

The Impact of Work-related Stress on the Corporate Social Performance: The Case of Some Algerian Public Companies in Bejaia, Tizi Ouzou and Bouira

تأثير التوتر المرتبط بالعمل على الأداء الاجتماعي للمؤسسات: حالة بعض المؤسسات العمومية الجزائرية في بجاية، تيزي وزو والبويرة

HAMMICHE Azzeddine¹, AHMED ZAID Malika²,

¹University of Bejaia (Algeria), azzeddine.hammiche@univ-bejaia.dz

²University of Tizi Ouzou (Algeria), ahmedzaid-malika@ummto.dz

Received: 17/02/2024

Accepted: 25/05/2024

Published: 30/06/2024

Abstract:

This article explores the connection between workplace stress and the social performance of specific public companies in three Algerian provinces, namely: Bejaia, Tizi Ouzou, and Bouira. The study examines the impact of occupational stress on some indicators of corporate social performance, using a sample of 1,354 workers from 31 companies. The variables studied in this research work are those likely to reflect the social performance of companies, and include the perception of well-being at work, social climate, employees' commitment to the projects in their company, their satisfaction with working conditions and their degree of attachment to their company. The main objective is to assess the negative impact of workplace stress on these different variables. The study's results highlight the negative impact of stress on employees' health and overall business performance, emphasizing the significance of stress management for enhancing social performance.

Keywords: Public companies; social climate; social performance; workplace stress; employees' commitment

JEL Classification Cods: I12, I19, J21

ملخص:

يستكشف هذا المقال العلاقة بين التوتر في مكان العمل والأداء الاجتماعي لشركات عمومية في ثلاث ولايات جزائرية هي بجاية، تيزي وزو والبويرة. وتبحث الدراسة في تأثير التوتر المهني على بعض مؤشرات الأداء الاجتماعي للشركات، وذلك باستخدام عينة مكونة من 1354 عامل من 31 شركة. المتغيرات التي تمت دراستها في هذا العمل البحثي هي تلك التي من المحتمل أن تعكس الأداء الاجتماعي للشركات، وتشمل إدراك الرفاهية والمناخ الاجتماعي في العمل، والتزام العمال بمشاريع شركاتهم، ورضاهم عن ظروف العمل، ودرجة ارتباطهم بشركاتهم. الهدف الرئيسي هو تقييم الأثر السلبي للتوتر في مكان العمل على هذه المتغيرات المختلفة. تؤكد نتائج الدراسة على الآثار السلبية المترتبة عن التوتر على صحة الموظفين والأداء العام للشركة، مع التأكيد على أهمية إدارة التوتر لتعزيز الأداء الاجتماعي.

كلمات مفتاحية: الشركات العامة؛ المناخ الاجتماعي؛ الأداء الاجتماعي؛ التوتر في مكان العمل؛ التزام العمال.

تصنيفات JEL: J21، I19، I12

Corresponding author: HAMMICHE Azzeddine, e-mail: azzeddine.hammiche@univ-bejaia.dz

INTRODUCTION

As awareness grows of the crucial impact of social performance on corporate sustainability and competitiveness, managers are turning their attention to this aspect as an essential pillar of their business. However, the realization of this ambitious social performance faces a series of challenges, among which health problems resulting from unfavorable working conditions occupy a predominant place. Workers who work in environments that are potentially harmful to their physical and mental health inevitably suffer a significant decline in their well-being at work. Among the many challenges characterizing the professional world, stress at work emerges as one of the most widespread health problems among employees. This intrinsic connection between working conditions, employees' mental health and social performance underlines the imperative for proactive management. By making this a priority, companies can aspire to boost their overall performance, creating a virtuous circle in which employees' well-being contributes positively to the achievement of the social and economic objectives of the company.

The aim of this study is to shed light on the repercussions of work-related stress on social performance, through a survey carried out in public companies in Algerian cities namely: Bejaia, Tizi Ouzou and Bouira. In a context where social performance is becoming increasingly important for the competitiveness of companies in Algeria, this research work aims to better understand how stress at work affects this social performance in the companies making up our study sample. It has become imperative to analyze in detail the various factors impacting social performance, with a particular focus on occupational stress. The central issue of this study lies in the way in which stress at work can alter some items that may reflect social performance and in particular the well-being of workers, the social climate within the company, the commitment of employees to the projects in their company, their satisfaction with working conditions and the degree of their attachment to the company. Hence, the current research work seeks to answer the following research question: How does stress at work affect the social performance of companies in the specific context of public companies in Algeria?

