

Analysis of the relationship between the organizational climate and the well-being of employees in Algeria, case study: Lafarge Holcim Algeria and Sanofi Aventis Algeria

محاولة تحليل العلاقة بين المناخ التنظيمي والراحة النفسية للموظفين في الجزائر دراسة حالة: لافارج هولسيم الجزائر وسانوفي أفينتييس الجزائر

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Abstract:

The human resource is the heart of the company, the challenge is to make it more profitable. For this, today's manager is interested in the well-being and moral health of his employees and tries to create an adequate organizational climate.

In this research work we have tried to explain the relationship between the organizational climate and the well-being of employees, in two Algerian companies: Lafarge Holcim Algeria and Sanofi Aventis Algeria. We carried out a quantitative study by questionnaire and explained the relationship between our variables by a simple automatic regression.

Keywords: Organizational climate, employee well-being, mental health, work climate.

JEL Classification Codes: L20, M12, M54

ملخص:

يمثل المورد البشري القلب النابض للمنظمة و لهذا يعتبر الحفاظ على راحته وصحته النفسية أكبر تحدي يواجه الإدارة في وقتنا الحالي، وذلك بخلق مناخ تنظيمي مناسب لجعله أكثر فعالية.

سنحاول من خلال هذا البحث شرح العلاقة بين المناخ التنظيمي والصحة النفسية للعامل في مؤسسين جزائريتين : هولسيم الجزائر و سانوفي أفنتيس.

وذلك عن طريق دراسة كمية عن طريق الاستبيان.اعتمدنا على نموذج الانحدار التلقائي البسيط لدراسة العلاقة بين متغيراتنا.

كلمات مفتاحية: المناخ التنظيمي ، الراحة النفسية ، الصحة العقلية ، مناخ العمل.

تصنيفات JEL : L20, M12, M54

Introduction:

In an environment marked by fierce competition, companies are doubling their efforts to create a competitive advantage that allows them to stand out and be the best at any given time. Prax (2000), notes that two companies at the start with exactly the same balance sheets and the same market, can find themselves a few years later with significantly different market shares and results, this difference is explained by immaterial and intangible resources.

Everyone agrees that the employee is the heart of the company, without him, the latter will not be able to achieve its objectives. As a result, mental health issues in the workplace are seen as an increasingly important issue. Indeed, moral harassment at work is identified as a suffering that changes the relationship of man to his work (Desrumax, Ntsame Sima, & Leroy, 2012). Thus, stress at work is one of the main psychological health problems, which results in lower performance, turnover, disengagement, etc.

Several authors have tried to highlight the determinants of employee mental health. In this sense, Karasek (1979) studies in his demand-control model, the psychological demands of work and decision latitude. In 1990, (Karasek & Théorell) introduced social support to explain psychological distress.

Traditionally, research has focused on psychological problems rather than pleasant states and good psychological health (Myers & Diener, 1997). However, the latest literature recognizes that good psychological functioning is not only characterized by the absence of psychological disorders, but also by the presence of hints of psychological well-being and happiness (Labelle & Lapierre, 2000).

The ambition of this research is, firstly, to highlight the relationship between the work climate and the psychological well-being of employees. Secondly, try to see if the nature of the business sector of the company can have an impact on the link between the work climate and the well-being of employees.

We posed the following research question: **Is organizational climate associated with psychological well-being and employee health?**

Our hypotheses are as follows:

- The immediate climate has an effect on the well-being and health of employees
- The relationship with the supervisor has an effect on the well-being and health of employees
- The relationship with colleagues has an effect on the well-being and health of employees

The article is structured in two main parts, a first theoretical part in which we will discuss the theoretical foundations of our main variables, namely the organizational climate and the well-being of employees, and explain the theoretical basis of the link between these two variables. A second part will be devoted to the case study; we carried out a survey by questionnaire administered to the employees of the company Lafarge Holcim Algeria and the company Sanofi Aventis Algeria.

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1- Theoretical foundations:

1-1 Definition of concepts

1-1-1 Organisationnal Climate

For Cornel (1955; pp222), in Thomas (1976), organizational climate is "*individuals' perceptions of their jobs or their roles in relation to other's roles in the organization*". Katz and Kan (1966) add that organizational climate results from a number of factors, norms and values that are reflected in the organization's environment.

