



## Organizational health and its relationship to organizational trust A field study on the employees of the Directorate of Post and Telecommunications Béchar

الصحة التنظيمية وعلاقتها بالثقة التنظيمية دراسة ميدانية على موظفي مديرية البريد والمواصلات السلكية واللاسلكية بشار

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### Abstract

This study aims to uncover the relationship between organizational health and organizational trust among the employees of the Postal and Telecommunications Directorate in Béchar by identifying statistically significant correlational relationships between the dimensions of organizational health and organizational trust. This led us to employ a descriptive approach in the study due to its suitability for the nature of the research (a correlational study). The study hypotheses were processed and tested using a questionnaire as a measurement tool, considering the nature and characteristics of the study population. The questionnaire was administered to a sample of 32 employees, and the results were statistically processed using the Statistical Package for the Social Sciences (SPSS). The results revealed a statistically significant correlational relationship between organizational health dimensions (leadership, communication, innovation, problem solving) and organizational trust among the employees of the Postal and Telecommunications Directorate in Béchar.

### Keywords

Organizational health;  
Organization trust;  
Leadership;  
Communication;  
Creativity;  
Problem solving.

JEL Classification Codes : M10 ; I10 ; M12

### الكلمات المفتاحية

### المخلص

تهدف هذه الدراسة إلى الكشف عن العلاقة بين الصحة التنظيمية و الثقة التنظيمية لدى موظفي مديرية البريد والمواصلات السلكية واللاسلكية بشار من خلال الكشف عن وجود علاقة ارتباطية ذات دلالة إحصائية بين أبعاد الصحة التنظيمية والثقة التنظيمية، وهذا ما دفعنا للاستعانة بالمنهج الوصفي في الدراسة نظرا لملائمته لطبيعة الدراسة (دراسة ارتباطية)، حيث قد تم معالجته واختبار فرضيات الدراسة من خلال استخدام الاستبانة كأداة للقياس نظرا لطبيعة وخصائص مجتمع الدراسة، وقد تم تطبيقها على عينة قوامها 32 موظف وموظفة، كما تمت معالجة النتائج المتحصل عليها بالطرق الإحصائية باستخدام برنامج الحزمة الإحصائية للعلوم الاجتماعية SPSS. حيث أسفرت النتائج: على أنه توجد علاقة ارتباطية ذات دلالة إحصائية بين الصحة التنظيمية (القيادة، الاتصالات، الإبداع، حل المشكلات) والثقة التنظيمية لدى موظفي مديرية البريد والمواصلات السلكية واللاسلكية بشار.

تصنيف JEL: M10 ; I10 ; M12

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## **I.INTRODUCTION:**

Undoubtedly, modern organizations seek to improve their performance and achieve competitive advantage among organizations, all within an environment witnessing changes driven by advanced technology imposed by competitive conditions. This has prompted them to invest in various resources, especially human resources primarily, as they constitute the fundamental building block for the organization's advancement and progress in achieving its goals, imposing its dominance, and presence. Human capital is the primary intellectual capital and the foremost supporter of the organization in fulfilling its mission. This is achieved through leveraging available resources and decisions that facilitate it, such as ensuring the employee's job security and granting them the right to participate in decision-making, achieving organizational justice, and nurturing creativity assets, resolving issues hindering the organization's smooth operation and performance, as well as activating organizational communication, which helps in achieving the desired organizational health, one of the areas of human resource management concern, as well as one of the determinants of organizational behavior aimed at improving performance and instigating necessary changes.

Furthermore, we find the organization also aims to foster trust between the employee and all levels of supervisors, management, and colleagues, with the purpose of enhancing their belongingness and ensuring their loyalty towards the organization.

In this context, the Directorate of Postal and Telecommunications Services in Béchar is a pure service organization striving diligently to achieve quality service through its human resources, which work tirelessly to elevate it to a high level of organizational health and achieve organizational trust that benefits the outlined strategies to ensure its continuity and development.

Building upon the themes of organizational health and organizational trust as determinants of organizational behavior, as well as considering the employees of the Directorate of Postal and Telecommunications Services in Béchar as significant human resources striving for effectiveness in performance to deliver quality service, we pose the following question:

Is there a statistically significant relationship between organizational health and organizational trust among the employees of the Directorate of Postal and Telecommunications Services in Béchar?

## **II. Sub-Questions:**

The main question encompasses the following sub-questions:

1. What is the level of organizational health among the employees of the Directorate of Postal and Telecommunications Services in Béchar?
2. What is the level of organizational trust among the employees of the Directorate of Postal and Telecommunications Services in Béchar?
3. Are there statistically significant differences between genders in the level of organizational health among the employees of the Directorate of Postal and Telecommunications Services in Béchar?
4. Are there statistically significant differences between genders in the level of organizational trust among the employees of the Directorate of Postal and Telecommunications Services in Béchar?

5. Is there a statistically significant correlation between leadership styles and organizational trust levels among the employees of the Directorate of Postal and Telecommunications Services in Béchar?
6. Is there a statistically significant correlation between communication styles and organizational trust levels among the employees of the Directorate of Postal and Telecommunications Services in Béchar?
7. Is there a statistically significant correlation between creativity levels and organizational trust levels among the employees of the Directorate of Postal and Telecommunications Services in Béchar?
8. Is there a statistically significant correlation between problem-solving abilities and organizational trust levels among the employees of the Directorate of Postal and Telecommunications Services in Béchar?

### **III. Study Hypotheses**

#### **1. Main Hypothesis:**

There is a statistically significant correlation between organizational health and organizational trust among the employees of the Directorate of Postal and Telecommunications Services in Béchar.

#### **2. Sub-Hypotheses**

1. The level of organizational health among the employees of the Directorate of Postal and Telecommunications Services in Béchar is moderate.
2. The level of organizational trust among the employees of the Directorate of Postal and Telecommunications Services in Béchar is moderate.
3. There are no statistically significant differences between genders in the level of organizational health among the employees of the Directorate of Postal and Telecommunications Services in Béchar.
4. There are no statistically significant differences between genders in the level of organizational trust among the employees of the Directorate of Postal and Telecommunications Services in Béchar.
5. There is a statistically significant correlation between leadership styles and organizational trust levels among the employees of the Directorate of Postal and Telecommunications Services in Béchar.
6. There is a statistically significant correlation between communication styles and organizational trust levels among the employees of the Directorate of Postal and Telecommunications Services in Béchar.
7. There is a statistically significant correlation between creativity levels and organizational trust levels among the employees of the Directorate of Postal and Telecommunications Services in Béchar.
8. There is a statistically significant correlation between problem-solving abilities and organizational trust levels among the employees of the Directorate of Postal and Telecommunications Services in Béchar.

### **IV. Study Objectives**

- To uncover the level of organizational health among the employees of the Directorate of Postal and Telecommunications Services in Béchar.
- To uncover the level of organizational trust among the employees of the Directorate of Postal and Telecommunications Services in Béchar.
- To identify statistically significant differences between genders in the level of organizational health among the employees of the Directorate of Postal and Telecommunications Services in Béchar.
- To identify statistically significant differences between genders in the level of organizational trust among the employees of the Directorate of Postal and Telecommunications Services in Béchar.
- To reveal the existence of a correlation between organizational health and organizational trust among the employees of the Directorate of Postal and Telecommunications Services in Béchar.
- To uncover the existence of a correlation between leadership style and organizational trust among the employees of the Directorate of Postal and Telecommunications Services in Béchar.
- To uncover the existence of a correlation between communication style and organizational trust among the employees of the Directorate of Postal and Telecommunications Services in Béchar.
- To uncover the existence of a correlation between creativity and organizational trust among the employees of the Directorate of Postal and Telecommunications Services in Béchar.
- To uncover the existence of a correlation between problem-solving ability and organizational trust among the employees of the Directorate of Postal and Telecommunications Services in Béchar.