The underlying hypotheses assume that high levels of stress at work are associated with a deterioration in corporate social performance by significantly affecting the above-mentioned indicators, notably employees' well-being. Conversely, effective stress management could help to improve employee's well-being and consequently, enhance corporate social performance. To explore these issues, we adopted an empirical approach by conducting a field survey of 1,354 workers at 31 public companies spread over a six-month period between the last quarter of 2022 and the first quarter of 2023. The study was based on a questionnaire inspired by specialist work and validated by experts. The objectives include the analysis of well-being, social climate, commitment, satisfaction at work and attachment to the company. The study also explores work-related stress, its triggers such as workload and its negative consequences on social performance highlighting its impact on these indicators.

1-Corporate Social Performance and its Models

In what follows, we will first give some definitions of Corporate Social Performance and the main indicators used to assess it. We will then present the reference models that have dealt this concept.

1-1- Corporate Social Performance (CSP)

Corporate Social Performance (CSP) is a multidimensional concept defined by several theoretical models. In his model (CARROLL, 1979) characterizes it as the interaction of three dimensions: corporate social responsibility (CSR) principles, the way these principles are applied (social responsiveness) and societal values. Wood in 1991 described it as a configuration of social principles, social responsiveness and observable policies affecting the company-society social relationship. Clarkson proposes a definition focused on the ability to manage and satisfy the company's stakeholders (TAJI & others, 2020). Several indicators reflect ESP, including well-being at work, social climate and employee commitment. Well-being at work, linked to employees' satisfaction, fosters a positive state of mind and greater efficiency, measurable by indices such as the Index of Well-being at Work (BAGGIO & SUTTER, 2013, p. 8). The social climate, influenced by perceptions of governance, management and relations within the company, contributes to a positive image of the PES. High employees' commitment is a good sign of satisfaction at work and well-being, playing an important role in improving not only social performance but also the company's economic and financial performance. Conversely, high levels of disengagement can lead to substantial financial losses, as illustrated by studies such as the one by APICIL and Mozart Consulting in 2020. These elements are interconnected and contribute to forging a positive image of the company, thus impacting its success both socially and financially.

1-2- Reference Models for Corporate Social Performance

Carroll's three-dimensional model (1979) is the origin of research into Corporate Social Performance. It articulates social responsibility around economic, legal, ethical and discretionary dimensions, requiring the application of these principles in response to societal expectations. Wartick and Cochran (1985) adapt Carroll's model, emphasizing socially defined responsibilities. Their model commits companies to analyzing change, determining reactive approaches and implementing appropriate responses to societal problems (W & C, 1985, p. 758). Wood proposes a more comprehensive model, integrating the principles of social responsibility, sensitivity processes and the results of societal policies. It seeks to operationalize the concept of social performance by incorporating measurable dimensions, offering a more comprehensive perspective (WOOD, 1991, p. 691).

Clarkson focuses on stakeholder management, emphasizing that social performance is a company's ability to manage its stakeholders to their satisfaction. His model, presented in 1995, focuses more on results than processes, emphasizing the importance of stakeholder relations. These collective models suggest that social performance goes beyond ethical actions; it also incorporates stakeholder satisfaction and tangible results, offering perspectives for guiding companies towards more socially responsible practices.

2- The Negative Impact of Stress

Stress is a real public health problem as the number of people suffering from it continues to rise. The workplace is all the more affected by this phenomenon which has a major impact on the well-being of workers and therefore on the social performance of companies.

2-1- Stress at Work

Stress at work has become a widespread problem in the workplace prompting major concern among health authorities (OIT, 2016). The World Health Organization (OMS, 2004) defines occupational stress as *"the set of reactions of employees faced with work demands and pressures that exceed their knowledge and abilities, calling into question their ability to cope"*. Risk factors for occupational stress according to (IRSST, 2003) include quantitative/qualitative work overload, non-recognition of work, difficult interpersonal relations, lack of participation in decision-making, lack of information flow, time constraints and work schedules. Transient symptoms include physical, emotional, intellectual and behavioral manifestations. In cases of chronic stress, more or less reversible pathologies can develop, such as metabolic syndromes, cardiovascular disease, musculoskeletal disorders, anxiety and depression (INRS, 2020, p. 8). The consequences of stress for the company, according to the (CREG, 2008) include frequent absenteeism, lower productivity, a high turnover rate, an increase in work-related accidents due to lack of concentration, an increase in employees' complaints and a deterioration in the image of the company.