For his part, Thiberge (2005) distinguishes the organizational climate from the work climate, according to him the work climate includes the organizational, psychological and collective climate:

- **The psychological climate** : The psychological climate is an individual's representation of their work environment [Bazinet (1999) , James and Jones (1979)]. It allows a person to interpret events, predict work results and measure the appropriateness of their next actions (James & Jones, 1979)
- **The collective climate**: is defined by groups of individuals sharing the same perception of their environment, this climate can be constituted according to Schneider and Reichers (1983) in two ways: the development of common cognitive schemas, and the interactions that have the individuals with each other at work.
- **The organizational climate** on the other hand, represents the objective organizational attributes perceived in a comparable way by the members of an organization and which would influence organizational behaviors (Brunet & Savoie, 1999).

It is clear that there are similarities between the concepts of psychological climate, organizational climate and collective climate, however their meaning has major differences.

For Ekvall (1987), it is necessary to adapt the concept of work climate to the context in which we want to be interested. In our research, we will focus on the organizational climate.

Brunet and Savoie (1999), identify eleven dimensions of organizational climate:

- Management practices: leadership style, decentralization, decision-making, participation, control, etc.
- The quality of work relationships: in terms of cohesion or conflicting relationships, exchange relationships, mutual trust, etc.
- Support from leaders: thanks, recognition, encouragement, etc.
- Organizational strategies: the process put in place to achieve organizational goals.
- Valued attitudes: the emotional states experienced by employees and leaders.
- Autonomy at work: the degree of latitude given to employees in their daily work.
- Quality of the immediate working environment: working conditions, social pressures, work safety, etc.
- Motivation: the factors that motivate employees at work.
- Organizational structure: hierarchy, size, division of tasks, etc.
- Efficiency concerns: performance, quality, compensation, etc.
- The characteristics of the task: the perception of the employees to the objectives

related to the execution of their task.

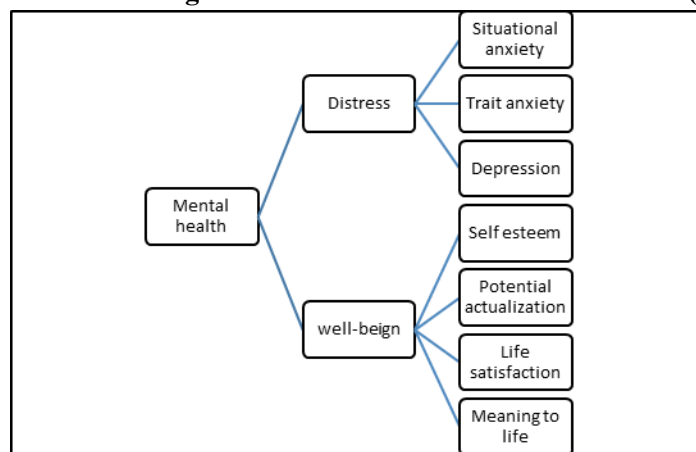
1-1-2 Employee well-being

Traditionally, mental health was considered to be one-dimensional related to the negative aspects of psychological problems such as: anxiety and depression. Recent studies consider it to be two-dimensional with its negative and positive poles [Seligman and Csikszentmihalyi; (2000), Achille; (2003), Kelloway and Day; (2005)].

Bradburn's work (1969)distinguished between two dimensions: positive affect and negative affect, followed by Watson, Clark and Tellegen (1988)who developed the PNAS (Positive Affect and Negative Affect Scales) and considered these two dimensions independent. Indeed, mental health includes psychological distress and psychological well-being. The absence of distress does not necessarily mean psychological well-being and vice versa (Labelle & Lapierre, 2000)

Thus, Diener (1994) offers us the following model to explain mental health:

Figure 01: Hierarchical cognitive-affective model in mental health (Diener, 1994)



Source : (Labelle & Lapierre, 2000),pp75

In our research, we will focus only on well-being and physical health. Dagenaix-Desmarais (2010) defines the concept of well-being as the set of factors concerning the conditions, of safety and good health, in which work is carried out.

Waterman (1993)distinguishes two fundamental theoretical aspects of well-being: eudaemonism, which is the feeling of accomplishment, and hedonism, the feeling of pleasure.

Indeed, different approaches have attempted to define well-being: The basic needs approach: Basic needs refer to the needs that must be satisfied as a priority, such as health. Nordenfelt adds in this sense that these needs allow a person to reach a minimum level of happiness, beyond this minimum quantity our lives become more pleasant and without this minimum quantity life is difficult. (Nordenfelt, 1994). Griffin (1986, p. 42) defines well-being as "*the level to which basic needs are met*".

