

Organisational Health and Its Relationship to Work Engagement A Field Study at the Social Affairs Directorate, Sonatrach Skikda Region

الصحة التنظيمية وعلاقتها بالاندماج الوظيفي دراسة ميدانية بمديرية الشؤون الاجتماعية ناحية سونطراك سكيكدة

Broche Abdellah

20 Août 1955 University — Skikda, Algeria

Email: abdellahbroche@yahoo.fr

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ملخص :

تكتسي الصحة التنظيمية أهمية بالغة في عالم المنظمات، فهي من المفاهيم الحديثة والمهمة والتي ظهرت في بيئات العمل والتي تلعب دور حاسم في تعزيز الاندماج الوظيفي داخل المؤسسات، فقد لقيت اهتماما واسعا من قبل الباحثين والدارسين عالميا ومحليا، لكن لم يعطى لها حقه في الدراسات والبحوث الجزائرية لقلة الباحثين فيها، فالقيادة، الثقافة التنظيمية والاتصال الفعال من الأبعاد التي تساهم في تحسين الصحة التنظيمية، تكمن أهمية بحثنا في فهم كيفية تأثير الصحة التنظيمية في اندماج الموظفين داخل المنظمات

الكلمات المفتاحية: الصحة التنظيمية ، الاندماج ، الاندماج الوظيفي

Abstract:

Organisational health occupies a position of great importance in the world of organisations; it represents one of the modern, highly significant concepts that have emerged in work environments and that play a decisive role in promoting work engagement within institutions. The topic has attracted extensive attention from researchers and scholars worldwide and within Algeria, yet it has not received its due recognition in Algerian studies and research, owing to the scarcity of investigators in this field. Leadership, organisational culture, and effective communication are among the dimensions that contribute to improving organisational health. The importance of this research lies in understanding how organisational health influences the integration of employees within organisations.

Keywords: Organisational health; integration; work engagement

Introduction:

In the context of the transformations and developments characterising the present era—an era defined by distinctive challenges for organisations, demanding either adaptation or the risk of failure and extinction—meeting these changes requires attention to all organisational dimensions, whether managerial or behavioural. Organisational behaviour constitutes a pivotal axis for organisational success, and achieving this requires investment in the human element, which represents the primary driver for realising the desired vision and objectives. It is therefore essential to provide a comfortable work environment and organisational conditions that enable personnel to discharge their duties efficiently and effectively.

Accordingly, organisational health has become a goal pursued by all organisations as one of the modern management orientations that focus on the prevailing climate within organisations, encompassing both the environment and the individual. For an institution to be motivating, productive, and healthy, it must fulfil its integrated functions in a coordinated manner. The concept of organisational health has come to centre on the organisation's capacity to provide an appropriate, healthy, and problem-free work environment—one that fosters adaptation, cohesion, and integration among employees, and thereby enables human capital to be harnessed and duties to be discharged in an atmosphere of goal alignment and mutual trust. Organisational health is deeply influenced by individual behaviours: an organisation that enjoys organisational health registers low rates of morbidity, is attentive to ensuring that its members are united and accepting of one another, and is grounded in core dimensions that influence individual and group behaviour within the organisation—dimensions that contribute to determining the level and effectiveness of organisational health. These include leadership: the process through which influence is exerted over individual and group behaviour to motivate them to work towards specified objectives, enabling individuals to communicate effectively, influence others, and build strong and sustainable relationships. Its importance lies in the fact that it constitutes the driving force that directs individuals and teams towards the achievement of shared objectives. Effective leadership inspires and motivates employees, enhances their engagement and sense of belonging, and contributes to building a positive and productive work environment—ultimately leading to individual success and the flourishing of the organisation as a whole.

