, the given percentage (78.6%) showcases a good indicator of an overall good climate which also indicates that there might be other factors that are interfering in causing this significant variation between the two, since health and well being can't really be separated from one another. With that being stated, concerns should be raised concerning employees' well being and health in order to solve the problem from its roots.

2.1.1 Correlation Analysis:

In order to have a wider examination of our variables, we studied the correlation between the average scores of our three dimensions combined on the index Health and Well-being. Undoubtedly, we observe a slight variance in the results.

- **Health (A):** A remarkably interesting result, the study highlights a positive strong correlation between (A) & (XYZ), a good health state in regards to the employee's condition at LCO is strongly linked with a broad positive favorable working environment.
- **Well-being (B):** The coefficient marks a positive correlation result very slightly inferior than the previous index, but it still does show how strong and impactful is the relationship between the organizational climate and the employee well being at LCO.

Table 12: Correlation Coefficient of Organizational climate on Well-being.

	Correlation coefficient (XYZ)
Health (A)	0.6557758334
Well-being (B)	0.6066434184

* Significant value at a signpost of (0.01).

3- Discussion & Interview Assessment A:

To gain a better view and understanding of the organizational climate perception and the level of well being , we aimed to address our issue quantitatively (a questionnaire addressed to employees) and qualitatively by conducting meaningful interviews with managers who have a clear vision on the whole organizational system. Therefore, to link and to bring together both results to come up with an interpretation that englobes and connects employee-perception of things with manager-perception of things.

The main objective of these interviews is to comprehend the processes and the initiatives taken to ensure employee health and well being , but firstly, to identify their vision as to what does it mean to the higher hierarchy, employees' well being , and also to undertake the matter of the current circumstances COVID-19 in an attempt to seize the opportunity to address health issues and their impactful aspect on employees well being .

The first interview was conducted with the Human Resources Director Mr. Lotfi MHAMMEDI and the second one was conducted with the Corporate Social Responsibility & Communication Responsible Mr. Ali BOUMGHAREF. And from the set of questions we asked them (Refer to Annex 1), the following results were mostly highlighted:

- The organization has invested a lot in creating and maintaining a healthy working climate (manager-employee relationships, employee personal development & growth...) since its creation, trying always to find ways to keep the line of communication linked between the different employee categories, but despite that fact, as observed and from the responses we received, employees are still confronted to conflictual relationships whether with their managers or colleagues, and are still perceiving the working conditions where they operate as poor and inconvenient which indicates that their needs aren't fully met.

So it ought to be emphasized that an effective manager is the one who is able to monitor stress levels, manage expectations and make every effort to understand the needs of subordinates. Therefore, in order to spur employee well being and its wide-array of associated benefits, it is imperative that there be meaningful relationships between managers and their employees in the workplace

Also it should be put on a spotlight that a good working environment stimulates optimum organizational performance. It is an important supposition then, to assume that satisfaction of

employee well being hinges, among other things, on satisfaction with the standard of working conditions that should be worked on.

- The notion of well being is broad and large that includes many internal and external factors as stated by the Human Resources Director and that it will always remain an unresolved issue for the company to guarantee the well being of every single employee since they and their perceptions differ from one another. But in order to create and cultivate a culture of well being & health and a healthy organizational climate, it needs to be constantly and continuously brought to the eyes of employees as stated by the CSR & Communication Responsible.
- The organization is strictly firm when employee health is on the line, and in light of the actual circumstances, a firm and rigorous process (Refer to Annex 12 & 13) was followed to preserve and assure the security of all employees.

Section 2: Data Analysis Case B “Sanofi Aventis Algeria”

1- Results Analysis B:

We aimed to interpret the influence of the control variables on our thematic indexes, we will work our way through the different variables to affirm or to negate the previously established hypothesis. In order to study the correlation between work climate and workplace well being through the socio-demographic elements, the Pearson Correlation Test was employed.

1.1 Socio-Demographic characteristics of the sample studied:

The language chosen for the questionnaire was French. The study population numbered 27 in total is categorized as follows:

Table 13: Descriptive Analysis of Control Variables SAA

Variable	Category	Percent (%)
Gender	Female	44.40
	Male	56.60
	Total	100
Age (years)	25-35	37.04
	36-45	25.93
	46-55	37.03
	> 55	00.00
	Total	100
Professional Experience (years)	< 2	22.23
	2-10	40.74
	11-20	29.63
	21-30	07.40
	Total	100
Level of Education	Secondary (BAC)	14.81
	License	03.70
	Engineer	11.12
	Master	40.74
	Doctorate	29.63
	Total	100
Marital Status	Single	22.22
	Married	66.66
	Not specified	11.12
	Total	100
Divisions	HQ	48.15
	Indus Affairs & Distribution	14.81
	Field Force (Sales)	37.04
	Total	100

1.2 Statistical Analysis:

The collected data of SAA (table 6) reveals the following information that characterizes our study sample:

- The group is constituted mostly of males (56.60%),
- The total of subjects gathers different age categories, where the most dominant one is between (25-35) with a percentage of 37.04% followed by the category of (46 to 55) with 37.03% and finally the category between (36- 45). We observe a population with homogeneous categories that helps reduce the intergenerational conflicts, with a predominance of youngsters which lead to a better working climate,
- 40.74% of the workers have an experience of 2 to 10 years, followed by 29.63% who have an experience of between 11 and 20 years. 22.23% with less than 2 years and the rest have an experience of 21 to 30 with a small percentage of 07.40%. These results indicate that the majority are new recruits, i.e., SAA admits the beneficial aspect of hiring fresh talents (little experienced elements),
- An overall assessment highlights a diversity of the level of education where the Master and Doctorate degrees capture the highest percentages with 40.74% & 29.63% respectively,
- The marital status spotlight a higher percentage (66.66%) of married persons,
- The study was carried out across the three sites of the organization, with a high presence (48.15) of the headquarter members in our sample. Analyzing the last question in our survey “The difficulties I encounter at work are linked in whole/part to?”, namely the answers collected:
- Within the HQ, the main reported problem is the non-adaptability of facilities (Dimension of the physical environment), followed by external non-specific factors plus conflictual relations at work and others. Concerning the field force, they are troubled with their health conditions affecting directly their daily tasks, plus the non-adaptability of amenities as well as other influences. Proceeding with the employees at the factory, the major impact hits from external factors. We can conclude that both the physical environment and the health condition are critical points for our sample at SAA, the presence of an important element as well that is work overload that directly affects their health by and large hence their well being , to take into account that some members don't encounter any problem as quoted.

Figure N°11: Chart resuming the different problems reported by SAA employees (HQ)

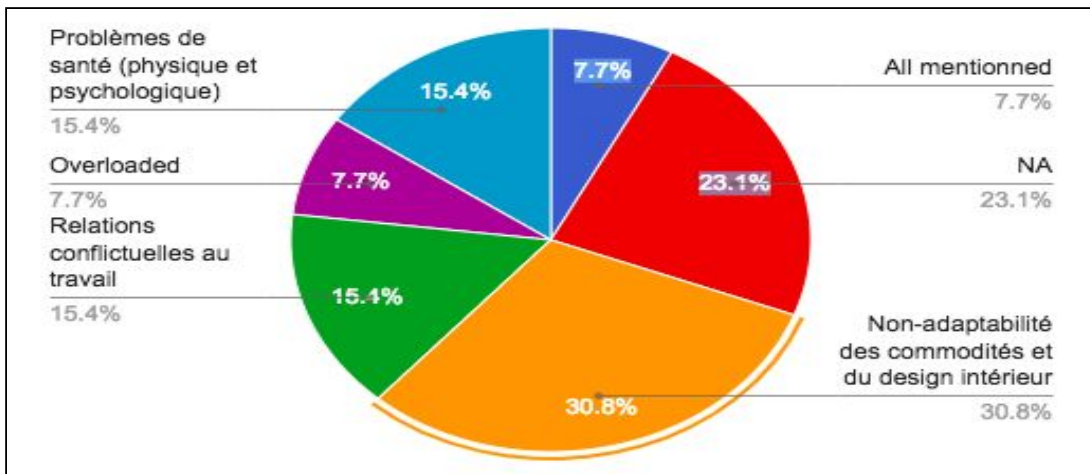


Figure N°12: Chart resuming the different problems reported by SAA employees (Indus and distribution)

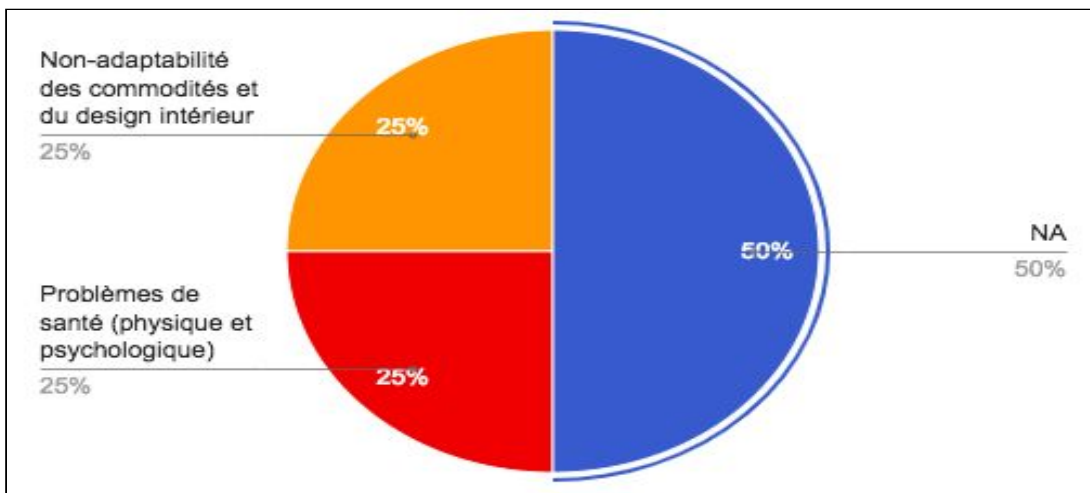
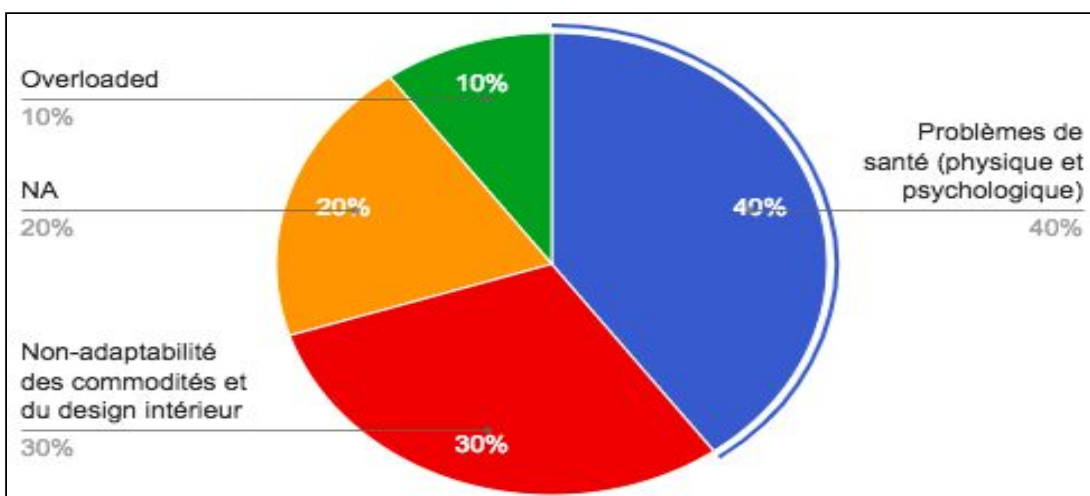