### **V. Study Significance**

The significance of this study lies in shedding light on both the topics of organizational health and organizational trust as determinants of organizational behavior, and their contribution to enhancing performance effectiveness among the employees of the Directorate of Postal and Telecommunications Services in Béchar. This is achieved by highlighting the relationship between the dimensions of organizational health and organizational trust and understanding the direction and level of this relationship.

#### **1. Organizational health:**

The concept of organizational health varies from one researcher to another depending on their orientations and opinions. Below, we present the most important definitions from some researchers:

Organizational health is a state of complete physical, mental, and social well-being, not merely the absence of disease or disability (Xenidis & Theocharous, 2014, p. 564).

Childer (1985) suggests that organizations, like individuals, function fully when in good health, and if they are sick, it leads to a disruption in their functioning (Mehoubi, 2020, p. 20).

From the above definitions, it can be inferred that organizational health refers to the strategies and climate that allow employees to deliver exceptional performance, aiding in the development and achievement of organizational goals.

It can also be said that organizational health is the organizational atmosphere that enables employees to deliver effective and more suitable performance.

#### **2. Dimensions of Organizational Health:**

**A. Leadership:**

Manhal (2009) defined leadership as the process of influencing others and making them enthusiastic and more diligent in achieving organizational goals (Manhal, 2009, p. 34).

From this definition, it can be said that leadership is the art of influencing subordinates to achieve desired goals as outlined by the senior management of the organization.

**B. Communications :**

It is the process of producing, transmitting, and exchanging information, ideas, and feelings from one person to another with the aim of influencing them and eliciting a response (Khamees, 2020, p. 145).

It can be said that communication is an administrative process that involves transmitting information and meanings from one party to another through communication channels with the purpose of achieving a response and reaction to the communication message.

**C. Creativity:**

Defined by Vakola, Rezgui, and Hage as the adoption of a new idea or behavior within the organization, whether it be a new product, service, or technology, and it depends on the organization's speed in adopting more than one type of these innovations (Boushatar & Bakhiti, 2021, p. 75).

From this definition, it can be said that innovation is about breaking away from the conventional and adopting a new innovative idea that revolves around offering a new product or service that contributes to the goals and strategies of the organization.

**D. Problem Solving:**

Zaid Al-Huwaidi (2004) defines problem-solving as the methods used by an individual utilizing the information and skills acquired previously to address the requirements of a new situation (Hemilah, 2009, p. 121).

It can be said that problem-solving entails using and leveraging previous experiences and available information to confront changes and situations that may hinder the goals and strategies of the organization.

**E. Organizational trust**

Organizational trust is the individual's belief in the goals, decisions, and policies of the organization, its organizational leader, and all individuals working with him in the organization, reflecting the individual's satisfaction and commitment towards the organization (Al-Sheikh & Maameri, 2021, p. 38).

From this definition, it can be said that organizational trust is the degree of individual commitment to the organization's policy and goals, and the confidence in its decisions, stemming from the individual's trust in both their immediate supervisor, the management of their organization, and their colleagues working with them in the organization.

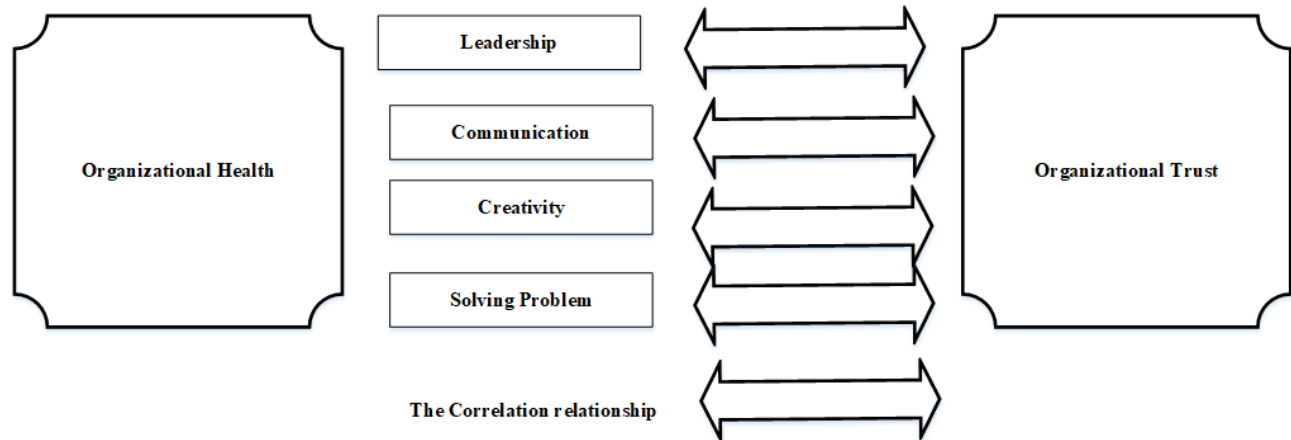
**VI. METHOD AND PROCEDURES:**

Organizational trust is the individual's belief in the goals, decisions, and policies of the organization, its organizational leader, and all individuals working with him in the organization,

reflecting the individual's satisfaction and commitment towards the organization (Al-Sheikh & Maameri, 2021, p. 38).

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**Fig.1.** Study Model



**Source:** Prepared by the researchers

## VII.Methods and Tools

### 1.Study Methodology

The researchers employed a descriptive methodology that suits the nature of the study, as it is a correlational study aiming to uncover the relationship between two variables (organizational health and organizational trust).

### 2.Study Boundaries

- **Spatial boundaries:** This study was conducted at the level of the Postal and Telecommunications Directorate of the Wireline and Wireless Communications in the province of Béchar.
- **Temporal boundaries:** This study was conducted from November 2022 to December 2022.
- **Human boundaries:** Employees of the Postal and Telecommunications Directorate of the Wireline and Wireless Communications in the province of Béchar.
- **Objective boundaries:** The contribution of organizational health to achieving organizational trust among the employees of the Postal and Telecommunications Directorate of the Wireline and Wireless Communications in the province of Béchar.

### 3. Study Instrument :

Based on the nature of the data intended to be collected and the methodology adopted in the study, we focused on the most suitable tool to achieve the objectives of this study, which is the questionnaire, due to its suitability for collecting the necessary data to achieve the study's goals.

#### A. Regarding the variable of organizational health:

To address the problem and questions of the study, we designed a questionnaire based on previous studies that addressed "organizational health." The main objective was for it to be comprehensive in covering the dimensions of organizational health to provide a realistic picture of the practices related to the study topic as a whole. The questionnaire was developed through several stages to ensure its validity and its ability to achieve the intended goal.

**B. Regarding the variable of organizational trust:**

As for the variable of organizational trust, the researchers utilized the Organizational Trust Scale, which was applied by the researcher (Haddad Ibrahim, 2022). The psychometric properties of the scales were ensured through appropriate measures of validity and reliability.

**Table 1.** Distribution of Items across Dimensions of the Organizational Trust Scale

Organizational Health Measure			
Leadership	Communication	Creativity	Problem solving
4 items	4 items	4 items	4 items

**Source:** (Prepared by the researchers)

As for the organizational trust scale, the researchers relied on the Organizational Trust Scale by (Haddad, 2022).

**Table 2.** Illustrates the number of items in the Organizational Trust Scale

Organizational Trust Scale
15 items

**Source:** (Haddad, I., 2022, p. 196)

Regarding the response options, a five-point Likert scale was utilized, ranging from 5 to 1 (Strongly Agree – Agree – Neutral – Disagree – Strongly Disagree).

**Table 3.** Illustrates the distribution of response ratings for positive and negative statements

Response Scale for Positive Statements				
strongly disagree	disagree	neutral	agree	strongly agree
5	4	3	2	1

**Source:** (Prepared by the researchers)

**4. Study Instrument:**

The psychometric properties of the study instrument were ensured through calculating its validity and reliability.