2-2- Impact of Stress on Workers' Well-being and Corporate Social Performance

Stress in the workplace can have a significant impact on corporate social performance. Firstly, it can lead to reduced employees' commitment, with employees less inclined to invest fully in their responsibilities. A low level of commitment can compromise not only employees' productivity but also the quality of their contribution to the social performance of the company. At the same time, stress among workers is often associated with a decline in their performance, as stressed employees may find it difficult to maintain concentration, make relevant decisions and achieve optimum levels of performance. Another aspect to consider is the increase in absenteeism. Employees under stress tend to take more medical leave, which can disrupt project continuity and negatively influence stakeholders' satisfaction. Stress can also contribute to the creation of an unfavorable social climate within the company, leading to strained interpersonal relations and the emergence of conflicts among employees. Moreover, stress at work can significantly affect employees' satisfaction. Stressed workers have reduced satisfaction at work which can compromise their contribution to corporate culture, community involvement and other aspects of corporate social responsibility (GIAUQUE and others, 2013, p. 123). Finally, chronic stress can lead to mental health problems such as anxiety and depression. These problems can influence employees' overall mental health, impacting their social interactions at work and consequently, their contribution to the social performance of the company.

3- Survey Presentation and Objective

With the aim of assessing the social performance of 1354 workers from 31 public companies in three Algerian provinces: Bejaia, Tizi Ouzou and Bouira, a cross-sectional descriptive and analytical study was carried out. The field survey was carried out through a questionnaire administered to workers in these companies. The questionnaire was based largely on the work of the "APICIL" group, "MOZART consulting" and "MARS-LAB" laboratories and firms specializing in corporate social performance; it was validated by experts in occupational medicine and health economics.

Data collection took place over a six-month period, from the last quarter of 2022 to the first quarter of 2023. A total of 1,354 usable questionnaires were collected, and the coded responses were analyzed using SPSS version 20 software. The objectives of this survey were varied. Firstly, it aimed to assess the social performance of state-owned companies in the three provinces, based on indicators such as workers' perceived well-being, the social climate at work, workers' commitment to the projects in their company, their satisfaction with working conditions and their attachment to their companies. At the same time, the study sought to identify the level of work-related stress perceived by the workers in our sample. Potential triggers were explored, including workload, work system and multitasking. Finally, the aim was to determine the negative consequences of work-related stress on the social performance of the companies studied. This involved an analysis of the impacts on the indicators mentioned above, highlighting the detrimental effects of work-related stress in these organizational contexts.

4- Results and Discussion

The results of our survey revealed several significant trends in social performance. Key indicators such as workers' perceived well-being, the social climate at work, workers' commitment in the projects of their companies, their satisfaction with working conditions and their attachment to their companies were assessed.

4-1-Social Performance of Surveyed Companies

Table (1): Perception of Well-being at Work

Well-being at work	workforce	Percentage
Very good	114	8,4 %
Quite good	309	22,8 %
Just average	690	51 %
Bad	183	13,5 %
Very bad	58	4,3%
Total	1354	100 %

Source: Table based on data from our survey conducted in the last quarter of 2022 and the first quarter of 2023.

An in-depth analysis of Table 1 reveals a significant distribution of employees' perceptions of well-being at work within their respective companies. More specifically, a majority of respondents representing 51% or 690 employees, rated well-being at work as "just average". In parallel, 114 individuals or 8.4% expressed a positive perception by declaring well-

The Impact of Work-related Stress on Corporate Social Performance: The Case of Some Algerian Public Companies in Bejaia, Tizi Ouzou and Bouira

being to be "very good", while 309 respondents, equivalent to 22.8%, judged well-being to be "quite good". Crucially, however, a significant proportion of participants, 183 employees (13.5%), described well-being in their companies as "bad". In addition, 58 people (4.3%) rated well-being as "very bad". These results lead us to say that the well-being at work perceived by the workers surveyed is far from satisfactory. Moreover, these results highlight the importance of considering individualized approaches to improving well-being within companies, focusing on aspects specifically identified as problematic by workers.