Organisational culture—the set of shared values, beliefs, and principles that shape the work environment and guide employee behaviour—likewise features prominently in this context. A positive culture that values employees and promotes cooperation and effective communication contributes directly to creating a healthy organisation. Organisations accordingly seek to achieve and reinforce work engagement, given its paramount importance in consolidating the contours of affective commitment, knowledge acquisition, and behavioural integration. Successful institutions rely on promoting these dimensions through the work environment. This

study represents an attempt to shed light on the variable of organisational health—a topic of great importance in the field of the sociology of organisations and work—as it is one of the concepts essential in the present day and necessary for the success and prosperity of any institution. This is embodied in practice through the existence of a positive, healthy environment that is reflected in the employee's engagement with their work, such that achieving the organisation's objectives and success becomes one of their priorities. The human relations school is considered the first school to have revealed the extent to which the human, behavioural, and social dimensions of the general workforce require attention, given their effective impact on the continuity of the organisational structure and the consequent avoidance of conflicts and disputes that could damage the efficacy of the organisation as a whole. Against this backdrop, this study seeks to answer the following central research question:

Is there a relationship between organisational health and work engagement at the Social Affairs Directorate of Sonatrach Skikda Region?

This central question gives rise to the following subsidiary questions:

- How does leadership contribute to achieving work engagement at the Social Affairs Directorate of Sonatrach Skikda Region?
- How does organisational culture influence the promotion of work engagement at the Social Affairs Directorate of Sonatrach Skikda Region?

Research Hypotheses

There is a relationship between organisational health and work engagement among the employees of the Social Affairs Directorate of Sonatrach Skikda Region.

Sub-Hypotheses

- Leadership contributes to achieving work engagement among the employees of the Social Affairs Directorate of Sonatrach Skikda Region.
- Organisational culture influences the promotion of work engagement among the employees of the Social Affairs Directorate of Sonatrach Skikda Region.

1. Key Concepts

1.1 Definition of Health

Gadamer defined health as "a state of homeostatic equilibrium continuously exposed to risk, yet towards which the human being perpetually strives by virtue of a natural impulse." (Hawwaj & Hashimi, 2006, p. 3)

1.2 Definition of Organisation

Max Weber defines the organisation as a solidarity community characterised by social relationships governed by organised rules that determine the conditions of membership; the binding order for members of the community is reinforced through the role played by certain individuals in key leadership and managerial functions, who

may be united under a specific apparatus in the form of an administrative apparatus. (Allam, 1994, pp. 31–32)

1.3 Organisational Health

Wolf defined organisational health as "organised strategies for preserving the physiological and psychological health of employees and increasing their productivity through motivation, identifying the root causes of problems, and addressing them." (Bakay & Sab, 2020, p. 59)

Vansant defined organisational health as "a continuous state of deep satisfaction in which formal and informal organisational structures contribute positively to increasing effectiveness and improving the work climate for individuals within the organisation." (Bahri & Kharmoush, 2022, p. 465)

Ehsan Rajabian defines organisational health as "a set of talents and skills possessed by the individuals working within the organisation, which they employ to achieve the organisation's objectives." (Muzaffar & Mahmud, 2022, p. 802)

Operational Definition of Organisational Health: Organisational health represents the bright side of the organisation; it is an administrative concept that reflects the organisation's capacity to provide an appropriate and healthy work environment free from problems, the ability to adapt to various changes, to create harmony among its members, and to achieve its objectives through the adoption of organisational mechanisms capable of generating a practical atmosphere characterised by security, stability, and reassurance.

1.4 Theoretical Background on Work Engagement

Work Engagement

Integration is defined as "the joining of a group of individuals within the organisation through an organisational policy adopted by the organisation in order to attain the highest level of development and protect the human resource." (Kashrud, n.d., p. 423)

Integration means the introduction of new elements into a structure that is initially alien to the individual; the integration process is typically governed by specific institutions—whether family, professional organisation, or private associations. (Bualam, 2018, p. 35)

Hall and Mansfield (1972) defined work engagement as "the degree of daily absorption that an individual experiences in work-related activity; according to this approach to studying the concept of work engagement, it is generated as a result of the inculcation of certain values regarding work within the individual, and may therefore

be one of the factors that resist expression in a person as a result of the nature of a particular occupation." (Saad, 2020, p. 16)