**A. The validity of the study instrument**

The validity of the study instrument was ensured by calculating the internal consistency for both organizational health and organizational trust.

**Table 4.** Validity of Organizational Health Questionnaire: Internal Consistency Reliability

Dimensions of	N° of statements	Correlation coefficients	Statistical significance

Leadership	04	**0.917	0.000
Communication	04	**0.835	0.000
Creativity	04	**0.932	0.000
Problem solving	04	**0.928	0.000

Source: (Prepared by the researchers using SPSS)

By observing Table (04), it becomes apparent that the Pearson correlation coefficient for the organizational health questionnaire and its dimensions are all high. The lowest correlation coefficient was recorded for the communication dimension at a value of 0.835\*\*, which is statistically significant at the 0.01 level. Meanwhile, the highest correlation coefficient was found for the innovation dimension at a value of 0.932\*\*, which is also statistically significant at the 0.01 level. Therefore, the correlation coefficients between the questionnaire and each of its dimensions are high and statistically significant at the 0.01 level, indicating the consistency of the dimensions with the questionnaire as a whole and that they measure what the questionnaire intends to measure.

**Table 5.** Internal consistency reliability of the organizational trust questionnaire

N° of statements	correlation coefficient	N° of statements	correlation coefficient	N° of statements	correlation coefficient	N° of statements	correlation coefficient
01	0.651**	05	0.641**	09	0.837**	13	0.839**
02	0.852**	06	0.721**	10	0.727**	14	0.501**
03	0.748**	07	0.760**	11	0.825**	15	0.522**
04	0.581**	08	0.855**	12	0.749**		

Source: The researchers relied on the results of the SPSS software

By observing Table (5), it becomes apparent that the Pearson correlation coefficient for the organizational trust questionnaire and its statements are all high. The lowest correlation coefficient was recorded for statement number 14 at a value of 0.501\*\*, which is statistically significant at the 0.01 level. Meanwhile, the highest correlation coefficient was found for statement number 08 at a value of 0.855\*\*, which is also statistically significant at the 0.01 level. Therefore, the correlation coefficients between the questionnaire and each of its statements are high and statistically significant at the 0.01 level, indicating the consistency of the statements with the questionnaire as a whole and that they measure what the questionnaire intends to measure.

**B. The reliability of the study tool**

The researchers verified the reliability of the questionnaire by calculating its stability using Cronbach's alpha method, as shown in the following table:

**Table 6.** The stability of the study instrument

	Number of items	The reliability coefficient Cronbach's alpha
Organizational Health Scale	16 items	0.949
Organizational Trust Scale	15 items	0.932

Source: (The researchers relied on the results of the SPSS).



Upon observing Table (6), it is evident that the reliability coefficient for the organizational health questionnaire reached 0.949, while the reliability coefficient for the organizational trust questionnaire was 0.932. This indicates a high level of stability for the study tool, leading us to conclude that the tool is characterized by its stability and reliability.

**VIII.Study Population and Sample:**

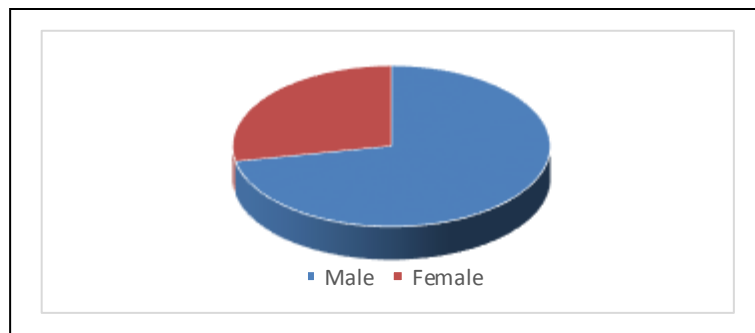
The study population consists of all employees of the Postal and Telecommunications Directorate in Béchar, totaling 33 employees. A comprehensive census approach was used to obtain more accurate information about the study subject. 32 questionnaires were retrieved, with only one questionnaire missing, distributed as follows:

**Table 7.** Illustrates the distribution of the study sample according to the gender variable.

Gender	Number	Percentage
Males	19	59.37%
Females	13	40.62%
Total	32	100%

**Source:** Prepared by the researchers based on the results from SPSS

**Fig. 2.** Illustrates the distribution of the study sample according to the gender variable.



**Source:** Prepared by the researchers based on the results from SPSS

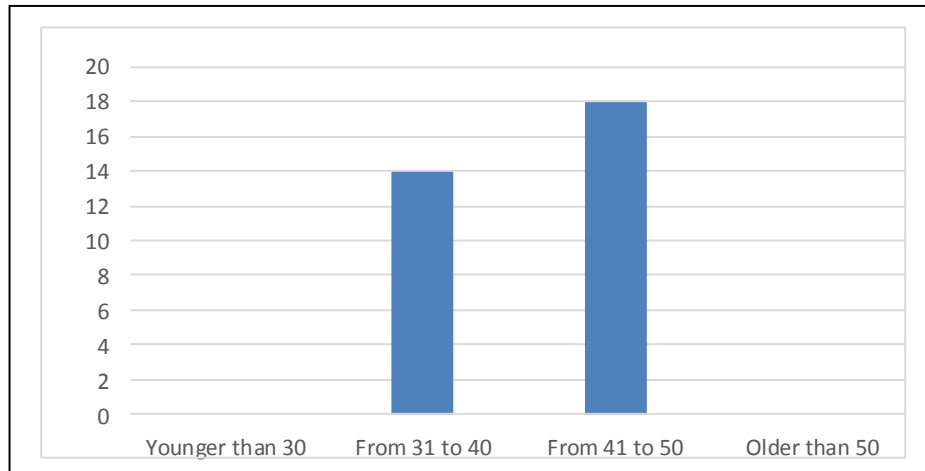
By observing Table (07) and Figure (02), it is evident that the number of males reached 19, representing 59.37% of the sample, which is the most represented percentage in the research sample. Meanwhile, the number of females reached 13, representing 40.62%. This can be interpreted as the study population being predominantly male.

**Table 8.** Illustrates the distribution of the study sample according to the age categories.

Age category	Number	Percentage
Less than 30 years old	00	00%
From 30 to 40 years old	14	43.75%
From 41 to 50 years old	18	56.25%
Over 50 years old	00	00%
Total	32	100%

**Source:** Prepared by the researchers based on the results from SPSS.

**Fig. 3.** Representation of the study sample according to the age group variable



**Source:** Prepared by the researchers based on the results from SPSS.

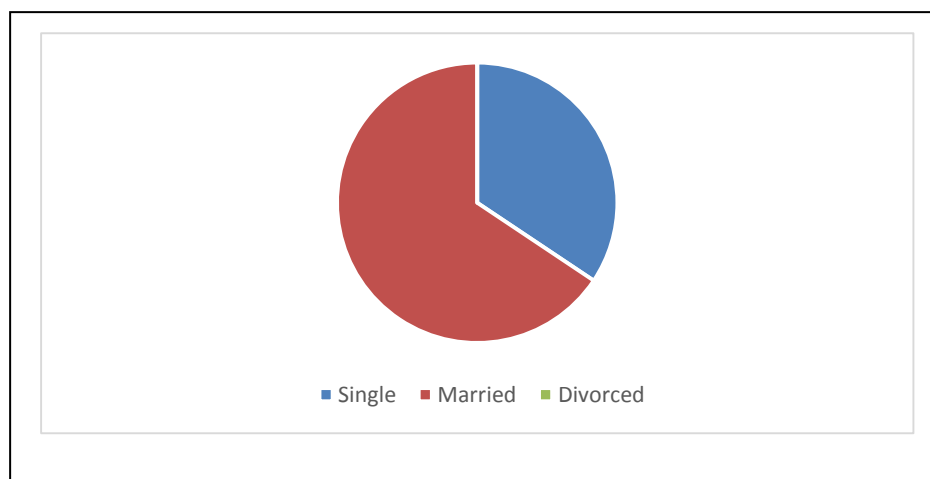
By observing Table (08) and Figure (03), it becomes clear that the age group ranging from 41 to 50 years old is the most represented in the study sample, accounting for 56.25%. In the second position, we find the age group between 30 to 40 years old with a total of 14 individuals, representing 43.75%. Meanwhile, the age groups younger than 30 years old and older than 50 years old are completely absent, with a percentage of 0%. This leads us to conclude that our study population is predominantly youthful.