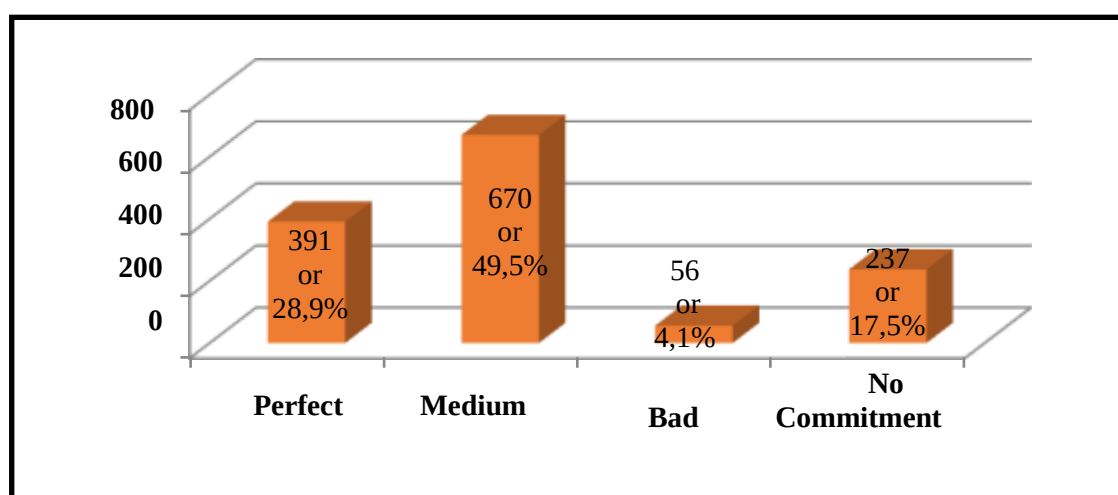
These findings provide an insight into the implementation of targeted interventions aimed at improving well-being at work and, by extension, strengthening the social performance of the companies concerned.

Table (2): Perception of Social Climate at Work

Social climate at work	workforce	Percentage
Very good	131	9,7 %
Quite good	324	23,9 %
Just average	676	49,9 %
Bad	161	11,9 %
Very bad	62	4,6%
Total	1354	100 %

Source: Table based on data from our survey conducted in the last quarter of 2022 and the first quarter of 2023.

When it comes to assessing the work climate in our study, we find that perceptions vary among participants. Nearly half the sample, or 49.9% of workers surveyed (676 individuals), consider the work climate to be "just average" overall. This suggests neutrality or a mixed assessment of the quality of the working environment. 23.9% of respondents, or 324 workers, rated the working climate as "quite good". On the other hand, a significant minority, representing only 9.7% of respondents (131 workers) felt that their company enjoyed a "very good" working climate. These workers denote a very positive assessment of the working environment, suggesting conditions conducive to employees' productivity, satisfaction and well-being. Thus, these nuances in perceptions of the working climate within the sample underline the multitude of employees' experiences and highlight specific aspects to be considered for improving the quality of the working environment within the framework of our analysis.

Fig (1): Employees' Commitment to the Projects in Their Company

Source: Figure based on our survey data for the last quarter of 2022 and the first quarter of 2023.

An in-depth analysis of Figure 1 reveals significant nuances regarding the commitment of the workers who took part in our survey to projects within their respective companies. A major observation is that almost half of these workers, or 49.5% of the total (670 employees), rate their involvement as "medium". On the other hand, a significant portion of respondents, representing 28.9% of the group (391 people) expressed high satisfaction with their involvement to the projects of the company. These workers thus demonstrate a positive and enthusiastic commitment to the objectives and future projects of their professional environment. However, a significant proportion 17.5% of workers surveyed (237 individuals) said they felt no commitment to the future aspirations of their company. This finding highlights a diversity of attitudes within the workforce, ranging from enthusiasm to disaffection with organizational initiatives. A notable aspect of this analysis lies in the fact that 4.1% of workers, i.e. 56 employees, consider their commitment to be of inferior quality, or even "bad". These results reveal feelings of dissatisfaction or disengagement among a minority group of workers, highlighting the need to further explore the factors that may influence this negative perception of professional commitment. To this end, this diversity of opinions supports the complexity of organizational dynamics and the variability of workers' attitudes towards their involvement in corporate projects.