The subjective satisfaction approach: In this approach, it is necessary to take into account the feeling of well-being experienced by individuals, also called perceived or perceptual health.

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In the study of subjective well-being, sociologists have focused on the conditions that lead people to rate their level of life satisfaction. Psychologists, on the other hand, have focused on happiness, which is defined as a state in which the positive aspects for a person outweigh the negative aspects (Bradburn, 1969).

To summarise, subjective well-being is conceived as a set of cognitive components (life satisfaction) and emotional components (positive and negative affects) [(Brief, Butcher, George, & Link, 1993) (Diener, 1984); (Diener & al., 1999); (Fiest & al., 1995); (Lucas & al., 1996)]

The capability approach: This complements the two previous approaches, and refers to the performance and abilities (capabilities) of individuals, giving rise to an integrated approach to well-being and quality of life. For example: the ability to exercise one's will, the ability to be free in one's choices, etc.

There are different approaches to well-being, some of which are summarized in the following table:

Table N°01: Conceptual synthesis of well-being

Author	Terminology	Components
Diener (1994) Diener et al. (1997 ; 2003)	Subjective well-being	Happiness Respect Peace Satisfaction with life Positive emotions Negative emotions
Warr (2007)	Emotional well-being	Pleasure-displeasure Anxiety-comfort Depression-enthusiasm
Bradburn (1969) Diener (1994) Labelle et al. (2001) Ryff (1995) Waterman (1993)	Psychological well-being	Depression Anxiety Self-esteem Actualisation of potential Meaning in life Satisfaction with life
Massé et al. (1998) Gilbert (2009) Dagenais-Desmarais and Savoie (2011) Gilbert, Dagenais-Desmarais and Savoie (2011)	Psychological well-being at work	Interpersonal adjustment at work Thriving at work Feeling competent at work Desire for involvement at work Recognition at work

Source : inspired by Véronique Dagenaix-Desmarais (2010). pp92.

It is important to note that this summary table of approaches to well-being is not exhaustive, as other approaches have not been mentioned, such as educational well-being (Sonini, Pyhalto, & Pietarinen, 2010) and social well-being (Keyes, 1998).

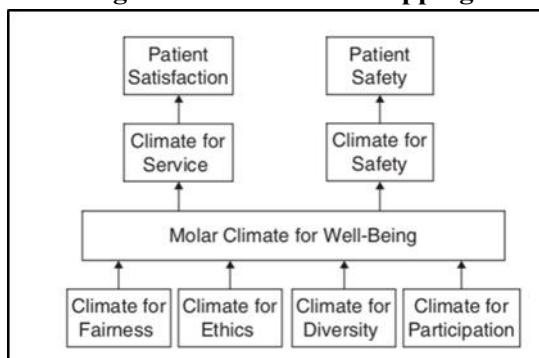
1-2 Organizational climate and employee well-being: what relationship?

One of the main concerns of today's managers is to successfully manage teams in a changing environment and to create a positive and healthy climate in which employees can flourish. Litwin and Stringer (1968) explain that climate helps managers understand the relationship between organizational practices and employee needs and aspirations, identifying factors that motivate employees to engage in ways that create a positive climate.

The organizational climate determines the environment in which employees feel satisfied or dissatisfied in performing their tasks, which will impact on the interactions between them.

According to Weick (1987), by focusing on process issues (fairness, ethics) through practices and behaviors (climate) as well as values (culture), a sense of well-being can be generated (see figure n.02).

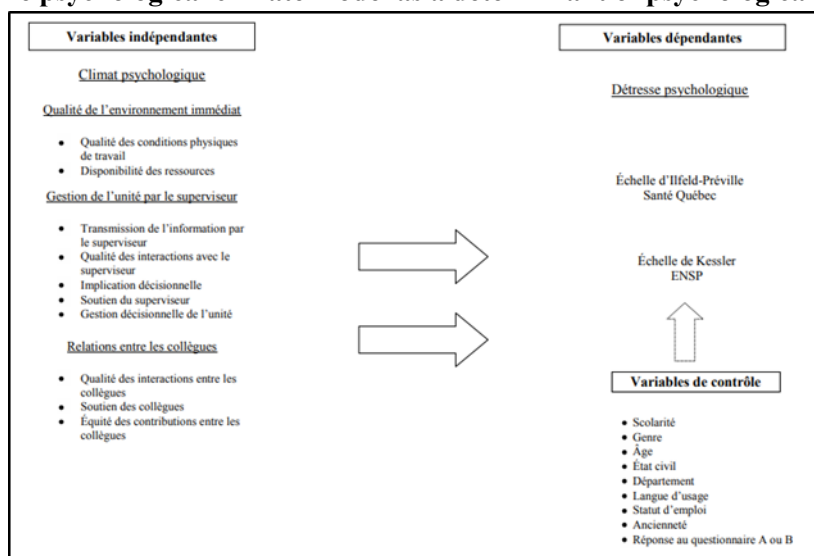
Figure N°02: Climate mapping



Source : (Ashkansy, Wilderom, & Peterson, 2011, p. 41).