**Table 9.** Distribution of the study sample according to the marital status variable

Marital status	Number	Percentage
Single	11	34.37%
Married	21	65.62%
Divorced	00	00%
Total	32	100%

**Source:** Prepared by the researchers based on the results from SPSS.

**Fig. 4.** Distribution of the study sample according to the marital status variable.



**Source:** Prepared by the researchers based on the results from SPSS.

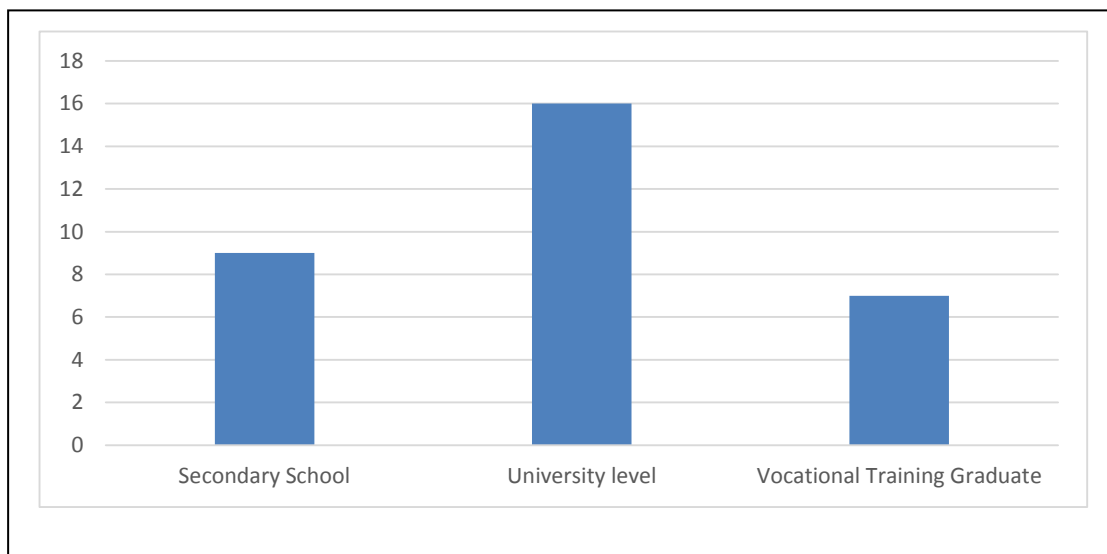
Through observing Table (09) and Figure (04), it becomes apparent that the marital status "Married" ranked first with a count of 21 married individuals, representing 65.62% of the study sample. Following that, the category "Single" ranked second with 11 unmarried individuals, representing 34.36% of the study sample. This leads us to conclude that the study population represents a socially stable community.

**Table 10.** Illustrates the distribution of the study sample according to the variable of educational qualification.

Educational Qualification	Number	Percentage
Secondary School or Less	09	28.12 %
University Degree	16	50 %
Vocational Training Graduate	7	21.87 %
Total	32	100 %

**Source:** Prepared by the researchers based on the results from SPSS.

**Fig. 5.** Represents the representation of the study sample according to the variable of educational qualification



**Source:** Prepared by the researchers based on the results from SPSS.

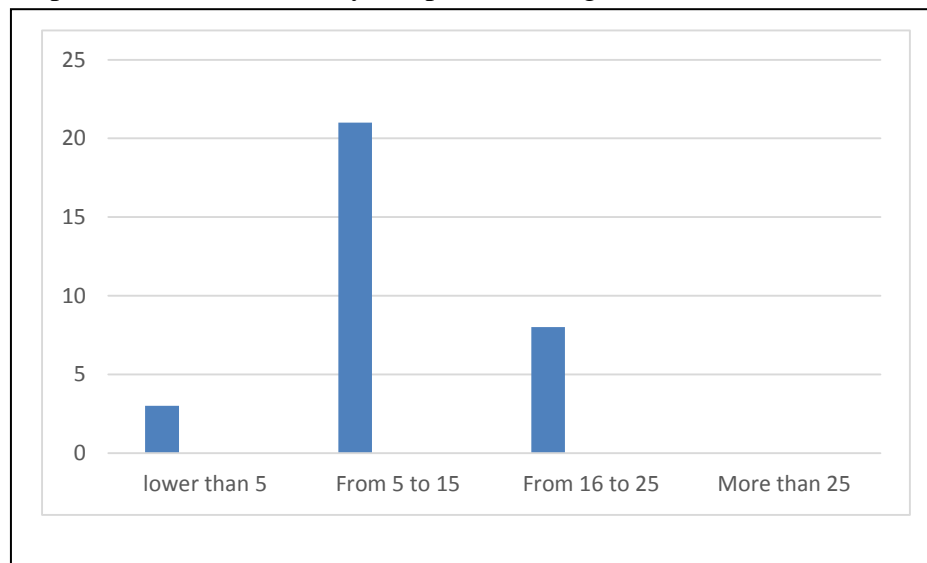
Through observing Table No. (10) and Figure (05), it becomes evident to us that the category with a university level is the most represented in the study sample, with a count of 16 university graduates, constituting 50% of the sample. In the second position, we find the category of those with a secondary education or less, with a count of 9 individuals, representing 28.12%. Lastly, in the third and final position, we find the category of vocational training graduates, with a count of 7 individuals, representing 21.87%. This leads us to conclude that the study population is an academic community.

**Table 11.** Illustrates the distribution of the study sample according to the variable "Seniority at work".

Seniority at work	Number	Percentage
Less than 5 years	03	09.37 %
From 5 to 15 years	21	65.2 %
From 16 to 25 years	08	25 %
More than 25 years	00	00 %
Total	32	100 %

Source: Prepared by the researchers based on the results from SPSS.

Fig. 6. Representation of the study sample according to the variable of work seniority.



Source: Prepared by the researchers based on the results from SPSS.

Upon observing Table No. (11) and Figure (06), it becomes apparent to us that the category with seniority ranging from 5 to 1 year is the most represented in the study sample, ranking first with a count of 21 employees, constituting 65.62%. In the second position, we find the category with work experience ranging from 16 to 25 years, with a count of 8 individuals, representing 25%. However, the third position was occupied by the category with work experience of less than 5 years, with a count of 3 individuals, representing 9.37%. This can be attributed to two factors: firstly, the predominance of young individuals in the study sample, and secondly, the separation that occurred in the postal and telecommunications sector in 2003, resulting in the establishment of this youthful directorate.

**IX. Study Results**

**1. Presentation and Analysis of the Results of the First Hypothesis**

To determine the degree of agreement, three categories were identified based on the following equation:

$$\text{Category Length} = (\text{Upper Limit} - \text{Lower Limit}) / \text{Number of Levels} = (5-1) / 3 = 1.33$$

Thus, we have:

**Table 12.** Estimation Scale for Assessing Organizational Health Level Using Arithmetic Mean

Division of the Mean Range	Level	The range = 5 - 1 = 4 Length of each category = 4/3 = 1.33
From 1 to 2.33	Low	
From 2.34 to 3.67	Medium	
From 3.68 to 5	High	

**Source:** Prepared by the researchers

The first hypothesis statement: The level of organizational health among the employees of the Postal and Telecommunications Directorate in Béchar is average. To test the hypothesis, we calculated the mean and standard deviation for each item, then for each dimension, and finally for the overall scale.