Figure N°13: Chart resuming the different problems reported by SAA employees (Field force)



* NA: not mentioned above

1.3 Correlation Analysis:

This part will focus on describing the various correlations between the different variables in our study. In order to understand the impact of the three studied dimensions of organizational climate (average score) on the well being at work, we have analyzed our data to examine the extent of influence of the control variables on the mentioned index (It is necessary to clarify the existence of an actual impact). We will emphasise our interpretations regarding the notable results only.

*The correlation is significant at and above the 0.01 level (bilateral).

- The control variable (age) has a role defining a person's well being at work, the results demonstrate that the older age categories are characterized with a higher correlation level (+0.56), this can be explained by the fact that these categories are more aware and concerned by their overall health condition, therefore their well being which concludes that the climate in which they conduct their tasks has a considerable influence on their wellness.
- The seniority within the organization is a key influencer to our study subjects, indeed data showcases that the newbies [< 2years] bring up a higher correlation coefficient (+0.90) compared to seniors of the company. We interpreted this by the non-stability of the new joiners, surely, being part of a new group, sharing a new culture and interacting with new individuals will highly affect their level of well being for the work environment will present different challenges that will govern his/her overall condition.
- It should be noted that there is a variance of correlation between the two marital status regarding the impact of the organizational climate (3 dimensions) on the workplace well being, the data could suggest that people living in couples (married status) present other implicit factors that impact their well being at work, which explains a lower correlation (+0.32) compared to bachelors (single status) that are more interactive with their work environment (+0.48), thus the three dimensions in which they operate have a meaningful impact on their level of well being.

Nevertheless, these reviews remain complementary to the actual statement that a relationship exists between the three dimensions of the organizational climate and the well being.

2- Data Processing B:

We applied the Pearson Correlation Test for our next analysis, to determine the extent of the linkage between the different dimensions of organizational climate and employee well being.

2.2 Independent variables:

We will be pointing out the scores obtained on the questions that constitute our independent variables, i.e. the quality of the organizational climate.

For the first independent variable, the quality of the physical environment, the minimum potential score was 9 and the maximum was 45. As for the variable of the quality of the relationship with co-workers, the minimum potential score was 8 and the maximum score was 40, and finally the quality of the relationship with the manager, the minimum potential score was 8 and the maximum score was 40. The scores obtained from our study for each of these variables are presented in the following table:

Table 14: Descriptive Statistics of Independent Variables SAA.

DIMENSIONS	N	MAX	MIN	AVERAG E	% OF TOTAL
Physical Environment	27	45	27	36.55	81.22
Relationship with Colleagues	27	40	14	30.88	77.20
Relationship with Managers	27	40	12	33.66	84.15

2.2.1 Statistical Analysis:

Following the data displayed above (table), we notice variant positive above-average scores of the three dimensions, more intriguing is that the relationship with colleagues has the lowest rating (77.20%), thus, a weak team spirituality which will affect eventually the well being . Then again, the relationship with the manager illustrates the highest rating, which can be explained by continuous support and mentorship offered by the managers at SAA.

2.2.2 Correlation Analysis:

Some of the most significant correlations are observed at another level and are of special interest to us. Indeed, we observe a significant correlation between the organizational climate and the state of health in general and the level of well being in particular.

- ***Physical Environment (X):*** we can observe a positive correlation between the quality of the work environment and health, bearing in mind that the index (A) in our study englobes both the physical and mental condition which directly affects the well being . For that matter, the grand correlation between (X) and (B) as well. We can conclude that the level of correlation is a significant value at a signpost of (0.01) which means that there is a positive correlation between a good (X) and (A)&(B) of the employees, thus, a conducive work environment helps increase the level of well being and promotes better health.

Table 15: Correlation Coefficient of Physical environment on Health and Well-being.

	Correlation coefficient (X)
Health (A)	0.64308
Well-being (B)	0.23325

* Significant value at a signpost of (0.01).

- ***Relationship with Colleagues (Y):*** We note that the level of correlation is as well a significant value at a signpost of (0.01) which means that there is a positive correlation between good (Y) and the level of (A) & (B). We can state that good relational interactions with other employees lead the individual to achieve their well being, showcasing the importance of team spirit and team-building activities to strengthen the links that lead to well being achievement.

Table 16: Correlation Coefficient of Relationship with Colleagues on Health and Well-being.

	Correlation coefficient (Y)
Health (A)	0.44063
Well-being (B)	0.17367

* Significant value at a signpost of (0.01).

- ***Relationship with Manager (Z):*** In this regard, we point out a positive correlation which is a significant value at a signpost of (0.01), remarkably for both indexes (A) & (B), we consider that the good quality of (Z) foster the development of a good working climate featuring appreciation and mentoring and creation of a sense of belonging to the organization inducing motivational support that promotes the individual's well being .

Table 17: Correlation Coefficient of Relationship with Managers on Health and Well-being.

	Correlation coefficient (Z)
Health (A)	0.35914
Well-being (B)	0.40031

* Significant value at a signpost of (0.01).

2.3 Dependent variables:

Regarding our thematic indexes (Wellbeing & health), we will outline the minimum and maximum scores as well as the average, (recalling that the scale is composed of 7 questions with answer choices ranging from 1 to 5, the highest being the maximum score which is 35 and the lowest being 14 points). The data restored from our study are presented as follows:

Table 18: Descriptive Statistics of Dependent Variables SAA.

/	N	MAX	MIN	AVERAGE	% OF TOTAL
Well-being	27	35	16	29.40	84.00
Health	27	35	21	28.44	81.25

2.3.1 Statistical Analysis:

Per the results presented above (table), we observe that the level of well being among SAA employees is above average (84% of the complete score) in broad terms, reflecting an overall good atmosphere, likewise for their health condition valuation scoring (81.25%). We can conclude that SAA employs wellness programs to address health and wellbeing matters. With that being stated, we can not overlook the detailed report above showcasing well being queries conveyed by other members. Our conclusion cannot be generalized effectively due to the short number of respondents.

2.3.2 Correlation Analysis:

In order to have a wider examination of our variables, we studied the correlation between the average scores of our three dimensions combined on the index Health and Wellbeing. Undoubtedly, we observe a slight variance in the results.

- **Health (A):** we highlight a positive strong correlation between (A) & (XYZ) which is a significant value at a signpost of (0.01), a good health state in regards of the employee's condition at SAA is linked with a broad favorable work environment.
- **Wellbeing (B):** the coefficient marks a positive correlation result slightly inferior that the previous index till significant at the sign point of (0.01), SAA's organizational climate is advantageous to their employee's well being .

Table 19: Correlation Coefficient of Organizational climate on Well-being.

	Correlation coefficient (XYZ)
Health (A)	0.64508
Well-being (B)	0.39692

* Significant value at a signpost of (0.01).

3- Discussion & Interview assessment B:

In order to answer our problematic, we led our qualitative investigation based on different axes that address our theme multilaterally. The main objective was to identify and better understand the processes that address our study variables, to analyze the different initiated actions fostering the workplace well being , to determine the HR department's involvement in the creation of a conducive working climate, but also to review the action plans implemented by the SAA to tackle the sanitary crisis outcomes which directly affects the employees' wellness.

After interviewing with the SAA's HRD Mrs. Meddour Nacima, who gladly explained the different processes and procedures related, we came up with the following results:

- *“At Sanofi, we believe that employee well being is one of the most fundamental success factors of top-performing companies. It is very important to try to be as close as possible to our people, with an open-door philosophy, my mission and that of my department are to listen*

and identify the queries occupying the collaborators, anticipate and provide them with adequate solutions.” So explained Mrs. Meddour. Recognizing that employees are whole people with core needs, and investing in employee well being is a statement that is aligned with the global Sanofi business strategy, the priority is the growth and development of the employees allowing them to thrive. This statement was aligned with the above formulated quantitative results.