The relationship with the manager, the relationship with colleagues at work and the immediate climate are all closely related to employee well-being. Roy (2009), studied the links between the psychological climate of organizational units and psychological distress. The author demonstrated that the quality of the psychological work climate influences the degree of psychological distress.

Figure N°03: The psychological climate model as a determinant of psychological distress at work



Source: (Roy, 2009, p. 46).

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The author verified that the quality of the psychological work climate influences the degree of psychological distress.

2- Case study:

2-1 Research methodology

2-1-1 Reasons for the choice of our sample

For our case study, we selected two companies from different sectors. The first company is Lafarge Holcim Algeria in the construction sector and the second is Sanofi Aventis Algeria in the pharmaceutical sector. We chose these two companies for the following reasons:

For Lafarge Holcime Algeria:

- Lafarge Holcime in Algeria is the leading company in the construction materials market, present in the entire value chain of construction materials: cements, aggregates, concretes, plasters, bags, etc. This position has implied the initiation of health, safety and environmental standards.
- Health, safety and the environment are at the heart of the company's activities, with the ambition of aiming for zero injuries and occupational diseases by creating a safe environment for employees.

For Sanofi Aventis Algeria:

- Sanofi is a multinational company among the leaders of the world pharmaceutical market, offering medicines, generics, consumer health products and vaccines. The company has invested in Algeria the largest industrial site for the production of Sanofi drugs in Africa and the Middle East.
- Since 2017, Sanofi's signature is "Empowering Life". This commitment has a dual purpose: externally to support people facing health problems and internally to make employees feel united by a common ambition. In this sense, the company strives to understand and accept cultural diversity and the needs of employees to ensure a good working climate.

To recapitulate, both companies have a good position in the national and international market, although they operate in two completely different sectors, they share the importance given to the health and safety of their employees. Furthermore, the questionnaire was administered in August 2020, during the health crisis. This situation caused by Covid-19 forced a change in the way of working and the management style, which inevitably impacted the organisational environment and the well-being and health of the employees.

The objective of our research was twofold, firstly to closely observe the impact of organisational climate on the health and well-being of employees in Algeria. Secondly, to compare the results of the two companies, in order to see if the nature of the sector of activity could have an impact.

Our sample is non-probability, so the questionnaire was distributed to employees as follows:

Table N°02: Sampling

The company	Mother population	Sample	Total responses	Response rate %.
SAA	880	110	27	24.54

LHA	411	77	35	45.45
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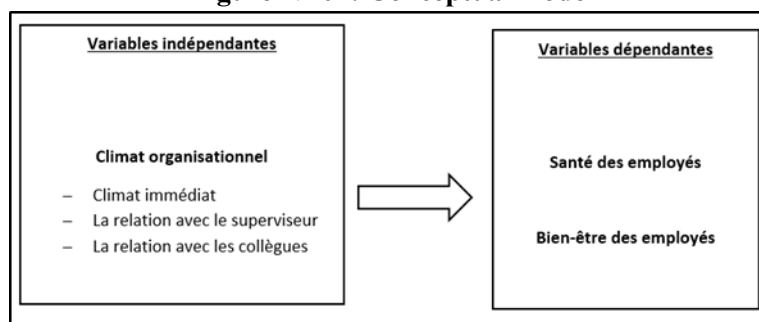
2-1-2 The conceptual model

We were inspired by Roy's (2009) conceptual model, which he drew from the work of Durand, Rousseau and Théberge (2005) on the evaluation of the psychological quality of the work environment or psychological work climate. To measure the level of health at work, two measurement scales were used for the purposes of our study: the Kessler scale (1998) used in the 1999 National Population Health Survey of Canada and the Ilfed scale adapted by Prévile (1994) used in the 1998 Quebec Health Survey.

The reason for the choice of this model is twofold, firstly, it should be noted that there are few quantitative studies on work climate and employee health. Secondly, the advantage of Roy's model is that he used two scales, which allowed him to compare the measurement quality of each of the two scales.