**Table 13.** Arithmetic Means of Organizational Health Statements and Dimensions

Dimension	Statements	Arithmetic Mean	Standard Deviation	Ranking	Level
The first dimension: Leadership	Statement 01	3.1875	1.37811	2	Medium
	Statement 02	3.3438	1.00352	3	Medium
	Statement 03	3.4688	1.24394	4	Medium
	Statement 04	3.0625	1.47970	1	Medium
The entire first dimension		13.0625	4.44274	Medium	
The second dimension: Communication	Statement 05	3.5313	1.01550	4	Medium
	Statement 06	3.4687	0.94985	3	Medium
	Statement 07	3.1562	1.27278	1	Medium
	Statement 08	3.2813	1.08462	2	Medium
The entire second dimension		13.4375	3.51896	Medium	
The third dimension: Creativity	Statement 09	3.0625	3.31830	2	Medium
	Statement 10	3.2500	1.56576	4	Medium
	Statement 11	3.1875	1.61520	3	Medium
	Statement 12	2.9688	1.30716	1	Medium
The entire third dimension		12.4687	4.93169	Medium	
The fourth dimension: Problem-solving	Statement 13	2.6250	1.21150	1	High
	Statement 14	2.9375	1.47970	3	High
	Statement 15	2.6875	1.25563	2	High
	Statement 16	3.2188	1.28852	4	High
The entire fourth dimension		11.4687	4.21200	Medium	

Overall Organizational Health Scale	50.4375	15.58315	Medium
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**Source:** Prepared by the researchers

Through Table (13), it becomes evident that the level of organizational health among the employees of the Postal and Telecommunications Directorate in Béchar is average. This is reflected in the levels of the dimensions of organizational health, all of which are moderate. The lowest level was recorded in the problem-solving dimension with a mean of 11.4686 and a standard deviation of 4.21200, while the highest mean was observed in the communication dimension with an average of 13.4375 and a standard deviation of 3.51896. Additionally, all statements of the organizational health scale were moderate.

Therefore, based on the aforementioned, we can conclude that the hypothesis stating:

The level of organizational health among the employees of the Postal and Telecommunications Directorate in Béchar is average' has been confirmed.

This level can be interpreted as resulting from the organization's concerted efforts to enhance the organizational health of its employees through organizational policies, culture, and the creation of a healthy and purposeful organizational environment.

## 2.Presentation and Analysis of the Results of the Second Hypothesis:

To determine the degree of agreement, three categories were identified based on the following equation:

$$\text{Category Length} = (\text{Upper Limit} - \text{Lower Limit}) / \text{Number of Levels} = (5-1) / 3 = 1.33$$

Thus, we have:

**Table 14.** Estimation Scale for Assessing Organizational Health Level Using Arithmetic Mean

Division of the Mean Range	Level	The range = 5 - 1 = 4 Length of each category = 4/3 = 1.33
From 1 to 2.33	Low	
From 2.34 to 3.67	Medium	

**Source:** Prepared by the researchers

The Second Hypothesis: The level of organizational trust among the employees of the Directorate of Postal and Telecommunications Services in Béchar is average. To test the hypothesis, we calculated the mean and standard deviation for each statement and then for the overall scale.

**Table 15.** Arithmetic Means of Organizational Trust Statements

	Statements	Arithmetic Mean	Standard Deviation	Ranking	Level
Organizational Trust Variable	Statement 17	3,2813	1,41955	7	Medium
	Statement 18	3,1563	1,32249	5	Medium
	Statement 19	2,9688	1,14960	3	Medium
	Statement 20	3,2812	1,17045	6	Medium
	Statement 21	3,3750	1,28891	10	Medium
	Statement 22	3,3125	1,35450	8	Medium

	Statement 23	3,2813	1,19770	7	Medium
	Statement 24	3,1250	1,18458	4	Medium
	Statement 25	3,5312	1,16354	12	Medium
	Statement 26	3,3438	0,970850	9	Medium
	Statement 27	3,3125	1,22967	8	Medium
	Statement 28	3,6875	1,20315	13	Medium
	Statement 29	2,9375	1,16224	1	Medium
	Statement 30	2,9375	1,10534	1	Medium
	Statement 31	3,4687	0,915260	11	Medium
Total Measure		49,0000	12.85402	Medium	

**Source:** Prepared by the researchers

From Table No. (15), it is evident that the level of organizational trust among the employees of the Directorate of Postal and Telecommunications Services in Béchar is average, with a mean of 49.0000 and a standard deviation of 12.85402. This is indicated by the levels of the statements in the organizational trust scale, where all of them are moderate except for statement No. 28, which has a high level. The lowest mean score of 2.9375 was recorded for statements No. 29 and No. 30, while the highest mean score of 3.6875 was for statement No. 28, with a standard deviation of 1.16224.

Therefore, the hypothesis stating that the level of organizational trust among the employees of the Directorate of Postal and Telecommunications Services in Béchar is average has been confirmed. This level can be interpreted as the organization striving to gain the trust of its employees and foster trust among colleagues, supervisors, and senior management.

**3.Presentation and Analysis of the Results of the Third Hypothesis:**

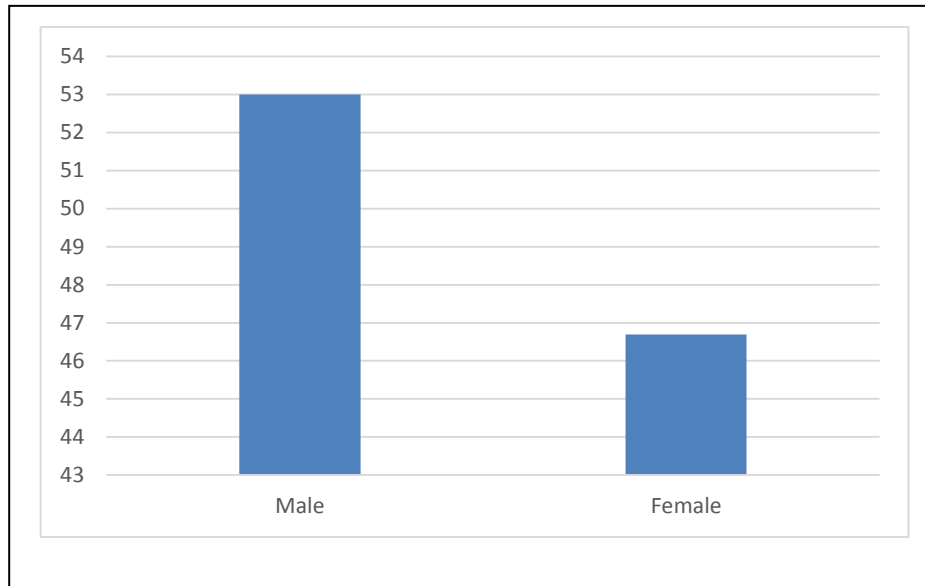
**The Hypothesis:** There are no statistically significant differences in the level of organizational communication skills at the significance level of 0.05 among the employees of the Postal and Telecommunications Directorate in Béchar attributed to the gender variable. To test the hypothesis, we calculate an independent samples T-test.

**Table 16.** T-Test for Difference in Organizational Health Means by Gender Variable

	Number	Mean	Standard Deviation	t-value	p-value	Statistical Significance
Male	19	53.0000	14.25952	1.130	0.268	Not statistically significant
Female	13	46.6923	17.22587			

**Source:** Prepared by the researchers

**Fig. 7.** Arithmetic Mean of Organizational Health for Males and Females



Source: Prepared by the researchers

Through Table (16) and Figure (07), it is evident that the mean score for organizational health among males is 53.0000 with a standard deviation of 14.25952. This mean is higher than the mean score for females, which is 46.6923 with a standard deviation of 17.22587. The calculated t-value is 1.130 with a probability value of 0.268, which is greater than the significance level (0.05). Therefore, we can conclude that there are no statistically significant differences at the 0.05 significance level between the level of organizational health among males and females.