- Employee wellness and well being assessment at Sanofi is measured using different tools by the collaboration of different departments, leading the strategic planning is the Safety & Security department which deploys numerous surveys, depending on the situation periodic and contextual questionnaires are used, to evaluate and identify the concerns thus presenting solutions, indeed the processes apply at high interest for all members (factory, field force and the HQ). Secondly, the HR department by using taking different actions to evaluate the question, *“We refer to a general study, applied every two years (The Peoples Survey), to deal with different axes concerning the wellness and the overall tenure of our collaborators at Sanofi, an engagement and satisfaction survey that points out the concerns raised by our employees to then propose action plans for each element. The recent results showed a high rate of engagement which is a satisfactory result, though we are well aware of the areas of development that will allow an optimal engagement rate.”*, As Mrs. Meddour explained further the mechanism of their communicative channels to address the difficulties that employees encounter at work. Their first contact would be their N+1, indeed, the managers are trained and supported by the HR department to improve the leadership skills that enable them to better lead and mentor their team members. Certainly, the second contact would be the HSE team; they provide continuous support concerning health, safety, security and overall wellness. Finally, the HR department would play the role of an advisor that either settles the matter or orient them to the concerned service. Nevertheless, it is deemed necessary to reevaluate the different axes of well being among the SAA population, to propose practices that will cultivate a positive happy healthy environment.
- Another important point was raised, to reinforce the relationship between the employees, team spirituality is a common culture at Sanofi, endorsed by team building activities that are managed at the departmental level, each department head would exchange ideas with his team on a bonding activity, employed on very flexible terms. As mentioned before the development of the employees is an overriding mission of Sanofi’s strategy, the employees are provided with an online learning platform widely rich, so they have access to different soft skills content which will boost their communicative abilities and teamwork orientation. However, there are still some recurring gaps defining some conflictual relationships among the collaborators that need to be sorted, perhaps detecting the source of the quarrels and proposing settlements to maintain the team spirituality.
- Moreover, the equipment needed is as important as the training, to fully carry out their daily tasks, Sanofi’s employees are provided with gears and means to support their activities. The

layout of the spaces is accounted as an essential factor to the comfort and prosperity of the employees, this lies under the responsibility of the Facility management. Referring to previously mentioned results, as some respondents pointed out their discomfort regarding different space arrangement, the physical setting needs to be coordinated with the needs of the employees to enable fully their productivity.

- Summing up our reunion, an essential aspect was discussed, the sanitary crisis (Covid19) significantly influenced the organisation, and the outcomes affected all levels. The crisis management was held by the Security and safety management in collaboration with the HR department and the Communication department, to relay information about the measures that employees should be taking, and share the new work organisation “remote work & shift plannings”. This was fully praised by the respondents, expressing their great satisfaction towards the implemented actions and processes to manage the crisis.

Section 3: Comparison & Recommendations

1- Study Comparison:

Conducting our studies in both companies was faced with several challenges that no matter how much we tried to mend and turn them in our favor; it only became harder and more challenging.

The comparison for both companies that we had in mind, was supposed to be built on a solid base of correct and transparent statistical data that aims to exhibit the reality in the workplace as it is with all its characteristics even if it will showcase some of the negative aspects of these companies. But unfortunately, the responses we received weren't enough material to be built on a strong case nor are the samples studied representative. And there from, we decided to speak and comment about these cases in a general manner from what we observed and with the help of other similar study cases.

Thus the study remains vague and cannot be generalized, the probable inaccuracy does not mislead the generic theories (as we recall that among the limits of our study is the biased number of respondents constituting our respective samples), and it maintains a certain validity that can generate new interesting research questions.

We recall that our multi-varied investigations revealed that certain socio-demographic variables in our study (gender, age, seniority and marital status) made a contribution to the variation of the well being and health index. The two studies matched two elements, firstly, the age variable, which elucidated that the well being and health as well are affected with the different age categories. Secondly, the marital status variable, it demonstrated that the well being of employees is highly affected by whether the employee lives a single life or in couples (given the fact that the statistical gaps are due to the biased number of individuals in our respective samples). Achieved results of the two observed organisations (LCO & SAA), we confirm with reservation our **third hypothesis**, we validate that *“The socio-demographic variables apply variant weights on the relationship between the organisational climate and the employee’s wellbeing”*.

An empirical similarity illustrated that the three dimensions of the organizational climate play a key role in the fluctuation of the employee’s well being level. Regardless of the sector of activity or the characteristics of the sample respectively of the two organizations, building a positive sane working climate leads to reaching a higher level of well being among employees, improvements in the level of health, job satisfaction, commitment and engagement, which will eventually lead to increasing the levels of productivity and performance. On the basis of observed results defining the two organisations (CLO & SAA), we confirm with reservation our **second hypothesis**, we validate that *“A positive correlation exists between the distinct dimensions of the organisational climate and the employee’s wellbeing”*.

A general deducted statement of the analysis, points out that both studied subjects (CLO & SAA), showcased in comparaison close results indicating the existence of a strong correlation between the index organisational climate and the index wellbeing. In conformity with that, we confirm with

reservation our **first hypothesis**, we validate that “*A positive correlation exists between organisational climate and employee’s wellbeing*”.

What was observed also that both sample populations portrayed a standardized encountered issue which is non-adaptability of the physical environment, and the presence of conflictual relationships. We conclude that the physical characteristics of the working environment and the quality of the relationships, especially the one with managers, are one of the major impactful determinants on employee well being and satisfaction toward his/her workplace for both companies SAA and LCO.

The flexible work option is widely welcomed by employees at Lafarge Ciment Oggaz and Sanofi with the respective average scores (3.8) & (4) out of (5). The deviation portrayed in the results is due to the misinterpretation of the term, or thoughtfully to the different functions occupied by the respondents. A studied action plan could organise the flexibility of the tasks carried out by the workforce accordingly (field force, factory population or the bureaux) endorsed by an efficient communication strategy. This could be a strategic setting to cope with future sanitary or other crises.

As highlighted in the previous sections, the physical environment constitutes an important shaper of the employee’s well being , Optimizing the design layout of workspaces with green features was as well a matter of interest for our study samples with and an average agreement score of (4) for LCO & (3.72) for SAA, affirming that it will boost their creativity and help create a soothing and healthy atmosphere.

A contextual aspect to be reviewed as well consists of the impact of the sanitary crisis (Covid19) on the business, indeed, the outcomes included the productivity and activeness of the employees and in particular their well being , Lafarge Ciment Oggaz & Sanofi were no exception, the results of the studied respective samples showcased a mildly agreement of the decreasing level of well being affected by the changes applied during the lockdown.

We observed similar results regarding the management of this crisis within both of the multinationals, the organizations responded effectively to propose alternative options to ensure the proper workflow, the respondents affirmed that their well being was a priority, and that the company was engaged to provide the best working condition, agreeing that the administration was successful with an average of (4.08) for LCO and (4.42) for SAA.

At the outset, we can state that the designed three hypotheses have been verified for both study cases, namely that the quality of the organizational climate influences to a large extent the degree of well being .

2- Recommendations:

Findings of the study have revealed a significant association between organizational climate and employee well being . In the light of this finding, following recommendations can be implemented

to make organizational climate positive sane and favorable as it will help improve employees' well being which will have positive effects on the organizational performance eventually.

□ **Supportiveness:**

An atmosphere of candour, trust, openness and supportiveness should pervade relationships within the organization, with employees being encouraged to say what's on their minds regardless of whether they are talking to peers, subordinates or superiors. Cultivating and embedding this trait within the organization is a motivation engine in itself which will encourage and promote the sense of creativeness and innovativeness leaving little to no room for fear of facing changes. Also, it will raise employee commitment and nurture a sense of belonging. Furthermore, it will also help create positive relations where employees will feel welcomed to be him/herself without fearing losing control over their jobs or their sense of professionalism.

□ **Openness in downward communication & Listening in upward communication:**

In both ways, communication is an extremely important aspect not only in a company but in our daily lives as well. The quality of communication in an organization depends greatly on the way leaders and managers use it and perceive it, for they are the ones to set exemplarity for their staff and subordinates. Except for necessary security information, members of the organization should have relatively easy access to information that relates to their jobs, that affects their abilities to coordinate work with other people or departments, and that deals broadly with the company, its organization, leaders and plans.

Personnel at all levels in the organization should listen with open minds to suggestions or reports of problems. Information from subordinates – upward communication – should be viewed generally as important enough to be acted on and that includes involvement in decision making and goals setting.

That is why starting with enhancing, developing and building a strong communication system is a crucial step that should be put as an internal project to work on.

□ **Workplace Health Promotion Programs:**

“WHPP are add-on programs often about specific health topics that are run at work in or outside normal working hours”.

A culture of health promotion programs such as: Training sessions in personal and life skills, fitness programs, team-building activities, ergonomics...will help generate improvements in happiness, confidence, and job satisfaction as well as physical and mental health. It will renew employees' energies, kill and change the routinization of work and will give them always the motivation to be creative, productive and always on the go and also it will strengthen the relationships whether between subordinates, peers or superiors.

□ **Spaces for employee Personal Growth & Development:**

Building spaces such as libraries, sports rooms, meditation and self-reflection spaces ...where employees can seek personal growth and self-achievement is one the necessities in our era. This is

what I like to call “*hospital system*” for in hospitals, no matter how much doctors are facing stressful moments and no matter how challenging it can be to maintain self-control, they always seek knowledge, they always educate themselves because they know that this is the right path for personal growth, to gain expertise and perform better and better each time. Therefrom, implementing a culture of always seeking self growth and development will only have good returns on the organization.

□ **Formalized work flexibility:**

Casual flex work systems empowers employees to better balance their work and personal lives and ought to be a competitive advantage to attract next-generation talents. A formalized flexible work program is considered beneficial for a company. The most common options include flexible work schedules, work-from-home arrangements, part-time hours or some combination of those. The formalization of the process helps track the impact of such arrangements, improve the benefits and reduce the pitfalls. It is important here to consider equity rather than equality. Not all employees like to work from home, and others might not like flexible schedules, so it’s important to survey staff members to determine the different options that are appropriate to each division independently or job roles. The program should be supported by training to best lead the flexible workforce, proactive management techniques to manage the off- office activities.

□ **A good people strategy:**

Will focus on employees' experience, the physical environment takes part in it, a fun friendly supportive and caring layout where employees could bring their fullest and define their purpose. Furniture and equipment should be comfortable and conducive to the type of collaboration expected (brainstorming areas with big boards to boost creativity, chill out space to engage members to have spontaneous discussions with their colleagues).

□ **Encouraging team spirit:**

It can have amazing long-term effects, including better employee retention and well being . Organizing themed workshops based on monthly elected themes will enhance the socialization among employees, create interdepartmental challenges that allow a cross functional interaction for better harmony, create a bonding culture fostering team-building activities. The HR department could initiate exemplary actions (SPA breaks, Yoga/Gym classes for female employees on concerned occasions + sport matches featuring team members of different units) that could inspire other teams as a booster.

□ **Work overload:**

Is a common problem in most workplaces, the topic should seriously be addressed by introducing “Efficient Time Management Skills” training, employees should be assisted and supported not to cross the line between personal and professional life. Managers should communicate clear objectives and present flexible options as explained above.