Our conceptual model is as follows:

Figure N° 04: Conceptual model



We can recapitulate the distribution of the items of our variables in the following table:

Table N° 03 : The items of our variables

Dimensions	Number of items
Independent variable	
Relationship with the supervisor	25
Relationship with co-workers	14
Immediate climate	13
Dependent variable	
Health	08
Well-beign	24

- Independent variables: measurement scale adapted from Roy's (2009) model, which studied the links between the psychological climate of organisational units and psychological distress.
- Dependent variables: measurement scale adapted from two models Kessler (2002) and Ilfeld (1976) measuring the well-being and health of employees.

2-2 Analysis of the results

For the analysis of our study, we proceeded as follows:

- A descriptive analysis to describe the data set;
- A causal analysis to assess the existence of a causal relationship between the variables and why;

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- Automatic linear regression to study the elementary effect of each variable.

2-2-1 Descriptive and exploratory analysis of variables

Table N°04: Description of the organisational climate

company	Organisational climate	Evaluation scale				
		1	2	3	4	5
Lafarge	Immediate climate	8,6%	0,0%	2,9%	34,3%	54,3%
	Relationship with co-workers	5,7%	2,9%	14,3%	37,1%	40,0%
	Relationship with the supervisor	5,7%	2,9%	14,3%	25,7%	51,4%
Sanofi	Immediate climate	0,0%	0,0%	7,4%	48,1%	44,4%
	Relationship with co-workers	0,0%	0,0%	29,6%	48,1%	22,2%
	Relationship with the supervisor	3,7%	0,0%	11,1%	25,9%	59,3%
Total	Immediate climate	4,8%	0,0%	4,8%	40,3%	50,0%
	Relationship with co-workers	3,2%	1,6%	21,0%	41,9%	32,3%
	Relationship with the supervisor	4,8%	1,6%	12,9%	25,8%	54,8%

We find that on the whole in both companies, the respondents agree that there is a good organizational climate.

Table N°05 : Description of health and well-being

company	Health and well-beign	Evaluation scale				
		1	2	3	4	5
Lafarge	Health	8,6%	0,0%	0,0%	14,3%	77,1%
	well-beign	5,7%	5,7%	14,3%	20,0%	54,3%
Sanofi	Health	0,0%	0,0%	11,1%	48,1%	40,7%
	well-beign	0,0%	0,0%	7,4%	29,6%	63,0%
Total	Health	4,8%	0,0%	4,8%	29,0%	61,3%
	well-beign	3,2%	3,2%	11,3%	24,2%	58,1%

We can see that on the whole in both companies, the respondents agree that they are fine in terms of their health and well-being.

2-2-2 The relationship between organizational climate and health and well-being: causal analysis

The aim of this analysis is to identify which variable acts on another variable:

Table N°06: Cross-analysis of the association between Immediate Climate and Health and well-being

Company		Immediate climate
		Meaning of Chi-square test of association
Lafarge	Health	0,001***
	Well-beign	0,005**
Sanofi	Health	0,005**

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	Well-beign	<i>0,342 ns</i>
Total	Health	$\leq 0,001^{***}$
	Well-beign	<i>0,020*</i>
<p>***; very high significance between categories in the same row at $P \leq 0.05$. **; high significance association between categories in the same row at $P \leq 0.05$, *; significant association between categories in the same row at $P \leq 0.05$, ns,; non-significant association between categories in the same row at $P \leq 0.05$.</p>		

In general, we find that there is an association between the immediate climate variable and the health variable, as well as the organisational climate variable and the well-being variable, which means that there is a causal relationship between our variables. Indeed, a favourable work environment contributes to improving the health and well-being of employees. However, we note that in the Sanofi company the immediate climate does not affect the well-being of employees, unlike in the Lafarge company.

Table N°07: Cross analysis of the association between relationship with colleagues and health and well-being

Company		Relationship with colleagues
		Meaning of Chi-square test of association
Lafarge	Health	<i>0,064 ns</i>
	Well-beign	<i>0,035*</i>
Sanofi	Health	<i>0,783 ns</i>
	Well-beign	<i>0,018*</i>
Total	Health	<i>0,011*</i>
	Well-beign	<i>0,016*</i>
<p>*; significant association between categories in the same row at $P \leq 0.05$, ns,; non-significant association between categories in the same row at $P \leq 0.05$.</p>		

We find that at the company level the relationship with colleagues had no effect on the health of employees; however it does affect their well-being.