Lyonk (2003) defined it as "a state in which the individual perceives the degree of psychological compatibility with their work, insofar as the work has the capacity to satisfy the individual's salient and anticipated needs." (Saad, 2020, p. 18)

The definition of employee engagement provided by Robert Bullock in an article at the University of Washington is as follows: "the direct participation of employees in assisting the organisation to fulfil its mission and objectives by applying their ideas, expertise, and personal efforts towards problem-solving and decision-making." (Al-Haddad, 2012, p. 10)

Operational Definition of Work Engagement: Work engagement is a state of deep emotional and psychological attachment between the employee and their institution, manifested in their commitment to work and their enthusiasm for achieving the institution's objectives. Work engagement is greatly influenced by the organisational policies adopted by the institution, which determine how individuals are organised and directed within the work environment. Work engagement is generated as a result of the values associated with work held by individuals, and together contributes to enhancing employee satisfaction, increasing productivity, and improving relationships within the work environment.

2. Methodological and Field Framework

2.1 Thematic Scope

This study was confined to the subject of organisational health in its three dimensions—leadership, organisational culture, and effective communication—and their relationship to work engagement at the Social Affairs Directorate of Sonatrach Skikda Region. This was achieved by focusing on the independent variable of organisational health and the various theoretical and empirical literature subsumed under it, and then illuminating the nature of the relationship between this variable and work engagement and the degree of mutual influence between them.

2.2 Spatial Scope

The geographical field of this study consists of the Social Affairs Directorate of Sonatrach Skikda Region.

Human scope: the study was applied to managers, supervisors, and operators, whose total number was 202 individuals.

Temporal scope: this study was carried out in the year 2026, specifically during the second semester, from 1 January 2026 to 30 March 2026.

2.3 Research Methodology

In order to achieve its objectives and address the study's research problem, this study relied upon the descriptive methodology, which is based on the accurate and objective description of the phenomenon under study. This methodology identifies the characteristics and dimensions of the phenomenon within a given framework, and then analyses it on the basis of the data collected about it, before attempting to identify its causes and the factors governing it.

2.4 Sample and Sampling Procedure

A stratified random sample was selected, owing to the nature of the research population. The study population comprises 202 workers and is non-homogeneous—that is, it consists of three professional categories that differ from one another in terms of the number of workers, distributed as follows:

- Managers (Cadres): 98 workers
- Supervisors (Agents de maîtrise): 98 workers
- Operators (Agents d'exécution): 10 workers

The sample was accordingly selected as follows: given the size of the research population and the available resources, the study was conducted at a rate of 30%, yielding a calculated sample size as follows:

$$(202 \times 30) / 100 = 60.6 \approx 61 \text{ participants}$$

- Managers sub-sample: $(98 \times 30) / 100 = 29.4 \approx 29$
- Supervisors sub-sample: $(98 \times 30) / 100 = 29.4 \approx 29$
- Operators sub-sample: $(10 \times 30) / 100 = 3$

Total sample size: $29 + 29 + 3 = 61$ participants.

2.5 Psychometric Properties of the Research Instrument

A questionnaire was designed using a five-point Likert scale (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree) and divided into three axes:

- Axis 1: Socio-demographic data.
- Axis 2: Organisational health items.
- Axis 3: Work engagement items.

3. Presentation and Analysis of Results

3.1 Socio-demographic Data

Table (1)
Distribution of Study Population by Gender

Gender	Frequency	Percentage (%)
Male	27	44.3%
Female	34	55.7%
Total	61	100%

Source: Compiled by the researcher using SPSS.

Analysis: Table 1 shows that the proportion of female respondents (55.7%) is higher than that of males (44.3%). This reflects evolving social roles within the Directorate and may be attributed to several factors: the majority of graduates from Algerian universities are female; field findings confirmed that the workforce is predominantly female, which is linked to gender roles, given that administrative positions are widely perceived as more suited to women. The emergence of feminist thought advocating gender equality across most spheres of life—including the professional domain—has had a considerable influence in Algeria, where women have increasingly entered the workforce across most institutions.