Table (3): Satisfaction with Working Conditions

		Workforce	Percentage
Satisfaction with working conditions	Yes	514	38 %
	No	840	62 %
	Total	1354	100 %

Source: Table based on data from our survey conducted in the last quarter of 2022 and the first quarter of 2023.

The results of our survey show that a significant 62% of participants, i.e. 840 employees,

The Impact of Work-related Stress on Corporate Social Performance: The Case of Some Algerian Public Companies in Bejaia, Tizi Ouzou and Bouira

expressed dissatisfaction with working conditions within their respective companies. This high percentage reveals the unfavorable conditions in which the majority of workers carry out their activities within public companies in Algeria. Among the main concerns raised by most employees are the lack of professional resources, including work tools and safety devices, as well as the deterioration of work premises, with some even working in offices set up in trailers. This finding underlines the need for intervention by the public authorities to improve working conditions, as these are of crucial importance to the social performance of companies. The Algerian government is therefore called upon to make a greater effort to address these shortcomings by helping public companies to equip themselves with the necessary work equipment and make their workplaces more comfortable.

Table (4): Workers' Attachment to Their Company

		Workforce	Percentage
Workers' attachment to the company	Yes	1012	74,7 %
	No	342	25,3 %
	Total	1354	100 %

Source: Table based on data from our survey conducted in the last quarter of 2022 and the first quarter of 2023.

The index of employees' attachment to their company measured by their inclination to stay with it, reaches a significant level representing 74.7% of the workforce. This propensity confirms that the majority of workers within the companies studied show a marked preference for professional stability and show little interest in leaving their company. Although this inclination may seem contradictory to the results presented in Table 3, our analysis shows that this attitude does not necessarily stem from intrinsic job satisfaction, but rather from a variety of reasons. It appears that, for some individuals, the reluctance to change company stems from potential difficulties in obtaining another job. This underscores the challenges some workers may face on the job market, contributing to a preference for continuity with their current employer.

On the other hand, other employees may express this strong attachment because of the imminent approach of retirement age, inducing a preference for professional stability rather than undertaking a transition to a new company at this stage of their career. Thus, understanding these nuances offers a deeper insight into the complex dynamics that influence workers' propensity to remain loyal to their current employer.

4-2-Workplace Stress in the Companies Surveyed

Table (5): Perception of Stress Among Surveyed Workers

Stress at work	Workforce	Percentage
Never	192	14,2 %
Sometimes	870	64,3 %
Often	213	15,7 %
Always	79	5,8 %
Total	1354	100 %

Source: Table based on data from our survey conducted in the last quarter of 2022 and the first quarter of 2023.

Analyzing the data in Table 5, it is clear that 85.8% of workers, representing 1162 individuals, report varying levels of stress at work. The majority, 64.3%, report having experienced stress "*sometimes*" in the course of their duties, while 15.7% admit to being "*often*" confronted with work-related stress. What's more, 5.8% of workers admitted to being "*always*" subjected to stress levels in their professional environment. These data lead us to say that working conditions within the public companies subject to our study do not seem to meet expectations creating a stressful climate for a significant proportion of workers. This finding raises crucial questions about the factors underlying this situation, inviting us to explore the specific dynamics within these organizations that may contribute to the widespread experience of stress among employees.

Table (6): Perceived Signs of Stress Among Stressed Workers

Signs of stress at work	YES		NO		NEANT		TOTAL	
	No.	%	No.	%	No.	%	No.	%
Not feeling like going to work	382	32,87 %	775	66,7%	5	0,43%	1162	100%
Fear of not being up to the task	254	21,86	903	77,71 %	5	0,43%	1162	100%
Feeling under constant pressure at work	675	58,09 %	482	41,48 %	5	0,43%	1162	100%
Feeling uncomfortable at work	441	37,95 %	716	61,62 %	5	0,43%	1162	100%

Source: Table based on data from our survey conducted in the last quarter of 2022 and the first quarter of 2023.

An analysis of Table 6 reveals that the most common sign of work-related stress mentioned by the workers surveyed was the constant pressure they felt at work, reaching a rate of 58.09% (observed among 675 workers). Nevertheless, 37.95% of workers, i.e. 441 individuals, expressed feeling uncomfortable in their work, while 32.87%, i.e. 382 workers admitted that they do not want to go to work because of stress. It is important to note that the emergence of stress among employees is associated with various situations likely to trigger a state of stress; these situations occurring at varying frequencies.