Hence, we reject the alternative hypothesis H1 and accept the null hypothesis H0, which states: There are no statistically significant differences in the level of organizational health at the significance level of 0.05 among the employees of the Postal and Telecommunications Directorate in Béchar attributed to gender.

#### 4.Presentation and Analysis of the Results of the Fourth Hypothesis:

**The Hypothesis:** There are no statistically significant differences in the level of organizational trust at the significance level of 0.05 among the employees of the Postal and Telecommunications Directorate in Bashar attributable to gender. To test this hypothesis, we calculate an independent samples t-test.

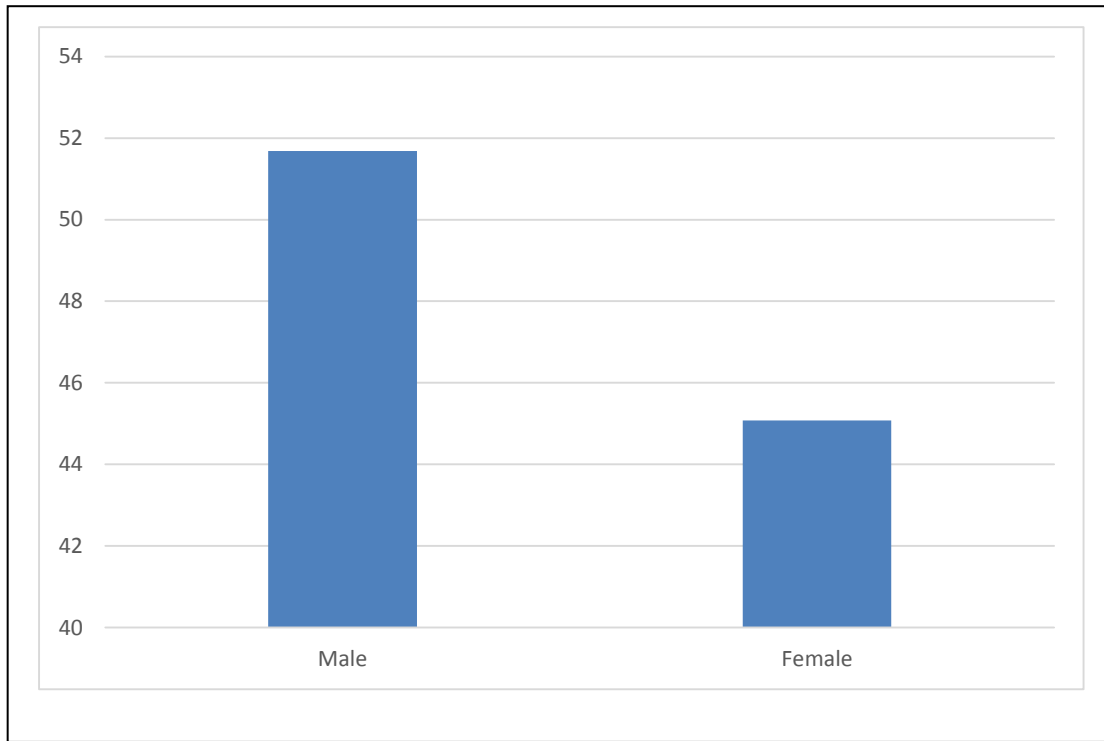
Table 17. T-Test for Difference in Organizational Trust Means by Gender Variable

	Number	Mean	Standard Deviation	t-value	p-value	Statistical Significance
Male	19	51.6842	12.12001	1.454	0.156	Not statistically significant
Female	13	45.0769	13.35703			

Source: Prepared by the researchers

Fig. 8. Arithmetic Mean of Organizational Trust for Males and Females





**Source:** Prepared by the researchers

From Table (17) and Figure (08), it is evident that the mean score for organizational trust among males is 51.6842 with a standard deviation of 12.12001. This mean is higher than the mean score for females, which is 45.0769 with a standard deviation of 13.35703. Furthermore, the calculated t-value is 1.454 with a p-value of 0.156, which is greater than the significance level (0.05). Therefore, we can conclude that there are no statistically significant differences at the 0.05 significance level in the level of organizational trust between males and females. Based on the above, we reject the alternative hypothesis (H1) and accept the null hypothesis (H0) which states: There are no statistically significant differences in the level of organizational trust at the significance level of 0.05 among the employees of the Postal and Telecommunications Directorate in Bashar attributable to gender.

**5.Presentation and Analysis of the Results of the Fifth Hypothesis:**

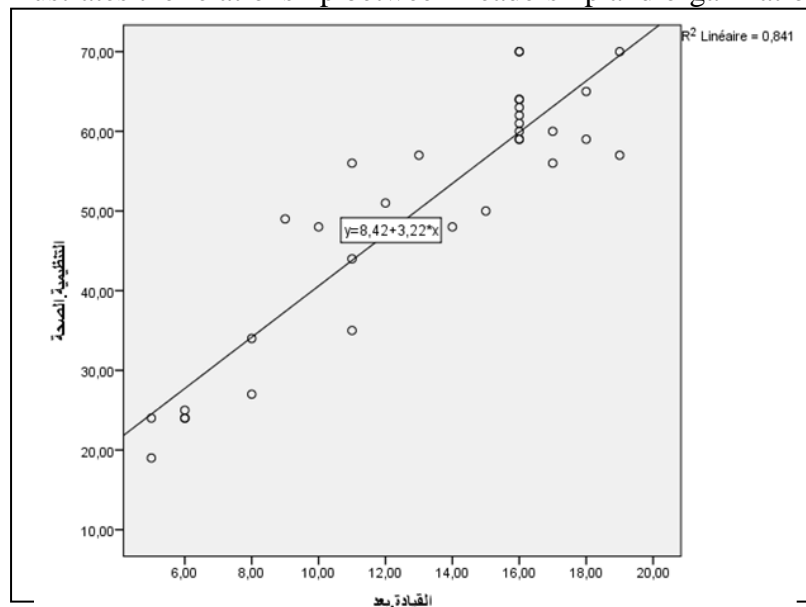
The hypothesis states that there is a statistically significant correlation between leadership effectiveness scores and organizational trust scores among the employees of the Postal and Telecommunications Directorate in Béchar. To verify the validity of this hypothesis, we calculated the Pearson correlation coefficient, as shown in the following table:

**Table 18.** Displays the Pearson correlation coefficient to determine the relationship between Leadership and organizational trust

	correlation coefficient	significance value (sig)	Level of Significance
Distributive justice	0.917**	0.000	0.01
Organizational trust			

**Source:** Prepared by the researchers based on the results from SPSS.

Fig. 9. Illustrates the relationship between Leadership and organizational trust.



Source: Prepared by the researchers based on the results from SPSS.

Through observing Table (18) and Figure (09), it is evident that the Pearson correlation coefficient value is 0.917\*\*, with a significance level of 0.01. This indicates a statistically significant strong positive correlation between leadership effectiveness and organizational trust. This suggests that as leadership increases, organizational trust among employees towards their organization also increases. Organizational trust for the employees of the Postal and Telecommunications Directorate in Béchar cannot be attained except through effective organizational leadership based on fairness and providing opportunities for participation in decision-making.

Based on the above, we accept the hypothesis stating: There is a statistically significant correlation between leadership effectiveness scores and organizational trust scores among the employees of the Postal and Telecommunications Directorate in Béchar.