Table (2)
Distribution of Respondents by Professional Category

Job Category	Frequency	Percentage (%)
Managers (Cadres)	25	41.0%
Supervisors (Agents de maîtrise)	32	52.5%
Operators (Agents d'exécution)	4	6.6%
Total	61	100.0%

Source: Compiled by the researcher using SPSS.

Analysis: The statistical data in Table 2 show that the highest proportion corresponds to supervisors (agents de maîtrise), numbering 32 (52.5%), followed by managers at 41%, and operators in last place at 6.6%. The high proportion of supervisors in the Social Affairs Directorate indicates a greater workload within the Directorate as the number of workers requiring social services increases, or as new social programmes are implemented—requiring more supervisors to manage and oversee these growing demands effectively. The proportion of managers is also close to that of the first category, given that they constitute the foundation of planning and organisation through the formulation of strategies and programmes, resource management, and the promotion of solidarity and cohesion among workers. Operators are few in this Directorate because the nature of the institution's activities does not require operators to the same extent as other professions.

Table (3)
Distribution of Respondents by Seniority

Professional Experience	Frequency	Percentage (%)	Cumulative %
Less than 5 years	2	3.3%	3.3%
5 to 10 years	13	21.3%	24.6%
11 to 15 years	16	26.2%	50.8%
16 years and above	30	49.2%	100.0%
Total	61	100.0%	—

Source: Compiled by the researcher using SPSS.

Analysis: Table 3 shows that the category with 16 years or more of experience is the largest (30 individuals, 49.2%), followed by the 11–15 years category (16 individuals, 26.2%), then the 5–10 years category (13 individuals, 21.3%), and finally the under-5-years category (2 individuals, 3.3%). This may be interpreted as reflecting the Directorate's tendency to retain experienced long-serving employees, alongside the stability of veteran workers who remain in their positions for extended periods. This indicates a high degree of occupational stability within the Directorate, as the proportion of new employees is very small—reflecting a conservative administrative structure characterised by the absence of dynamism in attracting new talent.

3.2 Organisational Health Axis

Table (4)
Results: Leadership Dimension

Items	Sum of Responses	Mean (M)	Std. Deviation (SD)	Result
Item 01	301.00	4.21	1.551	+
Item 02	290.00	3.80	1.108	+
Item 03	292.00	3.89	1.034	+
Item 04	299.00	3.95	1.902	+
Item 05	287.00	3.72	1.035	+
Item 06	280.00	3.64	1.126	+
Item 07	277.00	3.61	1.130	+

Source: Compiled by the researcher using SPSS.

Analysis of the results presented in Table 4 pertaining to leadership items is as follows:

Item 01: "The leader provides a clear vision and works to guide the team towards its achievement" — **Positive result.** This reflects one of the fundamental roles of the leader: effective leadership is characterised by setting a clear vision for the team, reflecting the importance of having a leader capable of directing individuals towards shared objectives. It carries positive connotations that reinforce the idea of organisation and strategy, achieves harmony within the team, enhances organisational efficiency and effectiveness, and raises the level of job satisfaction.

Item 02: "The leader encourages a work environment that supports innovation and creativity" — **Positive result.** This demonstrates that the leader promotes an

environment supportive of innovation and creativity, and the pivotal role the leader plays in building an institutional culture in which new ideas and innovative solutions flourish. The leader here does not merely direct operations but goes further to become a fundamental activator of the latent energies within the team—by adopting a leadership style that encourages experimentation and values calculated risk, and by providing a safe space for the expression of different opinions. In this way, the leader creates an environment conducive to creativity, characterised by openness to change, provision of the necessary resources for development, and support for implementation. This type of leadership not only enhances the institution's capacity for adaptation and development but also raises the level of employee participation and loyalty, as employees feel that their creative contributions are welcomed and valued.