Table N°08: Cross analysis of the association between relationship with supervisor and health and well-being

Company		Relationship with supervisor
		Meaning of Chi-square test of association
Lafarge	Health	<i>0,008 ns</i>
	Well-beign	<i>0,064*</i>
Sanofi	Health	<i>0,317 ns</i>
	Well-beign	<i>0,003^{**}</i>
Total	Health	<i>0,017*</i>
	Well-beign	<i>0,007^{**}</i>
<p>*; significant association between categories in the same row at $P \leq 0.05$, ns,; non-significant association between categories in the same row at $P \leq 0.05$.</p>		

We find that at the company level the relationship with the supervisor had no effect on the health of employees; however it does affect their well-being.

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Now we will proceed to the comparison of the averages of health and well-being, to see if there is an effect between the value of the average and the levels of the immediate climate, relations with the supervisor and relations with colleagues:

Comparison of the averages of health and well-being with the immediate climate (see annex N° 01)

Table N°09: Comparison of the averages of health and well-being with the levels of the immediate climate

Company	Immediate climate	Significance of difference
Lafarge	Health	$\leq 0,001$ ***
	Well-being	$0,013$ *
Sanofi	Health	$0,001$ ***
	Well-being	$0,407$ ns
Total	Health	$\leq 0,001$ **
	Well-being	$0,002$ **
<p>***; very high significant difference between categories in the same row at $P \leq 0.05$. **; highly significant difference between categories in the same row at $P \leq 0.05$. NS; the non-significant difference between categories in the same row at $P \leq 0.05$. Different letter between categories in the same row means a significant difference at $P \leq 0.05$.</p>		

We find that the higher the average health, the higher the significance of the immediate climate at the level of each company. However, for well-being at the Sanofi company level, there is no significance between the degree of the average and the immediate climate, unlike the Lafarge company where there is a high significance.

Comparison of the health and well-being averages with the levels of relations with colleagues (see annex N° 02)

Table N°10: Comparison of the averages of health and well-being with the levels of relationship with colleagues

Enterprise	Relationship with colleagues	Significance of difference
Lafarge	Health	$\leq 0,001$ ***
	Well-being	$0,001$ ***
Sanofi	Health	$0,008$ **
	Well-being	$0,478$ ns
Total	Health	$\leq 0,001$ ***
	Well-being	$\leq 0,001$ ***
<p>***; very high significant difference between categories in the same row at $P \leq 0.05$. **; highly significant difference between categories in the same row at $P \leq 0.05$. NS; the non-significant difference between categories in the same row at $P \leq 0.05$. Different letter between categories in the same line means a significant difference at $P \leq 0.05$.</p>		

We find that the higher the average of health and well-being, the higher the relationship with colleagues, with a high level of significance, with the exception of the company Sanofi and the relationship between well-being and relationship with colleagues.

Comparison of the averages of health and well-being with the levels of relationship with the supervisor (see annex N° 03)

Table N°11: Comparison of the averages of health and well-being with the levels of relationship with supervisor

Company	Relationship with the supervisor	Significance of difference
Lafarge	Health	$\leq 0,001$ ***
	Well-being	$0,001$ ***
Sanofi	Health	$0,196$ ns
	Well-being	$0,001$ ***
Total	Health	$\leq 0,001$ ***
	Well-being	$0,001$ ***
<p>***; very high significant difference between categories in the same row at $P \leq 0.05$. **; highly significant difference between categories in the same row at $P \leq 0.05$. NS; the non-significant difference between categories in the same row at $P \leq 0.05$. Different letter between categories in the same row means a significant difference at $P \leq 0.05$.</p>		

We find that the higher the average health and well-being, the higher the relationship with the supervisor, with a high level of significance, with the exception of the company Sanofi and the relationship between health and relationship with supervisor.

2-2-3 Automatic regression

We opted for automatic linear modelling of organisational climate on employee health and well-being, to identify the variables that have the greatest influence.

- On employee health:

The results of the linear modelling of the effect of organisational climate on employee health show that the immediate climate and the relationship with co-workers have a highly significant influence with an equal degree of importance. However, the variable relationship with the supervisor was excluded. The adjusted R2 of our model is 0.504 (see annex N° 04)

- On employee well-being:

The results of the linear modelling of the effect of organisational climate on employee well-being excluded the immediate climate variable and retained the variables relationship with colleagues (Sig. = 0.001) and relationship with supervisor (Sig. =0.005). Knowing that, the relationship with colleagues has more importance (0.81/1) than the relationship with the supervisor (0.19/1). The adjusted R2 of our model is 0.44 (See annex N°05)

Finally, according to our regression results:

- The immediate climate and the relationship with colleagues have an influence on the health of employees
- The relationship with colleagues and with the supervisor have an influence on the well-being of employees

2-3 Discussion of the results

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Following the descriptive analysis we found that overall in both companies there is a good organisational climate and the employees interviewed agree that their level of health and well-being is good.