## 6.Presentation and Analysis of the Results of Hypothesis Six:

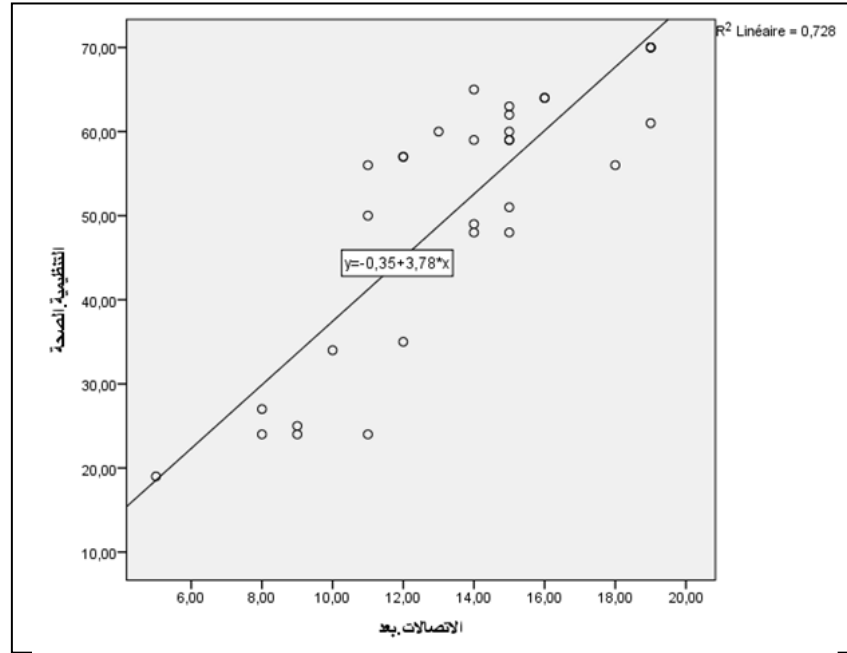
**Hypothesis:** There is a statistically significant correlation between communication skills scores and organizational trust scores among the employees of the Postal and Telecommunications Directorate in Béchar. To verify this hypothesis, we calculated the Pearson correlation coefficient, as shown in the following table.

Table 19. Displays the Pearson correlation coefficient to determine the relationship between Communication and organizational trust

	correlation coefficient	significance value (sig)	Level of Significance
Communication	0.853**	0.000	0.01
Organizational trust			

Source: Prepared by the researchers based on the results from SPSS.

**Fig. 10.** Illustrates the relationship between Communication and organizational trust



**Source:** Prepared by the researchers based on the results from SPSS.

From observing Table 19 and Figure 10, it is evident that the Pearson correlation coefficient value is 0.853\*\*, with a significance level of 0.01. This indicates statistical significance at the 0.01 level, suggesting a strong positive correlation between communication skills scores and organizational trust scores. This implies that as communication among employees of the Postal and Telecommunications Directorate in Béchar increases, their organizational trust also increases. Effective communication, whether downward, upward, or horizontal, contributes to understanding and achieving organizational goals, as well as identifying barriers to their achievement. Consequently, it enhances employees' organizational trust towards their organization, supervisors, and colleagues.

Therefore, based on the aforementioned, we accept the hypothesis stating: There is a statistically significant correlation between communication skills scores and organizational trust scores among the employees of the Postal and Telecommunications Directorate in Béchar.

**7.Presentation and Analysis of the Results of Hypothesis Seven:**

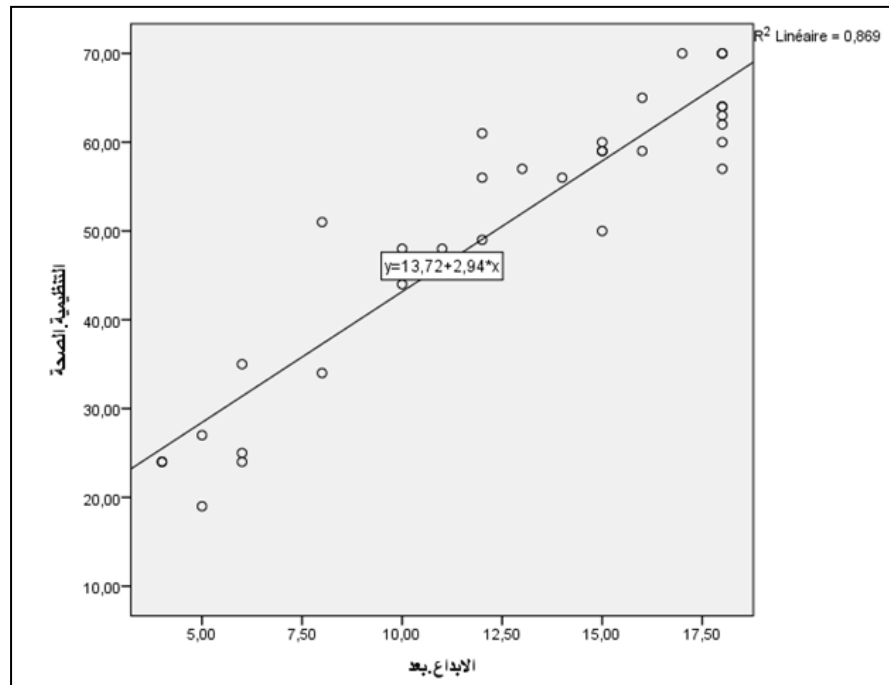
**Hypothesis:** There is a statistically significant correlation between the scores of creativity and the organizational trust levels among the employees of the Directorate of Postal, Wire, and Wireless Communications in Béchar. To verify the validity of this hypothesis, we calculated the Pearson correlation coefficient, as shown in the following table:

**Table 20.** Displays the Pearson correlation coefficient to determine the relationship between Creativity and organizational trust

	correlation coefficient	significance value (sig)	Level of Significance
Creativity	0.932**	0.000	0.01
Organizational trust			

**Source:** Prepared by the researchers based on the results from SPSS.

Fig. 11. Illustrates the relationship between Creativity and organizational trust



Source: Prepared by the researchers based on the results from SPSS.

From observing Table (20) and Figure (11), it is evident that the Pearson correlation coefficient value is 0.932\*\*, with a significance level of 0.01. This indicates a statistically significant positive correlation between creativity scores and organizational trust levels. This suggests that as employees' creativity in their work increases, their organizational trust towards their organization also increases. The creativity demonstrated by the employees of the Directorate of Postal, Wire, and Wireless Communications in Béchar in performing their tasks and responsibilities earns them increased organizational trust towards their organization, their supervisors, management, and colleagues. Based on this, we accept the hypothesis stating: There is a statistically significant correlation between creativity scores and organizational trust levels among the employees of the Directorate of Postal, Wire, and Wireless Communications in Béchar.

### 8.Presentation and Analysis of the Results of Hypothesis Eight.

**Hypothesis:** There is a statistically significant correlation between problem-solving skills and organizational trust levels among the employees of the Postal and Telecommunications Directorate in Béchar.

To verify this hypothesis, we calculated the Pearson correlation coefficient, as shown in the following table.