Item 03: "Decisions are made on the basis of clear and distinct criteria" — **Positive result.** This reflects an administrative system based on objectivity and careful planning, ensuring that decisions are grounded in defined rules rather than arbitrariness or personal influence—thereby enhancing transparency and fairness within the institution, building trust between management and employees, and reflecting the team's commitment to integrity and effectiveness. The application of distinct criteria also means that each decision is evaluated independently, facilitating analysis of outcomes and providing deeper understanding of available options—thereby contributing to the enhancement of trust among individuals and reinforcing commitment and success in achieving objectives.

Item 04: "Support is provided to employees to achieve their professional objectives" — **Positive result.** This reflects the importance of the support provided to employees in the work environment, manifested through training, guidance, and the creation of a suitable work environment that provides employees with opportunities to develop their skills and achieve their professional aspirations. By providing this type of support, institutions can enhance employee belonging and increase their motivation, in addition to improving employees' psychological wellbeing, which reduces stress levels and increases their satisfaction at work.

Item 05: "Employees are motivated to achieve their professional objectives" — **Positive result.** This reflects the importance of investing in employees as a means of achieving collective success, reinforcing team spirit, and achieving shared objectives. When employees feel supported and encouraged, they are more willing to develop their skills and strive for professional advancement. Motivation can encompass the provision of rewards, training and development opportunities, or even a positive work environment that allows them to express their ideas and creativity freely. This type of support not only leads to improved individual performance but also contributes to enhancing institutional stability and increasing productivity, as employees become more committed and loyal to the organisation's objectives.

Item 06: "Employees are treated with fairness and transparency" — **Positive result.** This means that the institution strives for balance and equality among all employees, with decisions made on the basis of clear criteria free from favouritism or bias. Fairness signifies that all employees have equal opportunities for promotion and recognition without discrimination based on personal factors such as gender, race, or religion; transparency refers to the clarity of the policies and procedures adopted within the institution, building trust between management and employees. When employees are treated fairly and transparently, this contributes to improving team spirit and increasing productivity, while also reducing internal conflicts and problems.

A reading of the results of Table 4 pertaining to leadership within the research population reveals that the majority of the sum of responses were positive—indicating that the leadership-related aspects within the organisation function well and contribute positively to overall performance and organisational health. This suggests that leaders in this context possess the necessary skills and behaviours to guide and develop teams successfully, with a positive impact on performance, since effective leadership contributes to the achievement of objectives, the improvement of productivity, and the creation of an atmosphere of trust, cooperation, and motivation among employees. Based on the foregoing, leadership not only means achieving objectives, but also building a thriving institutional culture that enhances individual well-being, unleashes full potential, and drives the organisation towards sustained success.

Table (5)
Pearson Bivariate Correlation: Leadership and Work Engagement

	Leadership	Work Engagement
Pearson Correlation	1	.896**
Sig. (2-tailed)	—	.000
N	61	61

** Correlation is significant at the 0.01 level (2-tailed).

Given the quantitative nature of the data, Pearson's correlation coefficient was applied. Table 5 reveals that the Pearson correlation coefficient between leadership and work engagement equals 0.896, indicating a strong positive linear relationship for leadership at the Social Affairs Directorate of Sonatrach Skikda Region at a significance level of $p = 0.000$, which is statistically significant.

Analysis of the Second Sub-Hypothesis: Organisational Culture

To test the second hypothesis—"Organisational culture influences the promotion of work engagement among the employees of the Social Affairs Directorate of Sonatrach Skikda Region"—a descriptive statistical analysis of the data was conducted. The scoring ranges are:

- Score range 61–183: Negative result (weak organisational culture).
- Score range 184–305: Positive result (strong organisational culture).

Any respondent scoring 184 or above affirms a strong organisational culture. Table 6 illustrates this.

Table (6)
Results: Organisational Culture Dimension

Items	Sum of Responses	Mean (M)	Std. Deviation (SD)	Result
Item 07	301.00	4.05	0.717	+
Item 08	300.00	3.92	0.900	+
Item 09	268.00	3.70	0.715	+
Item 10	304.00	3.836	0.986	+
Item 11	259.00	3.557	0.958	+
Item 12	256.00	3.541	1.058	+
Item 13	249.00	3.377	1.113	+

Source: Compiled by the researcher using SPSS.