GENERAL CONCLUSION:

The purpose of this study was to examine the existence of predictive relationships between employee well being and three organizational climate factors; namely; manager-employee relationships, colleagues-employee relationships and physical working conditions, in the two mentioned companies “LafargeHolcim Ciment Oggaz & Sanofi Aventis Algeria”. It emerged that all factors were statistically significant, which implies that they are predictors of employee well being . It is appropriate therefore to conclude that employee well being is dependent on the state of the relationship between management and employees, the quality of the relationships between colleagues and peers and the standard of the physical working conditions; hence it is reliant on the quality of the organizational climate.

This study has theoretical and practical implications. On the theoretical front, the study provides current evidence of the dynamics in the relationship between the dimensions considered in this study. In this regard, the study serves as a reference source to future researchers on similar issues. On the practical side, this study despite the fact that there was some inconsistency, provided strong evidence on the importance of fostering a culture of a healthy organizational climate, confirmed and supported the stated hypothesis:

H1: A positive correlation exists between organizational climate and employee’s well being .

H2: A positive correlation exists between the distinct dimensions of the organizational climate and the employee’s well being .

H3: The socio-demographic variables apply variant weights on the relationship between the organizational climate and the employee’s well being .

These findings support findings of previous studies conducted so many other researchers such as the study conducted by Mark, David, Dejoy, Robert (2004); Vandenberg, Hettie, Richardson, Allison, Mcgrath (2004) who also found that employees perceptions of their organization affect their perception of the climate, which affects the way people relate and perform their jobs and visualize their future in the organization, thereby impacting their work adjustment, health and wellbeing .

And therefrom, managers may be able to enhance the degree of employee well being amongst workers in their organizations by making strategic improvements on the three independent variables considered in this study.

Bibliography:

Books:

- ASHKANASY (N.M.), WILDEROM (C), PETERSON (M.F.): *The handbook of organizational culture and climate*, 2nd ed, SAGE Publications, Inc, California, 2011.
- BOCK (L): *Work Rules: Insights from inside Google that will transform how you live and lead*, John Murray Publishing, London, 2016.
- CAMPBELL (J. P.) & al: *Managerial behavior, performance, and effectiveness*, McGraw-Hill book company, New York, 1970
- CASSILDE (S), GILSON (A): *Psychosocial Health, Work and Language International Perspectives Towards Their Categorizations at Work*, Springer International Publishing, 2017.
- CHEN (P.Y.), COOPER (C.L.): *Work and Wellbeing: Wellbeing: A Complete Reference Guide, Volume III*, John Wiley & Sons, Inc Publishing, 2014.
- CHEN (P.Y.), SPECTOR (P.E): *Relationships of work stressors with aggression, withdrawal, theft and substance use: An exploratory study*, In Journal of Occupational and Organizational Psychology, 1992.
- DIENER (E), LUCAS (R), OISHI (S): *Subjective well being : The science of happiness and life satisfaction*, In *The handbook of positive psychology*, C. R. Snyder & S. J. Lopez Eds, 2002.
- GATCHEL (R.J.), SCHULTZ (I.Z.): *Handbook of Occupational Health and Wellness*, 2012.
- GROOT (W.J.N.), BRINK (M.H.) & al: *De prijs van stress [The Price of Stress]*, In Den Haag: Elsevier Bedrijfsinformatie, 2000.
- HUGHES (P), FERRETT (E): *Introduction to Health and Safety at Work*, Routledge Publishing, 6th Edition, 2016.
- IVANCEVICH (J), KONOPASKE (R), MATTESON (M): *Organizational Behavior & Management*, 8th Ed, McGraw Hill, Boston, 2007.
- LINGARD (H), WAKEFIELD (R): *Integrating Work Health and Safety into Construction Project Management*, John Wiley & Sons Ltd Publishing, 1st Edition, 2019.
- MAYO (E): *The Social Problems of an Industrial Civilization*, Routledge, London, 1949.
- McDAID (D), COOPER (C): *The Economics of Wellbeing: Wellbeing: A Complete Reference Guide*, John Wiley & Sons, Inc Publishing, 2014.
- OADES (L.G.) & al: *The Wiley Blackwell Handbook of the Psychology of Positivity and Strengths-Based Approaches at Work*, John Wiley & Sons, Ltd, 2017
- REICHERS (A.E.), SCHNEIDER (B): *Climate and culture: An evolution of constructs. In Schneider B.(Ed.), Organizational climate and culture*, Jossey-Bass, San Francisco, 1990.
- SCHABRACQ (M.J.) & al: *The Handbook of Health and Work Psychology*, 2nd Ed, John Wiley & Sons Ltd, 2003.
- SCHABRACQ (M.J.) & al: *The Handbook of Work and Health Psychology*, John Wiley & Sons, Ltd Publishing, 2002.
- SCHNEIDER (B): *Work Climate, An interactionist Perspective, by The Organisational effectiveness research program*, Report 81-2, Department of Psychology, Michigan State University of East Lansing, 1981.
- Shamionov (R. M.): *Subektivnoe blagopoluchie lichnosti: jetnopsihologicheskij aspekt, Problemy social'noj psichologii lichnosti*, 2008.
- UHERECZKY (A), VADKERTI (Z): *One life: How the most forward-looking organisations leverage work-life integration to attract talent and foster employee well being*, Die Keure Publishing, 1st Edition, October. 2018.
- WHITE (J): *Health and safety management an alternative approach to reducing accidents, injury and illness at work*, Taylor & Francis Group, LLC, 2019.

Articles Magazines/ Newspapers:

- « *Management/ HR Carrier/ Leadership, 20 best study cases, Harvard Business School, INSEAD, Stanford Grad School of Business* », In Harvard Business Review France, Oct-Nov, 2019.
- « *Santé et travail: Les origines, les acteurs et les indicateurs* », In Actualité et dossier en santé publique, No 9, Decembre, 1994.
- ABRAMS (H.K.): « *A Short History of Occupational Health* », In Journal of Public Health Policy, Vol 22, No 1, 2001.
- Al-Windi (A) & al: « *The influence of sociodemographic characteristics on well being and symptoms in a Swedish community: Results from a postal questionnaire survey* », In Scandinavian Journal of Primary Health Care, Vol 17, No 4, 1999.
- ARÍÑEZ (A) & al: « *Creating a Climate that Motivates Staff and Improves Performance* », Management Sciences for Health, in The Manager, Vol 11, No 3, Boston, 2002.
- BECHER (H) & al: « *Predicting Circulatory Diseases from Psychosocial Safety Climate: A Prospective Cohort Study from Australia* », In International Journal of Environmental Research and Public Health, No 15, 2018.
- BONO (J.E.), ILIES (P): « *Charisma, positive emotions and mood contagion* », In The Leadership Quarterly, Vol 17, 2006.
- BURKE (M. J.) & al: « *Reconceptualizing psychological climate in a retail service environment: A Multiple stakeholder perspective* », In Journal of Applied Psychology, No 77, 1992.
- CAILLARD (J.F.), VEZINA (M): « *Santé et travail: approche théorique et nouveaux défis* », In Santé, Société et Solidarité, No 2, 2006.
- CHAREST (J.P.), CHARUEST (J.L.): « *Diagnostiquer le climat organisationnel en dix étapes* », Ordre des conseillers en ressources et en relations industrielles agréés du Québec. In Effectif, Vol 6, No 3, June, 2003.
- COX (T) & al: « *Research on Work Related Stress* », InOffice for Official Publications of the European Communities, Luxembourg, 2000.
- DANNA (K) GRIFFIN (R.W.): « *Health and well being in the workplace: A review and synthesis of the literature* », In Journal of Management, Vol 25, No 3, 1999
- DATTA (A), SINGH (R): « *Determining the dimensions of organizational climate perceived by the hotel employees* », in Journal of Tourism and Hospitality Management, No 36, 2018.
- DICKSON-SWIFT(V): « *What really improves employee health and well being : Findings from regional Australian workplaces* », In International Journal of Workplace Health Management. Vol 7, No 3, 2014.
- FABIANO (B) & al: « *Statistical study on temporary work and occupational accidents: specific risk factors and risk management strategies* ». In Safety Sciences, Vol 46, 2008.
- FORLAN (P) & BROWNE (J): « *A Review of performance measurement: towards performance management* », In Computers in Industry, No 56, 2005.
- GILBREATH (B), BENSON (P.G.): « *The contribution of supervisor behaviour to employee psychological well being* ». In Work & Stress, Vol 18, No 3, 2004.
- HOLCROFT (C), PUNNETT (L): « *Work environment risk factors for injuries in wood processing* », In Journal of Safety Research, VOL 40, 2009
- JACKSON (S.E.), SCHULER (R.S.) : « *Understanding human resource management in the context of organizations and their environments* ». In Annual Reviews of Psychology, Vol 46, 1955.
- JOEL (B.B.) & al: « *Creating workplace well being* », Time for practical wisdom/researchgate.net/publication-2018.
- KIM (R): « *WHO and well being at work* ». In the World Health Organization Regional Office for Europe, 2012.
- LA TORRE (G) & al: « *Association between Work Related Stress and Health Related Quality of Life: The Impact of Socio-Demographic Variables. A Cross Sectional Study in a Region of Central Italy*, In

International Journal Environ research & Public health, 2018.