We carried out a causal analysis to identify the existence of a causal relationship between our variables, and we found that there was an association between the immediate climate variable and the health variable, as well as the organisational climate variable and the well-being variable, which means that there is a causal relationship between our variables. Indeed,

- a supportive environment contributes to a higher level of well-being and promotes better health.
- Good relational interactions with the employees in between lead the individual to achieve a good level of well-being, demonstrate the importance of team building and team building activities to strengthen the bonds that lead to the achievement of well-being.
- a good relationship with the manager promotes the development of a good working climate characterised by appreciation and mentoring which will lead to a sense of belonging to the organisation leading to well-being.

However, we note that in the Sanofi Company the immediate climate does not affect the well-being of employees, unlike in the Lafarge Company.

We also find that the relationship with colleagues and the relationship with the supervisor do not affect the health of employees but their well-being.

There is no significant difference between the results of the two sectors of activity.

Thus, we confirm our initial hypotheses by half:

- The immediate climate has an effect on the health of employees, not their well-being
- The relationship with the supervisor has an effect on the well-being of employees, not on their health
- The relationship with colleagues has an effect on the health and well-being of employees

Conclusion

Through our analysis we can confirm the existence of a relationship between the organisational climate and the health and well-being of employees:

- Interactions and exchanges between colleagues are influenced by the quality of the climate and in turn influence it.
- A warm and friendly atmosphere at work will make the employee feel more comfortable in his or her work.
- The support of colleagues in times of need will strengthen the team spirit and cooperation between them.

- The actions of the supervisor, his or her support, the sharing of information with co-workers, the quality of exchanges between supervisor and co-workers, influence the degree of trust and consideration and the quality of interactions.
- Physical conditions that are conducive to the performance of work, with the necessary resources to do so, allow employees to be comfortable in their work to perform their tasks.

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-Appendices

Annex N°01: Comparison of health and well-being averages with immediate climate levels

Company	Organisational climate	Rating scale - immediate climate				Significance of difference
		1	3	4	5	
Lafarge	Health	2,00 _a ±1,73	5,00 ¹ .	4,42 _b ±1,16	4,95 _b ±0,23	≤0,001***
	Well-being	2,33 _a ±2,31	4,00 ¹ .	4,00 _{a,b} ±0,95	4,47 _b ±0,96	0,013*
Sanofi	Health	¹ .	3,00 _a ±0,00	4,15 _b ±0,55	4,67 _c ±0,49	0,001***
	Well-being	¹ .	4,00 _a ±1,41	4,54 _a ±0,66	4,67 _a ±0,49	0,407 ns
Total	Health	2,00 _a ±1,73	3,67 _{a,b} ±1,15	4,28 _b ±0,89	4,84 _c ±0,37	≤0,001**
	Well-being	2,33 _a ±2,31	4,00 _{a,b} ±1,00	4,28 _b ±0,84	4,55 _{b,c} ±0,81	0,002**

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1 This category is not used in the comparisons because there is no response or no variance.

Values represent the axis mean \pm standard deviation

***; very high significant difference between categories in the same row at $P \leq 0.05$. **; highly significant difference between categories in the same row at $P \leq 0.05$. *; the significant difference between categories in the same row at $P \leq 0.05$; NS; not significant difference between categories in the same row at $P \leq 0.05$. Different letter between categories in the same row means a significant difference at $P \leq 0.05$.