In this respect, Table 7 will be presented later to examine in greater detail the frequencies of some of these stressful situations among the workers surveyed. This approach will shed

The Impact of Work-related Stress on Corporate Social Performance: The Case of Some Algerian Public Companies in Bejaia, Tizi Ouzou and Bouira

further light on the specific circumstances that contribute to the experience of stress within this occupational sample.

Table (7): Frequencies of Situations Likely to Create a State of Stress Among Workers

Situations likely to create stress	Frequencies				
	<i>Never</i>	<i>Sometimes</i>	<i>Often</i>	<i>Always</i>	<i>Total</i>
I'm asked to do an excessive amount of work in a short time	210 (15,5%)	774 (57,2%)	280 (20,7%)	90 (06,6%)	1 354 (100%)
I feel that my responsibilities at work continues to increase	278 (20,5%)	621 (45,9%)	343 (25,3%)	112 (08,3%)	1 354 (100%)
I have a feeling that I might lose my job at the slightest mistake	1 016 (75%)	216 (16%)	66 (04,9%)	56 (04,1%)	1 354 (100%)
I receive my salary at the same date of each month	315 (23,3%)	234 (17,3%)	413 (30,5%)	392 (29%)	1 354 (100%)

Source: Table based on data from our survey conducted in the last quarter of 2022 and the first quarter of 2023.

From the data presented in Table 7, it emerges that 57.2% of workers surveyed indicated that they are sometimes asked to complete an excessive amount of work within tight deadlines, while 20.7% admitted that this happens frequently which could create a context conducive to stress at work. Similarly, 45.9% of respondents said they sometimes feel that their job responsibilities are constantly increasing and 25.3% admitted that they frequently feel this pressure. As for the fear of losing their job if they make a mistake, the majority of respondents (75%) said they never feel this way, while 16% said they feel it sometimes. Receiving wages on a fixed date each month is particularly important for workers, given that purchasing power is low for the majority of them. In our sample, 30.5% said they often receive their wages on the same date each month, and 29% said their wages are always paid on the same date. However, this regularity is absent for 23.3% of respondents who admitted that they never receive their wages on a regular and consistent basis. This variation in financial stability may contribute to workers' emotional instability.

4-3-The Effects of Stress at Work on Corporate Social Performance

Table (8): Stress and Assessment of the Well-being at Work in the Company

		Assessment of the well-being at work in the company					Total
		Very good	Quite good	Just average	Bad	Very bad	
Stress at work	Never	42	55	74	20	1	192
	Sometimes	66	218	485	78	23	870
	Often	4	29	102	54	24	213
	Always	2	7	29	31	10	79
Total		114	309	690	183	58	1354

Source: Table based on data from our survey conducted in the last quarter of 2022 and the first quarter of 2023.

The results of our survey offer an enlightening insight into the complex relationship between well-being at work and the phenomenon of stress among workers in the companies examined. Among the 690 stakeholders who rated their well-being at work as merely average, a worrying trend emerges: over 70% of them, or 485 employees, reported occasionally experiencing stress as part of their job duties. To take this analysis a step further, among these 690 workers, 102 expressed a high frequency of stress, emphasizing that they were often confronted with this pressure in the professional context. A group of 29 individuals revealed anear-constant experience of stress at work.

These observations clearly underline the prevalence of stress among employees whose well-being at work is considered average. Analyzing further, among the 79 workers who claimed to feel stress all the time at work, 31 rated their well-being as bad, while 10 described this condition as very bad. These figures suggest a significant link between the level of perceived stress and the deterioration of well-being at work. Interestingly, among those who said they never felt stress at work, only one individual resolved his well-being as very poor and 20 workers qualified this condition as bad.

This observation highlights the complexity of the relationship between stress and well-beingat work, indicating that even among those who consider themselves stress-free, mixed evaluations of well-being persist. Overall, the data in Table 8 significantly consolidate the idea that stress at work exerts detrimental effects on workers' perceptions of well-being. These findings underline the crucial importance of limiting the major sources of stress within companies to foster a healthier and more productive working environment.