- LAU (P.Y.Y.) & al: « *Ethical work climate, employee commitment and proactive customer service performance: Test of the mediating effects of organizational politics* », In Journal of Retailing and Consumer Services, No 35, 2017.
- MADHUKAR (V), SHARMA (S): « *Organisational Climate: A Conceptual Perspective* », In International Journal of Management, IT & Engineering, Vol 7, No 8, 2017.
- MARTINS (N): « *A model for managing trust* », In International Journal of Manpower, Vol 23, No 8, 2005.
- NIELSEN (K) & al: « *The importance of transformational leadership style for the well being of employees working with older people* ». In Journal of Advanced Nursing, Vol 63, No 5, 2008.
- NURMALA (D): « *Investigating the relationship between quality of work life and organizational commitment amongst employees in Malaysian firms* », In International Journal of Business and Management, Vol 5, No 10, 2010.
- RYAN (A. M.) & al: « *Hypothesising differential item functioning in global employee opinion surveys* », In Personnel Psychology, Vol 53, No 3, 2000.
- TEHRANI (N): « *What is happening with well being at work, In Change Agenda* », by The Chartered Institute of Personnel and Development's, May, 2007.
- YAVARI (Y) & al: « *Comparison of quality of work life among faculty members in physical education faculties and departments* », In Journal of Movement Science, Vol 7, No 13, 2009.
- YEOW (P.H.P.), SEN (R.N.): « *Productivity and quality improvements, revenue increment, and rejection cost reduction in the manual component insertion lines through the application of ergonomics* », In International Journal of Industrial Ergonomics, Vol 36, No 4, 2006.
- Zhang (J), Liu (Y): « *Organizational climate and its effects on organizational variables: an empirical study* ». In International Journal of Psychological Studies, Vol 2, No 2, 2010

Academic thesis/article:

- BERNARD (N): « *Bien-être au travail et performance de l'entreprise : une analyse par les paradoxes* », These de Doctorat en Sciences de gestion, Grenoble Alpes University, 2019.
- DESJARDINS (C): *Développement et validation d'un outil diagnostique du climat organisationnel. Memoire de Maitrise en Sciences de gestion*, HEC, University of Montréal, 2000.
- DROUIN (P) et al: « *La relation entre le bien-être eudémonique et hédonique au travail : vers une compréhension de sa direction* », In Journal of Interpersonal Relations, Intergroup Relations and Identity, Vol 12, Montreal University, winter, 2019.
- EL-ZEINY (R.M.A.): « *The Interior Design of Workplace and its Impact on Employees' Performance: A Case Study of the Private Sector Corporations in Egypt* », Faculty of Fine Arts, Minia University, Egypt, 2011.
- KUENZI (M): *An integrated model of work climate*, Doctoral Dissertation in Philosophy, Department of Management, Business Administration College, Florida, 2008
- LEDRISSI (S), LOUCIF (L): « *La relation entre le climat de travail et la santé chez les salariés. Cas pratique : L'EPH AKLOUL Ali D'Akbou* », Mémoire de Master en Sociologie de travail et ressources humaines, Université de Abderrahmane M, Bejaia, 2015.
- ROY (M): « *Le climat psychologique des unités organisationnelles en tant que déterminant de la détresse psychologique au travail* », Memoire de Maitrise en relations industrielles, Faculté des arts et des sciences, Montreal, 2009.
- SHAPIRO (H.G.) & al: « *Characteristics of organizational climate and non-managerial job satisfaction, an empirical study* », Psychological Reports, No 38, University of New York, 1976.

Conferences:

- BUSHEL (H.M.): « *Quantifying the key leadership behaviours for creating a successful culture which empowers employees and strengthens organisational performance* », The Health, Work & Wellness Conference, Toronto, Canada, 2007.
- SHEVLIN (D) & al: *How to lead and support employee well being during a crisis?*, by HR Leaders Online Summit by HR Leaders, 22 July 2020.

Websites:

- <https://aist89.fr/histoire-et-evolution-de-la-sante-au-travail-aist-89.html>
- <https://bizfluent.com/info-8178431-effects-heavy-workload-employees.html>
- <https://b-ok.africa/>
- <https://michaelrucker.com/well-being/the-history-of-workplace-wellness/>
- <https://onlinelibrary.wiley.com/>
- <https://workplaceinsight.net/relationships-with-coworkers-matter-most-for-wellbeing-at-work/>
- <https://www.aihw.gov.au/reports/australias-welfare/understanding-welfare-and-wellbeing>
- <https://www.betterhealth.vic.gov.au/health/healthyliving/wellbeing>
- <https://www.hcsp.fr/Explore.cgi/Accueil>
- <https://www.heflo.com/blog/hr/organizational-climate-definition/>
- <https://www.hrdive.com/news/study-relationships-with-co-workers-a-top-well-being-factor/555897/>
- <https://www.linkedin.com/pulse/difference-between-wellness-wellbeing-jim-purcell/>
- <https://www.psychologytoday.com/us/blog/click-here-happiness/201901/what-is-well-beingdefinition-types-and-well-being-skills/>
- <https://www.researchgate.net/>
- <https://www.sanofi.com>
- <https://www.sanofi.dz>
- <https://www.sciencedirect.com/>
- <https://www.who.int/>
- <https://www.worktechacademy.com/seven-dimensions-workplace-wellbeing/>

Annexes:

Annex 1: Interview Guideline.

INTERVIEW GUIDE ON WELL BEING AT WORK

Organization:

Activity Sector:

Total of Employees:

Full Name of the Interviewee:

Position held:

Note: Within the framework of obtaining a master's degree in commercial sciences, speciality Human Resources Management, EHEC Algiers. We are preparing a thesis on well-being and organisational climate, therefore We would like to know more about the different actions implemented to promote well-being of employees at <company>.

This document serves as a guideline for our survey.

Question 1:

- How long have you held this position? Describe your experience in the HR field.
- How long have you worked in this company?
- In a few words how would you define yourself (Otherwise, what style of management do you adopt in your daily working life?)

Question 2:

- What are your missions?
- What aspects of your job do you value the most (the experience)?
- Could you describe the company where you work?
- Would you define for us the characteristics of this structure (what are the particular concepts of this organization when we speak about " organizational climate ")?

Question 3:

- Is there a process that allows open communication between managers and their employees to address the issues they face within your company? (what are the tools / means used to ensure a continuous and uninterrupted line of communication? ex: employee complaints)
- What is your most effective way to motivate your team?
- Which method would you adopt in case of difference/conflict in your team?
- Have you thought of an effective approach to fight against any discomfort / risk / problem related to the mental health of your employees?

Question 4:

- What are the practices and initiatives followed / implemented to improve well being at work? (the company's vision)
- What were/are your background and your thoughts to set up a project to enhance the organizational climate?
- How can we assess or measure the well being of employees? Are there any tools or methods to do this?
- For a company to be able to improve the “well being ” of its employees, will it need the existence of certain conditions?
- In a difficult time like this (Covid19 pandemic), what measures did you take/are taken to ensure the physical and moral health of your employees and the smooth running of their work?

Question 5:

- In your opinion does the organizational climate impact the well being of employees? Explain your answer
- If you see that there still are important elements in this matter that we haven't covered, we would be grateful if you would share your knowledge with us.

Annex 2: English Version of the questionnaire.

You are asked to participate in a short (8-10 minute), completely anonymous survey to find out more about your perception of well being at work in your organization. The results will contribute to the enrichment of our study project. They will be recorded and used for educational purposes only. Please answer the following questions objectively and transparently.

Note: The questions asked are only relevant to the organization where you are currently working.

Your Health

1. In general, would you say your health (Physical/Mental) is:
Excellent, Very good, Good, Average, Bad.
- Please indicate to what extent you agree or disagree with each statement
 - 1) Strongly disagree
 - 2) Partially agree
 - 3) Neither agree nor disagree
 - 4) Partially in agreement
 - 5) Strongly agree
2. Health & safety and well being of employees are values inscribed in the organization's charter being fully implemented and maintained.
3. Within my organization, I am encouraged to get involved in matters regarding health & safety and well being at work.
4. Health & safety and well being matters could have a significant impact on my non-productive presenteeism and/or absenteeism.
5. Managers take concrete action when preoccupations about my physical condition/well being are raised.
6. My organization has crisis response programs & processes that address psychosocial issues (harassment, burnout, internal equity).
7. My well being at work is negatively impacted by the Covid pandemic19 (e.g. additional stress and strain).
8. My organization has responded to the Covid19 pandemic in an appropriate manner, proactively ensuring my health and safety.

Your Physical Environment

1. I have the right equipment (equipment, appliances, supplies) to carry out my work
2. The layout of my workspace allows me to be comfortable in carrying out my tasks.
3. The temperature and ventilation of my workspace allow me to be comfortable in carrying out my tasks.
4. The noise level in my workspace allows me to be comfortable performing my tasks.
5. An abundance of light and indoor plants contribute to increasing my productivity and improving my concentration.
6. The integration of green spaces in the offices will stimulate my creativity and help create a soothing and healthy atmosphere.
7. Flexibility at work (flexible working hours, tele-working, etc.) will enable me to find a better balance between my professional and private life and will improve the quality of my work.
8. My organization has correctly used circumstantial hygiene measures (Covid19) to ensure health safety in the workplace.

9. Would the proposed Tele-work solution be suitable for you in an ordinary (non-Covid) context?

Your Colleagues (Team-Work)

1. My colleagues are concerned about my physical and mental well being .
2. My colleagues appreciate diversity and are open to receiving different opinions.
3. My colleagues share their knowledge with me and do not hesitate to provide help when necessary.
4. My colleagues perceive my contributions and strengths.
5. The team activities offered by my organization/manager are engaging (coffee breaks, outdoor activities...).
6. My colleagues contribute fairly to the smooth running of the department.
7. I have a conflictual relationship with some of my colleagues.
8. In the current context (Covid19), we have found a suitable working method (e.g. tools, time agenda, etc.) to stay connected as a team.

Your Manager

1. My manager is concerned about my physical and mental well being .
2. My manager values my opinion and recognizes my contributions and strengths.
3. In addition to my daily work, my manager involves me by giving me responsibilities.
4. My manager devotes time to evaluate me and help me solve work-related problems.
5. My manager allocates work in a fair and equitable manner.
6. My manager takes into consideration the suggestions and the recommendations made by the team.
7. My manager has a respectful attitude towards me even when in a situation of disagreement.
8. My manager detects and responds to conflicts in a timely and effective manner.

Your Wellbeing

1. my job position and the salary are important for my well being
2. I have a positive feeling about my working environment.
3. I feel integrated into my organization.
4. My work allows me to reconcile my professional and personal life
5. There is constant and open communication between managers and employees to raise issues related to health & safety and well being .
6. In the current context (Covid19), my well being is a priority for my organization. Management, therefore, shows its support and commitment by taking concrete actions.
7. I know how and where to raise concerns about my own well being or that of a colleague.
8. The difficulties I encounter at work are linked in whole/part to:
 - Health problems (physical and psychological)
 - Conflictual relations at work
 - Non-adaptability of amenities and interior design
 - Other

In conclusion

1. Sex:
 - Woman
 - Man
2. Age: Age range
3. Seniority: sections

4. Service/Department:

- Industrial Affaires
- Sales
- Communication
- Finance
- IT
- Legal
- Marketing
- Procurement
- Public Relations
- Human Resources
- Other

5. Level of education:

1. Secondary (BAC)
2. University:
 - Licence
 - Master
 - Doctorate

6. Civil status: (optional)

- Married
- Single
- Other

Thank you for your cooperation!