Item 07: "The institution promotes a culture based on respect and cooperation" — **Positive result.** This contributes to creating a positive work environment that supports productivity and effective interaction among employees. When values of respect are encouraged, individuals feel valued and trusted—enhancing the sense of belonging and contributing to the building of robust professional relationships. Cooperation between different teams also enables employees to exchange experiences and knowledge, improving the quality of performance and stimulating innovation. This was observed through field research: a culture of mutual respect exists among workers.

Item 08: "The work environment thrives on values and ethical principles" — **Positive result.** This reflects the institution's commitment to providing a professional climate based on integrity, respect, and responsibility. When policies and actions are built on clear ethical standards, employees feel trust and fairness in daily dealings—reinforcing harmony within teams and motivating them to achieve optimal performance. Adherence to ethical values in the work environment also contributes to consolidating a culture of mutual respect and fair decision-making, which projects a positive image of the organisation both internally and externally, while supporting work stability and enhancing the sense of belonging.

Item 09: "A work environment is provided that supports the sense of belonging and loyalty" — **Positive result.** This reflects the institution's commitment to motivating its employees and strengthening their attachment to it. When employees feel that they are part of an interconnected system, it drives them to participate actively in achieving institutional objectives with a positive spirit. A supportive work environment also provides open communication and ongoing recognition, which raises levels of job satisfaction and encourages long-term employee commitment to the institution.

Item 10: "Teamwork and cooperation among colleagues are encouraged" — **Positive result.** This means that teamwork leads to a more interactive and productive work

environment, enabling the exchange of knowledge and experience, the improvement of performance quality, and the development of solutions more efficiently. When cooperation is part of the organisation's culture, employees feel supported and motivated, which helps them achieve shared objectives more easily. Reinforcing team spirit also reduces individual challenges and encourages innovation, as tasks are executed more smoothly through the distribution of responsibilities and the integration of efforts.

Item 11: "The institution ensures a balance between work and personal life" — **Positive result.** Achieving a balance between work and personal life is one of the fundamental pillars of a healthy work environment: successful organisations seek to provide policies that support this balance to ensure employee well-being and increase productivity—including flexible work schedules, regular leave, and a culture that respects employees' needs outside working hours. When employees feel that their professional life does not conflict with personal commitments, they are more motivated and creative, which enhances overall performance and reduces levels of exhaustion and stress. Organisations that prioritise this balance tend to enjoy employee loyalty and professional stability, which positively impacts the sustainability of their success.

Item 12: "Clear policies are adopted to promote integrity and transparency" — **Positive result.** The adoption of clear policies to promote integrity and transparency is one of the foundations that ensure a fair and trustworthy work environment; these policies contribute to reinforcing trust between employees and management and support decision-making based on clarity and credibility. When organisational rules and regulations are clear and applied transparently, the influence of favouritism or ambiguity in internal dealings is reduced, leading to a more equitable professional environment. Promoting integrity within the organisation also encourages a culture of responsibility and respect for ethical values, which improves performance levels and enhances occupational loyalty.

Item 13: "The work environment encourages creativity and innovation" — **Positive result.** This reinforces the institution's capacity to adapt to continuous change and development, as the generation of new solutions and the improvement of production processes through more efficient methods is promoted. When the organisation provides a climate that supports creative thinking, employees feel free to present new ideas and explore unconventional approaches to problem-solving, contributing to improved work quality. Promoting a culture of innovation also motivates cooperation between different teams, as visions and experiences are shared to achieve more impactful results.

Table (7)
Pearson Bivariate Correlation: Organisational Culture and Work Engagement

	Work Engagement	Org. Culture
Pearson Correlation	1	.961**
Sig. (2-tailed)	—	.000
N	61	61

** Correlation is significant at the 0.01 level (2-tailed).

Reading the results of the organisational culture items reveals that the sum of all responses was positive. Table 7 shows that the Pearson correlation coefficient between organisational culture and work engagement equals 0.961, indicating a strong positive linear relationship for organisational culture at a significance level of $p = 0.000$, which is statistically significant.