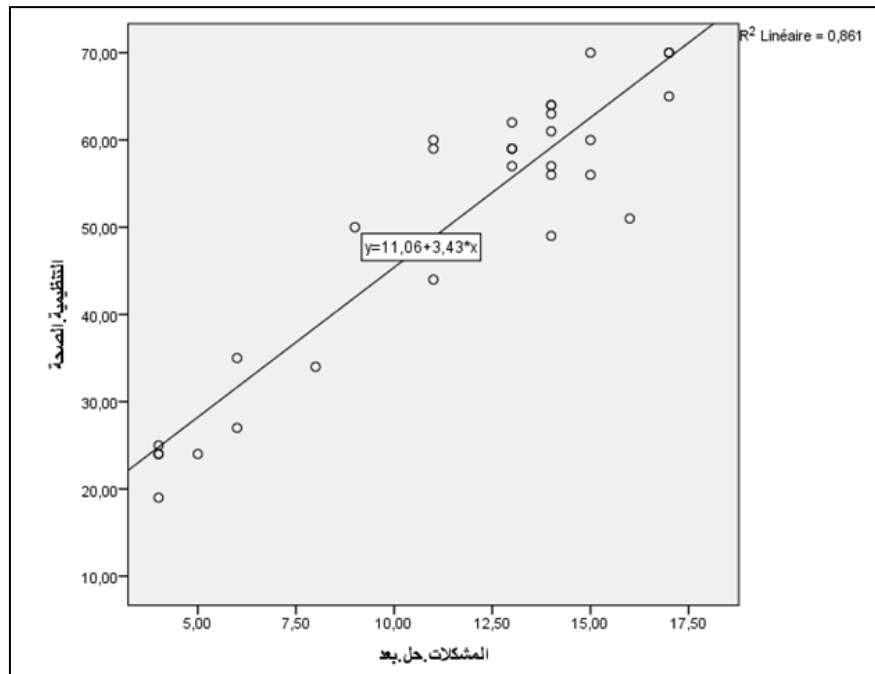
**Table 21.** Displays the Pearson correlation coefficient to determine the relationship between Problem Solving and organizational trust

	correlation coefficient	significance value (sig)	Level of Significance
Problem Solving	0.928**	0.000	0.01

Organizational trust			
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**Source:** Prepared by the researchers based on the results from SPSS.

**Fig. 12.** Illustrates the relationship between Problem Solving and organizational trust



**Source:** Prepared by the researchers based on the results from SPSS.

Upon observing Table (21) and Figure (12), it becomes evident that the Pearson correlation coefficient is 0.928\*\* with a significance level of 0.01. This indicates a statistically significant positive correlation between problem-solving skills and organizational trust levels. This suggests that as problem-solving skills increase among the employees of the Postal and Telecommunications Directorate in Béchar, their organizational trust also increases towards their organization. Problem-solving contributes to conflict resolution and facilitates effective organizational conflict management, thus enabling the achievement of organizational goals. Consequently, this enhances organizational trust among employees, as well as between employees and their supervisors, and the organization's management.

Based on the above, we accept the hypothesis stating that there is a statistically significant correlation between problem-solving skills and organizational trust levels among the employees of the Postal and Telecommunications Directorate in Béchar.

**9.General Hypothesis Presentation and Analysis:**

**Hypothesis:** Organizational health plays a role in achieving organizational trust among the employees of the Postal and Telecommunications Directorate in Béchar.

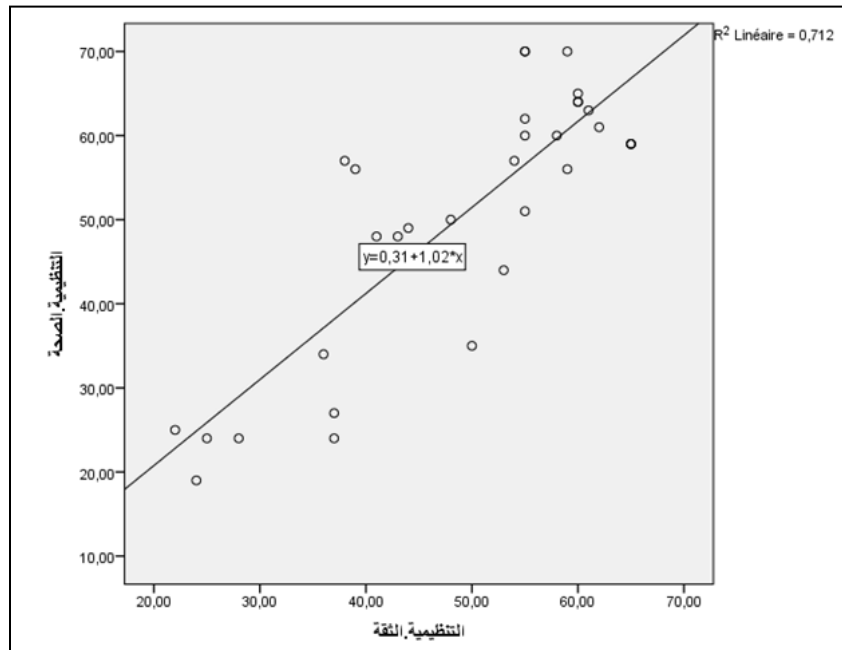
To test the validity of this hypothesis, we calculated the Pearson correlation coefficient, as illustrated in the following table:

**Table 22.** Displays the Pearson correlation coefficient to determine the relationship between Organizational health and organizational trust

	correlation coefficient	significance value (sig)	Level of Significance
Organizational health	0.844**	0.000	0.01
Organizational trust			

Source: Prepared by the researchers based on the results from SPSS.

Fig. 13. Illustrates the relationship between Organizational health and organizational trust



Source: Prepared by the researchers based on the results from SPSS.

Upon observing Table (22) and Figure (13), it is evident that the Pearson correlation coefficient is 0.844\*\* at a significance level of 0.01. This indicates a statistically significant strong positive correlation between organizational health and organizational trust.

This can be interpreted as follows: as the organizational health of the employees of the Postal and Telecommunications Directorate in Béchar increases, so does their organizational trust towards their organization. Organizational health is what motivates employees to place their trust in the leadership overseeing them, as well as in their creativity contributed to their work. Moreover, it increases their confidence in problem-solving encountered during their tasks, and in effective communication with their supervisors, managers, and colleagues, all aimed at serving both the employee and the organization equally.

Therefore, based on the above findings, we accept the hypothesis that organizational health plays a role in achieving organizational trust among the employees of the Postal and Telecommunications Directorate in Béchar.

**X.CONCLUSION:**

Therefore, based on the foregoing, it can be concluded that this study has found that organizational health is significantly correlated with organizational trust among the employees of the Postal and Telecommunications Directorate in the state of Béchar. This was demonstrated by

highlighting the relationship between dimensions of organizational health (leadership, communication, creativity, problem-solving) and organizational trust. The results indicated a statistically significant correlation (strong positive correlation) between the dimensions of organizational health and organizational trust. This can be explained by the effective role of organizational health dimensions in achieving organizational trust, meaning that as the dimensions of organizational health increase, the organizational trust among the employees of the Postal and Telecommunications Directorate in Béchar increases. This can be attributed to several factors, as outlined below:

- Effective organizational leadership leads to high levels of organizational health and trust.
- Effective organizational communication aids in understanding tasks and managing organizational conflicts, thus achieving organizational health and fostering trust among workers.
- Giving utmost importance to the creativity of workers in their field of work makes them feel organizational health and loyalty towards their organization.
- Adopting an organizational problem-solving approach that addresses impediments to the organization's smooth operation can enhance the organizational health of its employees and increase their sense of loyalty and belonging.
- The prevailing organizational culture in the organization helps in achieving organizational health and trust among its employees.

The results of our study are consistent with the findings of a study by Mihoubi Nour El Din (2020) titled "Dimensions of Organizational Health in Algerian Universities and Their Relationship to Organizational Commitment of Higher Education Professors: A Field Study on a Sample of Higher Education Professors in Algerian Universities." In his study, the researcher used a descriptive approach and employed a questionnaire as a tool to collect information applied to a sample of 203 university professors. The results of the study revealed a weak negative correlation between the dimensions of organizational health and organizational commitment among higher education professors. (Mihoubi, 2020, p. 222).

In conclusion, achieving a high level of organizational health and organizational trust within any organization requires a concerted effort focused on human resources and their care through a series of decisions that contribute to this goal. These recommendations include:

- Effective training and development of human resources lead to organizational health and trust among employees.
- Activating organizational communication based on feedback helps deliver the required information promptly to solve problems.
- Adopting a participatory leadership policy that makes employees feel a sense of belonging to the organization and enhances their organizational health and loyalty.
- Explaining the organization's strategies and objectives eliminates role ambiguity and fosters organizational health among individuals.
- Fair performance evaluation increases employees' trust in their organization.

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