Annex 3: French version of the questionnaire.

On sollicite votre participation à une brève enquête totalement anonyme (8-10 minutes) qui a pour but de mieux connaître votre perception du bien-être au travail au sein de votre organisation. Les résultats contribueront à l'enrichissement de notre projet d'étude. Ils seront enregistrés et utilisés qu'à des fins pédagogiques. Veuillez répondre aux questions suivantes avec toute objectivité et transparence.

Note : Les questions posées concernent uniquement l'organisme où vous opérez actuellement.

Votre Santé

1. En général diriez-vous que votre santé (Physique/mentale) est:

Excellente, Très bonne, Bonne, Moyenne, Mauvaise.

- Veuillez indiquer dans quelle mesure vous êtes en accord ou en désaccord avec chacun des énoncés
 - 1) Tout à fait en désaccord
 - 2) Partiellement en désaccord
 - 3) Ni en accord Ni en désaccord
 - 4) Partiellement en accord
 - 5) Tout à fait en accord
- 2. La santé & sécurité et le bien-être des employés, une valeur inscrite dans la charte de l'organisation qui est pleinement appliquée.
- 3. Au sein de mon organisation, je suis encouragé à m'impliquer dans des questions de santé & sécurité et de bien-être au travail.
- 4. Des problèmes de santé & sécurité et de bien-être pourraient avoir un impact significatif sur mon présentisme non-productif et/ou absentéisme.
- 5. Les managers agissent de manière concrète lorsqu'une préoccupation concernant mon état physique/bien-être est soulevée.
- 6. Mon organisation a mis en place des programmes et des systèmes de gestion qui traitent des questions psychosociales (harcèlement, épuisement professionnel, équité interne).
- 7. Mon bien-être au travail est impacté négativement par la pandémie de Covid19 (Ex: stress et tensions supplémentaires...).
- 8. Mon organisation a réagi à la pandémie Covid19 de manière appropriée, en assurant ma santé et sécurité de manière proactive.

Votre Environnement Immédiat

1. Je dispose du matériel adéquat (équipements, appareils, fournitures) pour effectuer mon travail.
2. L'aménagement de mon espace de travail me permet d'être à l'aise pour effectuer mes tâches.
3. La température et la ventilation de mon espace de travail me permettent d'être à l'aise pour effectuer mes tâches.
4. Le niveau de bruit de mon espace de travail me permet d'être à l'aise pour effectuer mes tâches.
5. Une abondance de lumière et de plantes d'intérieur contribuent à l'augmentation de ma productivité et l'amélioration de ma concentration.
6. L'intégration des espaces verts dans les bureaux stimulera ma créativité et contribuera à créer une atmosphère apaisante et saine.

7. Une flexibilité au travail (flexibilité des horaires, Télétravail...) me permettrait de trouver un meilleur équilibre entre ma vie professionnelle et ma vie privée et améliorerait la qualité de mon travail.
8. Mon organisation a correctement employé les mesures d'hygiène circonstanciées (Covid19) pour assurer la sécurité sanitaire sur les lieux de travail.
9. Est-ce que la solution de Télétravail proposée pourrait vous convenir dans un contexte ordinaire (Hors Covid) ? (yes or no)

Vos collègues (Team-Work)

1. Mes collègues se préoccupent de mon bien-être physique et mental.
2. Mes collègues apprécient la diversité et sont ouverts à recevoir des opinions différentes.
3. Mes collègues me font bénéficier de leurs connaissances et n'hésitent pas à me fournir de l'aide lorsque nécessaire.
4. Mes collègues perçoivent mes contributions et mes forces.
5. Les activités d'équipes proposées par mon organisation/manager sont engageantes (coffee pauses, outdoor activities...).
6. Mes collègues contribuent équitablement au bon fonctionnement du département.
7. J'ai une relation conflictuelle avec certains de mes collègues.
8. Dans le contexte actuel (Covid19), Nous avons trouvé un mode de travail adéquat (Ex: outils, time agenda...) pour rester connectés en tant que Team.

Votre Manager

1. Mon manager se préoccupe de mon bien-être physique et mental.
2. Mon manager valorise mon opinion et reconnaît mes contributions et mes forces.
3. En plus de mon travail quotidien, mon manager suscite ma participation en me confiant des responsabilités.
4. Mon manager me consacre du temps pour m'évaluer et m'aider à résoudre mes problèmes reliés au travail.
5. Mon manager répartit le travail de façon juste et équitable.
6. Mon manager prend en considération les suggestions et les recommandations proposées par l'équipe.
7. Mon manager a une attitude respectueuse à mon égard même en situation de désaccord.
8. Mon manager détecte et réagit aux conflits de manière opportune et efficace.

Votre Bien-être

1. l'emploi que j'occupe et le salaire sont importants pour mon bien-être.
2. J'ai un sentiment positif à l'égard de mon environnement de travail.
3. Je me sens intégré dans mon organisation.
4. Mon travail me permet de concilier vie professionnelle et vie personnelle.
5. Il existe une communication constante et ouverte entre les managers et les employés pour soulever les problèmes liés à la santé & sécurité et le bien être.
6. Dans le contexte actuel (Covid19), mon bien-être est une priorité pour mon organisation. Le management montre donc son soutien et son engagement en menant des actions concrètes.
7. Je sais comment et où faire part de mes préoccupations concernant mon propre bien-être ou celui d'un collègue.
8. Les difficultés que je rencontre au travail sont liées en tout/en partie aux:
 - Problèmes de santé (physique et psychologique) ;
 - Relations conflictuelles au travail;

- Non-adaptabilité des commodités et du design intérieur.
- Autres

En terminant

1. Sexe:

- Femme
- Homme

2. Âge: tranche d'âge

3. Ancienneté au sein de l'organisation: Ans

4. Service/Département:

- Affaires industrielles
- Vente
- Communication
- Finance
- IT
- Juridique
- Marketing
- Procurement
- Relations publiques
- Ressources humaines

5. Niveau de scolarité:

1. Secondaire (BAC)

2. Universitaire:

- Licence
- Master
- Doctorat

6. Statut civil: (Facultatif)

- Marié
- Célibataire
- Autre

Merci de votre collaboration!

Annex 4: Online formulaire interface

2- Veuillez indiquer dans quelle mesure vous êtes en accord ou en désaccord avec chacun des énoncés suivant *

	Tout à fait en désaccord	Partiellement en désaccord	Ni en accord Ni en désaccord	Partiellement en accord	Tout à fait en accord
Je dispose du matériel adéquat (équipements, appareils, fournitures) pour effectuer mon travail	☐	☐	☐	☐	☐
L'aménagement de mon espace de travail me permet d'être à l'aise pour	☐	☐			

Bien-Être & Climat Organisationnel

On sollicite votre participation à une brève enquête totalement anonyme (8-10 minutes) qui a pour but de mieux connaître votre perception du bien-être au travail au sein de votre organisation. Les résultats contribueront à l'enrichissement de notre projet d'étude. Ils seront enregistrés et utilisés qu'à des fins pédagogiques. Veuillez répondre aux questions suivantes avec toute objectivité et transparence.

Note! les questions posées concernent uniquement l'organisme où vous opérez actuellement