3.3 Work Engagement Axis

Table (8)
Results: Work Engagement

Items	Sum of Responses	Mean (M)	Std. Deviation (SD)	Result
Item 14	299.00	3.754	0.869	+
Item 15	287.00	3.803	0.771	+
Item 16	280.00	3.885	0.915	+
Item 17	277.00	3.869	0.806	+
Item 18	289.00	3.869	0.922	+
Item 19	302.00	3.902	0.746	+
Item 20	301.00	3.885	0.777	+
Item 21	290.00	3.754	0.699	+
Item 22	334.00	4.311	0.534	+

Source: Compiled by the researcher using SPSS.

Item 14: "Daily tasks are performed with enthusiasm and motivation" — **Positive result.** This item reflects a positive work environment in which employees enjoy passion and energy for fulfilling their responsibilities efficiently. When individuals feel enthusiasm for their work, this is reflected in productivity and quality; moreover, the presence of motivation helps to reduce the sense of fatigue or routine and reinforces team spirit and cooperation among colleagues.

Item 15: "Outstanding performance is delivered that reflects skills and abilities" — **Positive result.** This item reflects a high level of professional competence and expertise. When individuals can effectively demonstrate their skills, this contributes to improving work quality and increasing productivity, and reflects professional commitment and responsibility, as employees strive to develop their capabilities to achieve results that exceed expectations.

Item 16: "The nature of tasks provides a sense of professional satisfaction" — **Positive result.** This item refers to the close relationship between the type of tasks assigned to a person and their sense of comfort and gratitude in their professional

field; these tasks contribute to making employees feel that they are achieving meaningful accomplishments, which positively impacts their morale. This was observed through field research: employees expressed notable satisfaction arising from the nature of the tasks assigned to them, as they felt these tasks were designed in a way that aligned with their abilities and interests. High levels of enthusiasm and initiative in task completion were observed, along with positive interaction and cooperation among colleagues at work, and an expression of a sense of wholeness and responsibility towards work quality—including attention to detail. A high degree of focus on the part of employees during the performance of their tasks, and their comfort with the tasks they perform, was also noted.

Item 17: "Additional effort is exerted to achieve the institution's objectives" — **Positive result.** This item reflects the importance of dedication and the exertion of effort in institutional settings; it highlights that additional effort is a decisive factor in achieving the institution's strategic objectives. When individuals can deliver effort that exceeds expectations, this reflects their personal commitment and understanding of the institution's vision and objectives, and creates a dynamic environment oriented towards continuous development and positive challenge. Field research corroborated this: an interview with one of the workers indicated that, during the COVID-19 pandemic lockdown period, fundamental changes in the distribution of tasks within departments took place, with most employees furloughed—yet tasks in the relevant department were undertaken and discharged effectively, maintaining a good pace of work despite the reduction in human resources.

Item 18: "Positive relationships are built with colleagues at work" — **Positive result.** This item highlights the importance of positive interaction in the context of professional relationships, which plays an important role in enhancing effective interaction and communication. When respect and cooperation prevail among team members, tasks are executed more smoothly and conflicts diminish, creating a comfortable and motivating professional climate. Field research confirmed the positive nature of these relationships among workers: mutual assistance and support were evident—when one colleague encountered difficulty with a task, others would take the initiative to offer help and advice—as was effective communication and mutual respect, alongside the existence of friendships and social relationships.

Item 19: "Participation in institutional activities and initiatives takes place" — **Positive result.** This item reflects the importance of individuals' participation in the events and activities organised by the institution—an important factor in enhancing interaction among employees and supporting a participatory work environment, as activities contribute to improving performance and reinforcing morale, belonging, and the exchange of ideas and innovation of new solutions, thereby achieving the institution's objectives more effectively.