Annex N°02: Comparison of health and well-being averages with levels of Relationship with colleagues

Company	Organisational climate	Rating scale - Relationship with colleagues					Significance of difference
		1	2	3	4	5	
Lafarge	Health	1,00 _a \pm 0,00	5,00 ¹ .	5,00 _{a,b} \pm 0,00	4,85 _b \pm 0,38	4,50 _{b,c} \pm 1,09	$\leq 0,001$ ***
	Well-being	1,00 _a \pm 0,00	3,00 ¹ .	4,00 _b \pm 1,41	4,31 _b \pm 0,95	4,50 _b \pm 0,76	$0,001$ ***
Sanofi	Health	1 .	1 .	4,13 _a \pm 0,64	4,08 _a \pm 0,64	5,00 _b \pm 0,00	$0,008$ **
	Well-being	1 .	1 .	4,50 _a \pm 0,76	4,46 _a \pm 0,66	4,83 _a \pm 0,41	$0,478$ ns
Total	Health	1,00 _a \pm 0,00	5,00 ¹ .	4,46 _b \pm 0,66	4,46 _b \pm 0,65	4,65 _b \pm 0,93	$\leq 0,001$ ***
	Well-being	1,00 _a \pm 0,00	3,00 ¹ .	4,31 _b \pm 1,03	4,38 _b \pm 0,80	4,60 _b \pm 0,68	$\leq 0,001$ ***

1 This category is not used in the comparisons because there is no response or no variance.

Values represent the axis mean \pm standard deviation

***; very high significant difference between categories in the same row at $P \leq 0.05$. **; highly significant difference between categories in the same row at $P \leq 0.05$. NS; the non-significant difference between categories in the same row at $P \leq 0.05$.

Different letter between categories in the same row means a significant difference at $P \leq 0.05$.

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Annex N°03: Table: Comparison of health and well-being averages with supervisor relationship levels

Company	Organisational climate	Rating scale - Relationship with colleagues					Significance of difference
		1	2	3	4	5	
Lafarge	Health	1,00 _a ±0,00	4,00 ¹	4,80 _b ±0,45	4,44 _b ±1,33	4,89 _b ±0,32	≤0,001***
	Well-being	1,00 _a ±0,00	5,00 ¹	4,00 _b ±1,22	4,11 _b ±1,17	4,44 _b ±0,78	0,001***
Sanofi s	Health	4,00 ¹	1	3,67 _a ±0,58	4,14 _a ±0,69	4,50 _a ±0,63	0,196 ns
	Well-being	5,00 ¹	1	3,67 _a ±0,58	4,14 _a ±0,69	4,88 _b ±0,34	0,001***
Total	Health	2,00 _a ±1,73	4,00 ¹	4,38 _b ±0,74	4,31 _b ±1,08	4,71 _b ±0,52	≤0,001***
	Well-being	2,33 _a ±2,31	5,00 ¹	3,88 _{a,b} ±0,99	4,13 _b ±0,96	4,65 _c ±0,65	0,001***

¹ This category is not used in comparisons because there is no response or variance.

Values represent the axis mean ± standard deviation

***; very high significant difference between categories in the same row at $P \leq 0.05$.

NS; the non-significant difference between categories in the same row at $P \leq 0.05$.

Annex N°04: Results of the linear modelling of the effect of organisational climate on employee health

Explanatory variables introduced	Explanatory variable in the final model	Fcal	Significance	Importance
Model (all variables)		21,69	≤0,001***	-
Physiquel environnement	Retained	06,94	0,003**	0,5/1
Relationship to co-workers	Retained	12,93	0,001***	0,5/1
Relationship to manager	Excluded	-	≥ 0,05 NS	00/1
Type of models and quality of fit	Type : Linear modelling Automatic Method : Stepwise ascending	Information criterion Initial AICC = - 35,021 Final AICC = -43,051	R ² adjusted = 0,504	-

The information criterion (AICC) is used for the comparison to models. Models with smaller information criterion values are more appropriate.

***; very high significant effect at $P \leq 0.05$. **; highly significant effect at $P \leq 0.05$. NS; effect not significant at $P \leq 0.05$.

Different letter between categories in the same row means a significant difference at $P \leq 0.05$.

Annex N°05: Results of the linear modeling of the effect of organizational climate on employees' well-

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Explanatory variables introduced	Variable explicative dans le modèle final	Fcal	Significance	Importance
Model (all variables)		16,99	≤0.001***	-
PhysiquaI environnement	Excluded	-	≥ 0,05 NS	00/1
Relationship to co-workers	Retenue	17,96	0.001***	0,81/1
Relationship to manager	Retenue	8,48	0.005**	0,19/1
Type of models and quality of fit	Type : Linear modelling Automatic Method : Stepwise ascending	Information criterion* AICC Initiale = - 23,06 AICC Finale = --- 29,023	R² ajusted = 0,44	-

The information criterion (AICC) is used for the comparison to models. Models with smaller information criterion values are more appropriate.

***, very highly significant effect at $P \leq 0.05$. **, highly significant effect at $P \leq 0.05$. NS; effect not significant at $P \leq 0.05$.