Table (9): Stress and Assessment of the Work Climate in the Company

		Assessment of the work climate in the company					Total
		Very good	Quite good	Just average	Bad	Very bad	
Stress at work	Never	45	54	73	15	5	192
	Sometimes	79	238	441	94	18	870
	Often	7	28	118	33	27	213
	Always	0	4	44	19	12	79
Total		131	324	676	161	62	1354

Source: Table based on data from our survey conducted in the last quarter of 2022 and the first quarter of 2023.

Analysis of the survey results on the correlation between work-related stress and workers' assessment of the social climate in their company reveals a striking similarity with the data on well- being at work presented in Table 8. Indeed, we note that the majority of workers surveyed assessed the social climate in their company as "just average". In addition, most of them (441 cases) stated that they had "sometimes" felt stress while doing their work, while 118 respondents admitted to often feeling stress at work and 44 employees were always stressed.

On the other hand, among the 131 employees who rated the working climate in their company as "very good", most of them never report stress at work or are only sometimes stressed. Taken together, this observation suggests that stress at work exerts a negative impact

The Impact of Work-related Stress on Corporate Social Performance: The Case of Some Algerian Public Companies in Bejaia, Tizi Ouzou and Bouira

on the perception of the social climate within the companies examined in our survey. These results support the importance of an approach to human resource management, highlighting the complex relationship among employees' well-being, stress at work and the quality of the social climate. Once these connections are known, it can guide efforts to improve employees' satisfaction and promote a healthy work environment.

Table (10): Stress and Commitment to the Projects of the Company

		Commitment to the projects of the company				Total
		Perfect	Medium	Bad	No commitment	
Stress at work	Never	64	91	5	32	192
	Sometimes	242	452	30	146	870
	Often	65	103	16	29	213
	Always	20	24	5	30	79
Total		391	670	56	237	1354

Source: Table based on data from our survey conducted in the last quarter of 2022 and the first quarter of 2023.

Analysis of Table 10 reveals a significant correlation between employees' level of commitment to their company and their propensity for stress at work. Among those who declared their level of commitment to be just "medium" (the most frequent assessment), the majority admitted they experience stress at work, whether sometimes (452 cases), often (103 cases), or even always (24 cases). A similar trend was observed among those who claimed to feel no commitment to the projects in their company, where most of them were affected by a state of work-related stress, presenting varying degrees. Overall, the result is that the workers' commitment within the public companies included in our survey does not appear to be satisfactory, with only 391 employees declaring perfect commitment, representing a rate of just 28.8%. It should be noted that the high rate of work-related stress recorded in these companies appears to be one of the major explanatory factors for this commitment deficit, contributing to total disengagement among some employees and limited involvement among most workers. These findings underline the crucial importance of understanding and addressing workplace stress issues to foster a work environment conducive to employees' engagement and satisfaction.

Table (11): Stress and Satisfaction With Working Conditions in the Company

		Satisfaction with working conditions		Total
		Yes	No	
Stress at work	Never	163	29	192
	Sometimes	239	631	870
	Often	79	134	213
	Always	33	46	79
Total		514	840	1354

Source: Table based on data from our survey conducted in the last quarter of 2022 and the first quarter of 2023

From the data in Table 11, it is clear that there is a strong link between the state of stress at work and the level of satisfaction with working conditions within the company. Among the 192 employees who said they never felt stress at work, only 29 said they were not satisfied with working conditions. Of those who are sometimes stressed, 631 (72.5%) admitted to being dissatisfied with working conditions. Similarly, among those who are often stressed, 134 workers representing 62.9% reported dissatisfaction. For those who are always stressed, 46 workers or 58.2% also expressed dissatisfaction with working conditions. These findings demonstrate the significant correlation between job stress and employees' satisfaction with their working environment. These results highlight the importance of improving working conditions to reduce stress levels and promote employees' satisfaction within the company.

Table (12): Stress and Attachment to the Company

		Attachment to the company		Total
		Yes	No	
Stress at work	Never	148	44	192
	Sometimes	694	176	870
	Often	124	89	213
	Always	46	33	79
Total		1012	342	1354

Source: Table based on data from our survey conducted in the last quarter of 2022 and the first quarter of 2023.