Item 20: "Work contributes effectively to the achievement of the institution's objectives" — **Positive result.** This item reflects the direct relationship between individual efforts and organisational success: diligent and productive work is the primary driver that contributes to achieving the institution's strategic objectives, and also includes commitment to team spirit and cooperation among individuals—contributing to the creation of a harmonious work environment. Establishing a culture of hard work and effective participation is among the fundamental factors for ensuring the institution's advancement towards realising its ambitions.

Item 21: "Challenges are treated as opportunities for continuous development and improvement" — **Positive result.** This item reflects a central idea in professional and personal development: challenges, despite the degree of tension and difficulty they may present, are in essence motivating factors that enhance employees' capacity for innovation and adaptation. When employees face new challenges, they push themselves beyond comfort zones, which drives critical thinking and the exploration of new solutions—thereby increasing operational efficiency and contributing to the achievement of more effective results over the long term.

Item 22: "Workers' attachment to the institution is reinforced" — **Positive result.** This item refers to employees' sense of belonging and appreciation towards their work environment. This attachment can arise as a result of positive experiences such as the support received from colleagues or management; when the individual feels a strong bond with the institution, they are more inclined to remain within it for a long period, while also enhancing occupational loyalty—whereby the success of the institution is regarded as part of their own personal success.

4. Findings in Light of the Hypotheses

4.1 Discussion of the First Sub-Hypothesis

Through our analysis and interpretation of the tables pertaining to the first hypothesis "Leadership contributes to achieving work engagement among the employees of the Directorate"—we arrived at the following findings:

- Effective leadership is the key to achieving work engagement among the Directorate's employees: a leader who adopts a supportive and encouraging style creates a work environment in which employees feel valued and a sense of belonging, which is positively reflected in their contribution and loyalty. Open and transparent communication plays a vital role in enabling employees to feel that they are an essential part of the institutional entity, while fairness in treatment reinforces their sense of respect and self-worth—motivating them to give their best.
- Transformational leadership is a decisive factor in driving engagement and excellence within the Directorate: a leader who inspires and motivates employees to develop and exceed expectations does not limit their role to mere

task management but extends it to encompass the building of a shared vision and the instilling of passion in workers. This leadership style enhances the desire for innovation and initiative and deepens employees' sense of belonging to the institution, thereby contributing effectively to the realisation of its mission.

4.2 Discussion of the Second Sub-Hypothesis

Through our analysis and interpretation of the tables pertaining to the second hypothesis "Organisational culture influences the promotion of work engagement among the employees of the Social Affairs Directorate of Sonatrach Skikda Region" we arrived at the following findings:

- An effective organisational culture creates an occupational climate that encourages positive interaction and active participation by workers. When the culture is characterised by mutual appreciation, transparency in dealings, and support for individual growth, work engagement becomes a natural outcome of this supportive environment, as workers find themselves engaged and comfortable in their roles.
- Respondents' answers revealed that the existence of a supportive organisational culture made them feel that they were an active part of the Directorate, which was reflected in their commitment, their enthusiasm for work, and their willingness to assume responsibility and take initiative. This reinforces the hypothesis that organisational culture is not merely a symbolic framework but an active force that shapes institutional identity and motivates employees towards engagement and positive interaction with their professional environment.

Conclusion

In concluding this study, it is evident that organisational health represents one of the fundamental pillars upon which the effectiveness and stability of institutions rest, given its direct role in creating a balanced and motivating work environment that supports employee performance and achieves organisational objectives. The results also demonstrated the existence of a positive relationship between organisational health and work engagement: the provision of a sound organisational climate based on trust, cooperation, and clarity contributes to enhancing employees' sense of belonging and commitment towards their organisation. The study showed that the support, motivation, and positive communication provided by effective leadership raise the level of individual interaction and engagement within the institution. In addition, organisational culture proved its importance as a guiding framework for shared behaviours and values: a positive culture grounded in commitment, teamwork, and appreciation contributes significantly to raising levels of work engagement among employees.

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