*Required

Votre entreprise *

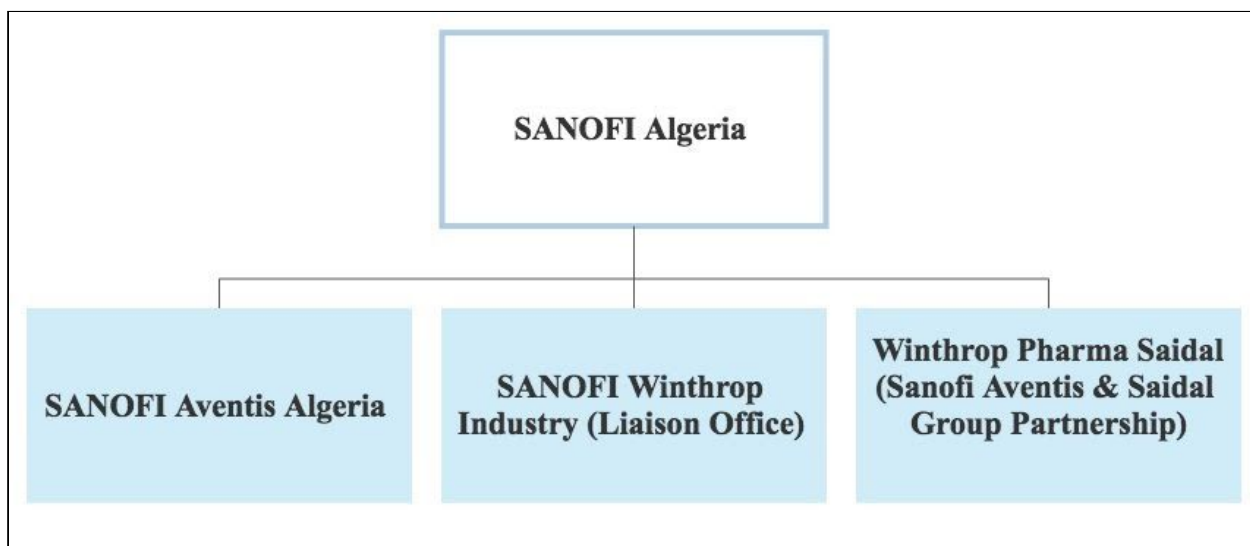
Choose ▼

Sexe *

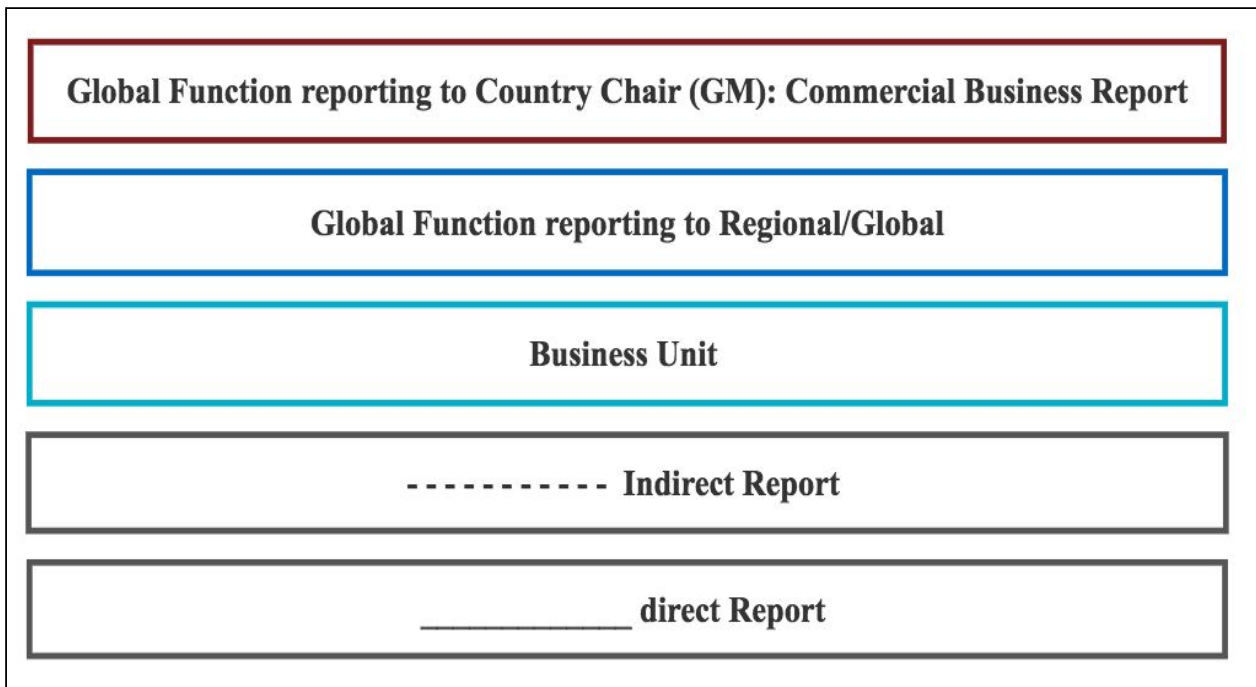
Annex 5: Industrial Complex of Sanofi (Sidi Abdellah).



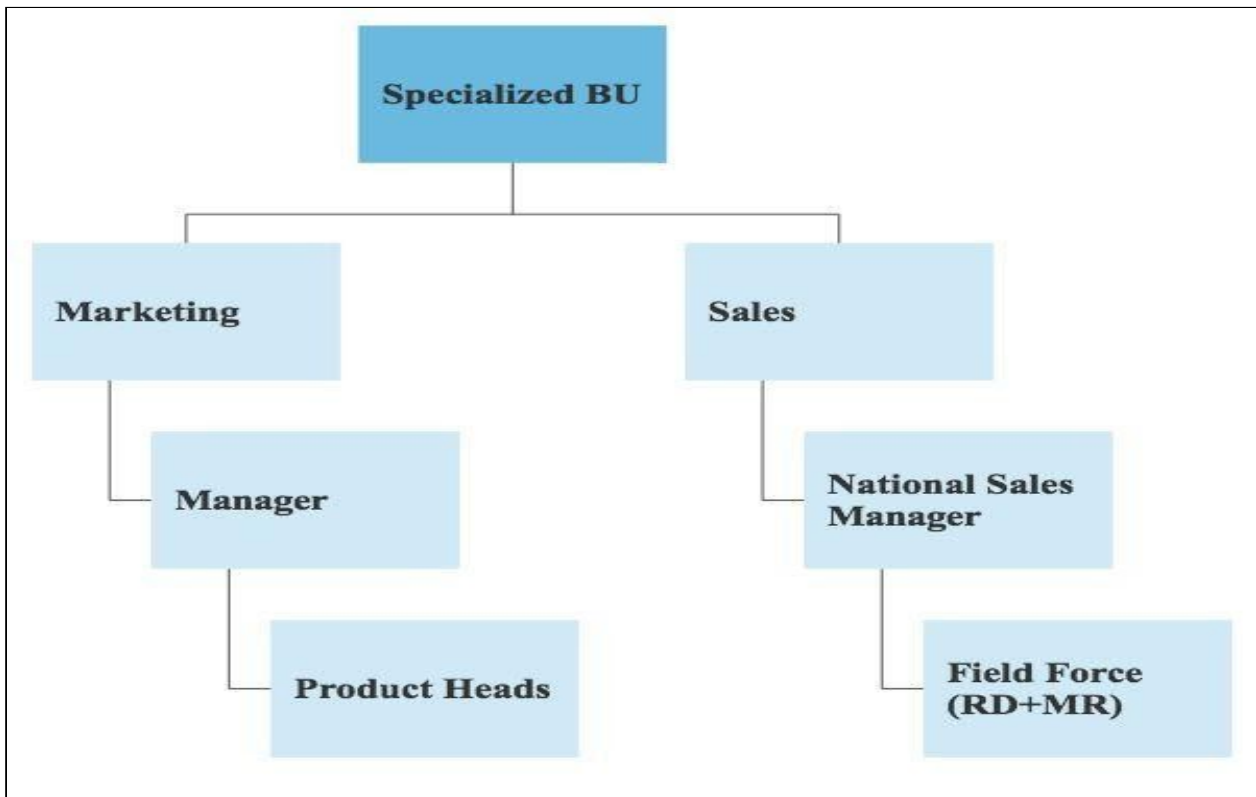
Annex 6: Legal Organization of Sanofi Algeria.



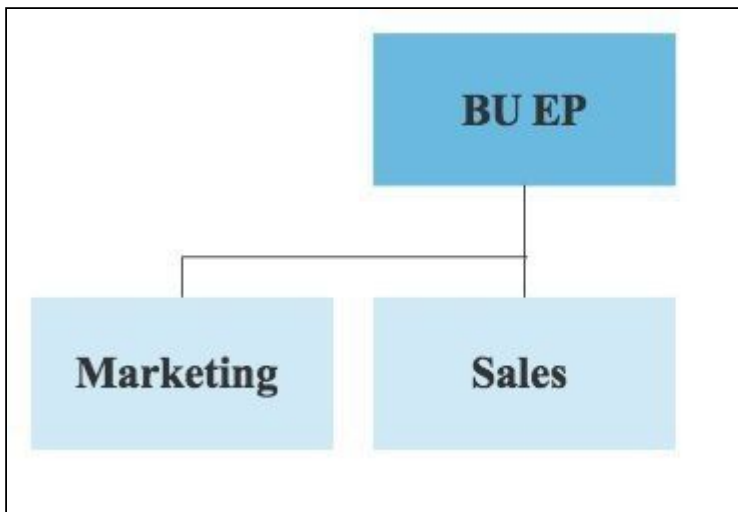
Annex 7: Legend box of the structural organization SAA.



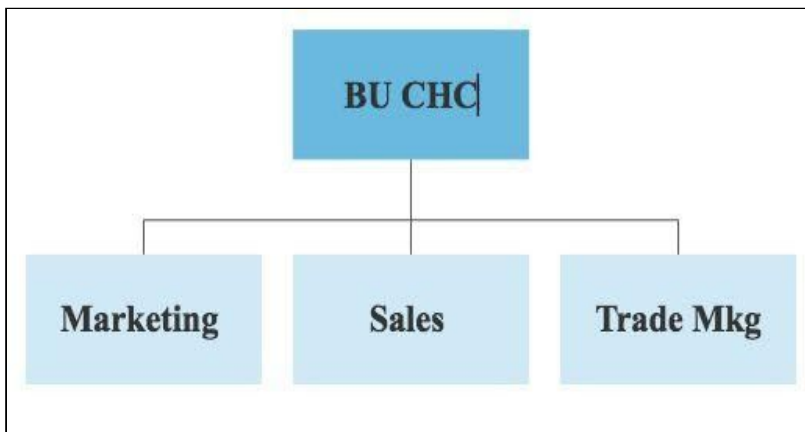
Annex 8: Functional Organization of Specialized BU (SAA).



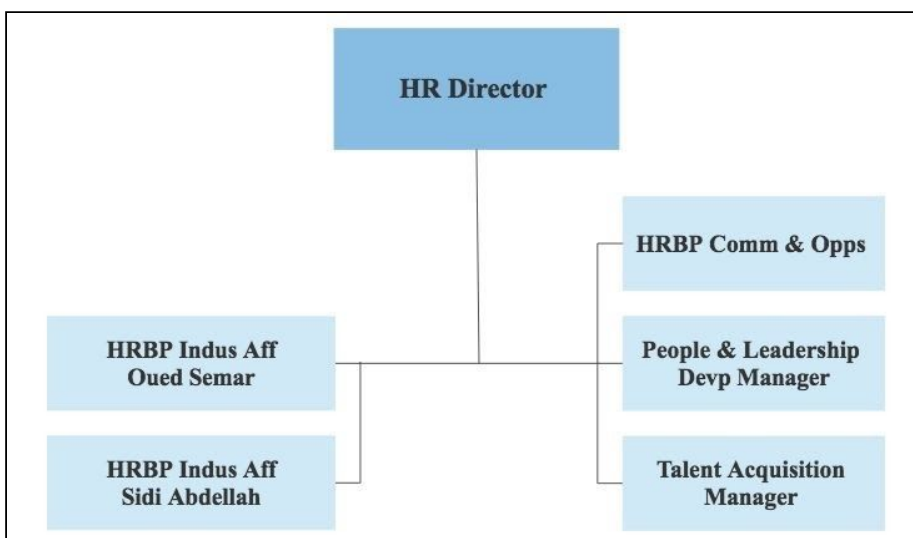
Annex 9: Functional Organization of Specialized BU EP (SAA).



Annex 10: Functional Organization of BU CHC (SAA).



Annex 11: Functional Organization of the HR department (SAA).



Annex 12: Measures taken to prevent the spread of COVID-19 (LCO).