After examining Table 12, it appears that, overall the level of attachment of workers to their company does not seem to be significantly influenced by the level of perceived stress, given that the majority of them (i.e. 1012 individuals representing a rate of 74.7%) express their intention to continue working within their company. It is important to note that this attitude does not necessarily confirm a real attachment of employees to their companies, as previously highlighted, because this opinion is influenced by factors other than stress at work. Our study revealed that most workers wishing to continue working within their company justified this because of the difficulty of securing another position in another company. In addition, approaching retirement age was also mentioned as a reason for this intention to persevere with the company, particularly among several employees. These results reveal the complexity of the motivation underlying the desire to continue working for the company, going beyond a simple feeling of stress at work.

Conclusion

The study reveals conclusively that stress at work is a worrying and widespread problem that causes significant concern within the companies being examined. The consequences of this stress are not only limited to the individual health of workers, with sometimes irreversible implications, but also extend to the overall performance of companies.

The breakdown of workers' perceptions of well-being at work reveals a marked diversity, underlining the importance of individualized approaches to improving well-being within companies. In addition, assessments of work climate and employees' commitment reveal significant variability reflecting the complexity of organizational dynamics.

The Impact of Work-related Stress on Corporate Social Performance: The Case of Some Algerian Public Companies in Bejaia, Tizi Ouzou and Bouira

On the other hand, workers' satisfaction with working conditions shows pronounced dissatisfaction, particularly linked to issues such as lack of professional resources and deteriorating work premises. The hypotheses formulated suggest that high levels of stress at work are linked to a deterioration in employees' well-being, thus leading to a decline in corporate social performance. On the other hand, it is argued that effective stress management could play a role in improving workers' well-being and consequently in enhancing corporate social performance. The workplace stress survey reveals an alarming reality with a high rate of workers reporting varying levels of stress. The most commonly mentioned triggers include constant pressure, discomfort at work, and reluctance to go to work due to stress. The effects of stress on social performance are also evident with significant links between workplace stress and deterioration in employees' well-being, social climate, commitment, satisfaction and attachment to the company. These results highlight the urgent need to limit sources of stress at work in order to foster a healthier working environment and improve the social performance of the companies studied. Finally, these findings support the need for concerted action to create working conditions conducive to employees' well-being and sustainable social performance.

Bibliography List:

1. BAGGIO, S., SUTTER, P., 2013, La performance sociale au travail. Livre blanc, réalisé par le laboratoire Mars-Lab, (France).
2. CARROLL, Archie B., 1979, A three-dimensional conceptual model of corporate social performance, *Academy of Management Review*, N° 4, PP. 497-505, Georgia (USA).
3. CREG. (2008). les conditions de travail : le stress dans les organisations p. 6, (France).
4. GIAUQUE, D., RESENTERRA, F., SIGGEN, M., 2013, Stress et satisfaction au travail des cadres intermédiaires dans les hôpitaux de Suisse romande dans un contexte de réformes, association de GRH, pp. 123-155, (France).
5. Groupe APICIL et Mozart consulting, 2017, L'indice de bien-être au travail (IBET), Regards d'experts, p. 6, (France).
6. HAMIMDAT, Salah, BOUALI, Raouf, 2022, The impact of job involvement on organizational citizenship behavior among workers in the Algerian Qatari Steel Company in Jijel, *Journal of Economic Integration*, N° 3 (10), PP. 415-433, adrar (Algérie), <https://www.asjp.cerist.dz/en/article/203353>
7. INRS, 2020, Stress au travail, p 8, www.inrs.fr, date of consultation (12/08/2023).
8. IRSST, 2003, La santé psychologique au travail , fascicule 2, p. 4-11, Québec (Canada).
9. OIT, 2016, Stress au travail, un défi collectif. 1. Journée mondiale de la sécurité et de la santé au travail, 28 avril 2016.
10. OMS, 2004, Organisation du travail et stress , série protection de la santé des travailleurs N°3. www.who.int, date of consultation (04/09/2023).
11. TAJI, H., RADI, B., ABAOUBIDA, M., 2020, Impact de la performance sociale de l'entreprise sur la performance financière: cas des sociétés cotés à la bourse des valeurs de Casablanca. *Revue "Repères et Perspectives Economiques"* , p. 144, (Moroco).
12. WATRICK, S., COCHRAN, P. L., 1985, The Evolution of the Corporate Social Performance Model. *Academy of Management Review* , 10 (4), pp.758-769, (USA).
13. WOOD, D. J., 1991, corporate social performance revisited. *Academy of Management Review* , 16 (4), p.691, (USA).