Mesures prises par l'entreprise pour la lutte contre la propagation du COVID-19	
N	Action
1	Mise en place d'une cellule de crise usine se réunissant quotidiennement
2	Mise en place un plan d'intervention d'urgence pour traiter les éventuels cas
3	Sensibilisation à grande échelle de l'ensemble des employés LCO, sous-traitants partenaires, Chauffeurs de nos clients sur la prévention et mesures d'hygiène à respecter, notamment les gestes barrières basiques,,
4	Affichage des consignes d'hygiène au niveau de l'ensemble des sites de l'usine,
5	Mise en place d'un protocole rigoureux de contrôle pour les visiteurs,
6	Dotation en EPI (Equipement de Protection Individuelle) pour le personnel d'intervention d'urgence, notamment ceux relevant des service dispatch clients, service expéditions,.
7	Intensification des opérations de désinfection et contrôle rigoureux y afférent (Restaurant & Moyens de transport , bureaux et vestiaires)
8	Communiquer au quotidien avec les parties prenantes et les autorités locales
9	Prise de température aléatoire pour le personnel,
10	Nettoyage et désinfection quotidiens des salles de réunion et des bureaux
11	Contact direct interdit entre les chauffeurs clients et nos employés du service commercial
12	Suspension de toutes les formations, stages et déplacement y afférent,
13	Désactivation des lecteurs empreintes dédiés au pointage des employés
14	Mise à la disposition des employés d'un numéro d'urgence
15	Réduction des effectifs LCO à 50%
16	Marquage au sol et distanciation rigoureusement appliquée au sein du restaurant de l'usine
17	Accès au restaurant par groupe et nombre réduit moyennant des pauses de 15 mn entre
18	Les groupes pour les opérations de désinfection
19	Distanciation des tables, réduction du nombre d'employés par tables du restaurant
20	Passage au visio conférences pour les membres du comité de gestion de crise COVID-19

21	Installation du distributeur gel hydroalcoolique pour les chauffeurs des clients.
22	Distribution des bouteilles pulvaporiseurs et chiffons pour tous les bureaux
23	Annulations de tous les déplacements .(sauf à des cas particulier)
24	Distribution des bouteilles Pulverisateur et chiffons pour tous les bureaux
25	Dotation pour les parties prenantes les plus prééminentes, notamment les communautés avoisinantes et autorités locales par : 3600 Gants 1500 Masques 600 Flacon Gel 50 cl 150 Combinaisons 600 LProduit désinfectant (EAU JAVEL) 600 UnitéSavon liquide (500 ml) 15 Unité Pulverisateur manuel pour surfaces publiques Location de citerne avec désinfectant 1 (durée une semaine)
26	Protocole de prise de température pour les chauffeurs clients et désignation des salles d'isolement
27	Création d'un groupe CODIR sur Whatsapp "Cellule de crise COVID-19" pour interaction entre membres et prise de décisions rapide
28	Intensification de la communication interne pour tenir informé nos collaborateurs et employés sous-traitants sur les sujets relatifs à la pandémie COVID-19 et les mesures prises par l'usine LCO.
29	Repas emportés pour les employés SST intervenant pendant l'arrêt de four .
30	Mettre en place des séparations en plexi glasse sur les tables de la cantine
31	Port de bavette obligatoire au niveau de toute l'usine .
32	Séparateurs transparents en plexiglass installés sur chaque table au niveau du réfectoire
33	
34	
35	

Annex 13: COVID-19 Management Protocol (LCO).



Protocole De Gestion Des Cas de Covid-19

Version 1.1- 01 Juillet 2020

- **Objet :** Ce protocole a été établi pour gérer les cas suspects ou confirmés d'infection par le nouveau Coronavirus et suivre leur prise en charge, ainsi que les sujets contacts en vue de prévenir tout risque de contamination sur nos sites.
- **Champ d'application :** Toute personne contaminée ou présentant une suspicion d'infection au COVID-19 sur tous les sites LHA, y compris les sous-traitants.

A. Cas Covid-19 confirmé par le test virologique (PCR)

Si le salariés/employé sous-traitant est dépisté positif au COVID-19, il conviendrait de suivre la procédure suivante :

1. Le médecin LHA doit confirmer le diagnostic avec les services de santé publique habilités.
2. Le médecin LHA doit s'assurer de la bonne prise en charge médicale de la personne infectée et suivre l'évolution de son état de santé.
3. L'opération de désinfection du poste de travail de la personne infectée doit être réalisée selon le protocole en vigueur, sous la responsabilité du service des moyens généraux et le service médical.
4. Le traçage en interne des personnes qui ont été en contact étroit avec le cas infecté doit être réalisé par la direction concernée et le médecin LHA sous la responsabilité du directeur d'unité. Le médecin pays est seul habilité à valider la liste des cas contacts.
5. Le médecin / DRH du site doit déclarer le cas infecté au service d'Epidémiologie et Médecine Préventive local SEMEP pour réaliser l'enquête épidémiologique.
6. Les cas contacts « à haut risque » sont mis en quatorzaine à domicile et bénéficient d'un arrêt de travail délivré par SEMEP et soumis à une surveillance médicale par les autorités sanitaires locales et à un suivi par le service médical LHA.
7. Les cas contacts « à faible risque », doivent reprendre leur travail et soumis à une surveillance médicale pendant 14 jours en respectant les mesures dites « barrières » et les recommandations préconisées par la BRT du site/ activité.

B. Cas suspect diagnostiqué par radiologie et scanner thoracique

B.1- Cas suspect à haut risque :

- Le médecin LHA doit confirmer le diagnostic avec les services de santé publique habilités.
- En attendant le résultat du test PCR, le cas suspect doit être traité au même titre que le cas confirmé.

B.2- Cas suspect à faible risque :

- Le médecin LHA doit confirmer le diagnostic avec les services de santé publique habilités.
- La personne concernée est mise en quatorzaine à domicile et bénéficie d'un arrêt de travail délivré par SEMEP et soumis à une surveillance médicale par les autorités sanitaires locales et à un suivi médical par le service médical LHA.
- Le médecin LHA doit s'assurer de la bonne prise en charge médicale de la personne suspecte et suivre l'évolution de son état de santé.
- Les cas contacts sont soumis à une surveillance médicale pendant 14 jours selon le protocole santé LHA en vigueur. Ils doivent toutefois reprendre leur poste de travail.

Remarque : Concernant l'appréciation des cas suspects à faible ou à haut risque, seul les médecins LHA sont habilités à les qualifier, selon l'interrogatoire médical et les antécédents médicaux.

Table of contents:**ABSTRACT****DEDICATION****ACKNOWLEDGEMENTS****ABBREVIATION LIST****ANNEXES LIST****FIGURES LIST****TABLES LIST****SUMMARY****GENERAL INTRODUCTION1****Part I : LITERATURE REVIEW****CHAPTER I: HEALTH AND WELL-BEING OF HUMAN RESOURCES AT WORK.....5****Chapter introduction.....6****Section 1: Health at work (Workplace wellness).....7**

1-1- Historical approach.....7

1-2- Theoretical approach.....8

1-3- Occupational Health in its Global Perspective.....10

1-4- Theoretical Models -Occupational Health Framed by two Models.....12

1-5- Evaluation & Measuring tools (Indicators)13

1-6- Role of Modern Human Resources Management14

Section 2: Well-being at work.....16

2-1- History of well being.....16

2-2- Definition of well being.....18

2-3- Dimensions of well being.....19

2-4- Types of well being20

2-5- Impact of external factors on well being21

Section 3: Psychosocial risks related to work.....23

3-1- Workplace health.....23

3-2- Psychosocial risks related to work24

CHAPTER II: ORGANIZATIONAL CLIMATE.....28**Chapter introduction.....29****Section 1: Work climate.....30**

1-1- Work climate evolution.....30

1-2- Definition of work climate.....32

1-3- Levels of Work climate.....33

1-4- Work climate and well being.....34

Section 2: Organizational climate concept	35
2-1- Conceptual perspective.....	35
2-2- Evolvment of Organisational Climate concept.....	35
2-3- Characteristics of Organisational Climate.....	37
2-4- Organisational Climate & Culture: Research Analysis.....	38
2-5- Dimensions of Organisational Climate.....	41
2-6- Organizational climate typology.....	42
Section 3: Relation between organizational climate and well being	44
3-1- Organizational climate and Well-being.....	44
3-2- Measurement of organizational climate.....	48
3-3- Measurement of well being through organizational climate.....	50
PART II: PRACTICAL REVIEW	
CHAPTER III: EMPIRICAL RESEARCH	54
Chapter introduction	55
Section 1: Methodology	56
1-1- Research objectives.....	56
1-2- Method.....	56
1-3- Data collection instruments.....	57
1-4- Questionnaire Administration.....	58
1-5- Study Population.....	59
1-6- Data Collection.....	60
1-7- Study Limits.....	62
Section 2: Study Case A “Lafarge Ciment Oggaz”	64
2-1- About LafargeHolcim Group.....	64
2-2- About LafargeHolcim Algeria.....	64
2-3- LafargeHolcim Algeria Strategy.....	64
2-4- LafargeHolcim Algeria Values.....	65
2-5- LafargeHolcim Algeria Vision.....	67
2-6- About Lafarge Ciment Oggaz.....	67
Section 3: Study Case B “Sanofi Aventis Algeria”	71
3-1- History of Sanofi Group.....	71
3-2- Activities of Sanofi Group.....	71
3-3- Presentation of Sanofi Aventis Algeria.....	72
3-4- Strategy of Sanofi Aventis Algeria.....	73
3-5- Organization of Sanofi Aventis Algeria.....	73
3-6- Values of Sanofi Aventis Algeria.....	78

3-7- CSR and Sustainability at Sanofi Aventis Algeria.....	79
3-8- Vision of Sanofi Aventis Algeria.....	79
CHAPTER IV: ANALYSIS AND RESULTS.....	80
Chapter introduction.....	81
Section 1: Data Analysis Case A “LafargeHolcim Ciment Oggaz”.....	82
1-1- Results Analysis A.....	82
1-2- Data Processing A.....	85
1-3- Discussion & Interview assessment A.....	88
Section 2: Data Analysis Case B “Sanofi Aventis Algeria”.....	90
2-1- Results Analysis B.....	90
2-2- Data processing B.....	93
2-3- Discussion & Interview assessment B.....	96
Section 3: Comparison & Recommendations.....	99
3-1- Comparison.....	99
3-2- Recommendations.....	100
GENERAL CONCLUSION.....	103
Bibliography.....	104
Annexes.....	108
Table of contents	123