

Workplace stress and its impact on the organizational climate among Sonelgaz employees: a field study

ضغوط العمل وعلاقتها بالمناخ التنظيمي لدى موظفي مؤسسة سونلغاز : دراسة ميدانية

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Abstract :	Article info
This study investigated the correlation between occupational stress and organizational climate among a sample of 50 employees at the Sonelgaz branch in Blida. A descriptive-analytical approach, data were collected using the Occupational Stress Scale (Aich Tayeb) and the Organizational Climate Scale (Ashour Alouti). The study examined five key dimensions of organizational climate: structure, leadership, participation, communication, and the nature of work. Data analysis was conducted using the SPSS (v.27) version in order to compute the correlation coefficients. The results indicated no statistically significant correlation between occupational stress and the overall organizational climate and non-significant relationships between stress and any of the five specific sub-dimensions. Based on these findings, several practical recommendations aimed at enhancing the psychological well-being of employees and optimizing the organizational environment within the institution were proposed.	Received :26/01/2026 Accepted :05/05/2026 Keyword: ✓ Occupational stress: ✓ organizational climate: ✓ Sonelgaz workers in Blida:
ملخص:	معلومات المقال
هدفت هذه الدراسة للكشف عن طبيعة العلاقة الارتباطية بين ضغوط العمل والمناخ التنظيمي لدى عينة مكونة من 50 عاملاً بمؤسسة "سونلغاز" في البلدة، وذلك بالاعتماد على المنهج الوصفي وبرنامج احصائي SPSS 27 لحساب معامل ارتباط بيرسون. وباستخدام مقياسي "عيش طيب" و"عاشور علوطي"، تم قياس الضغوط إلى جانب خمسة أبعاد للمناخ التنظيمي وهي: (الهيكل التنظيمي، نمط القيادة، المشاركة، نمط الاتصال، وطبيعة العمل). وقد خلصت النتائج الى عدم وجود علاقة ارتباطية ذات دلالة إحصائية بين ضغوط العمل والمناخ التنظيمي العام؛ كما لم يثبت وجود أي علاقات دالة بين الضغوط وأي من الأبعاد الفرعية الخمسة، وهو ما أدى إلى صياغة جملة من لاقتراحات العملية.	تاريخ الارسال: 2026/01/26 تاريخ القبول: 2026/05/05 الكلمات المفتاحية: ✓ ضغوط العمل ✓ المناخ التنظيمي ✓ موظفي مؤسسة سونلغاز بالبلدة

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❖ **Introduction:** It is now widely accepted that the success of an organization and the achievement of its objectives depend primarily on its human resources. The quality of performance within an organization and the achievement of competitive advantage depend on the quality of its human resources, and the organization's ability to satisfy its external customers is linked primarily to the degree of satisfaction of its internal human resources. Human resources have now become one of the fundamental and vital aspects of any organization and are a decisive factor in the success of any institution. They are also considered to be the basic assets that contribute to the achievement of objectives and the development of the company and vital aspects of any organization. They are a decisive factor in the success of any institution and are considered the fundamental assets that contribute to the achievement of goals and the development of the company. Furthermore, developments in organizations and the intensification of competition have forced leaders and heads of organizations to constantly think about keeping up with these developments, catching up, and trying to prove their existence. Despite some experiences that focused on developing human resources and paying attention to them from a material aspect, they did not achieve the desired results. Contemporary intellectual developments have concluded that workers must be given a large share of attention in order to improve all the conditions surrounding them.

The focus is now on the psychological aspect of human resources, Adapting the work environment, trying to reduce anxiety, and trying to cope with stress in healthy ways are all in the interest of human resources, as occupational stress is a common phenomenon in the current era and is one of the most prominent challenges facing individuals in the modern work environment. It exists in all sectors and fields, It places a heavy burden on resilience and resistance. While civilization has brought many positive things, it has also brought with it many negative aspects that have seeped into organizations, which are now forced to deal with them and spend a lot of money trying to get rid of them. Workplace stress can arise from a variety of factors and vary in form and cause, but it usually stems from the demands of the job and the responsibilities that individuals bear. These range from tight deadlines to increasing workloads, and from growing demands from colleagues and managers to the psychological pressures that result. Dealing with these pressures affects individuals' mental and physical health and can increase the risk of stress and depression, which can negatively impact job performance and employee commitment. It also affects the organization as a whole by creating a tense atmosphere and an uncomfortable organizational climate. An imbalance in the organizational climate can harm the organization, as the latter is the internal environment of the organization, which is influenced by the values, beliefs, and behaviors that prevail within it, which is represented by the organizational culture.

The organizational climate is also considered one of the main elements of the organizational structure, as it greatly affects employee behavior, performance, and job satisfaction. The prevailing atmosphere within the organization has a significant impact on the achievement of set goals. Current research in this field has found that employee behavior and performance depend on the degree of support and encouragement they receive, and that internal relationships greatly influence the improvement of the prevailing atmosphere.

In addition, it is also one of the most prominent characteristics of an organization, and paying attention to it is one of the keys to success, considering that creating a good organizational climate prepares the necessary ground for human resources to work, increases their ability to be creative, and raises the level of performance, satisfaction, and belonging, as the success of an organization is linked to all these factors in addition to the efficiency of human resources. Although the organizational climate is one of the reasons for success, it is double-edged. The positive side is that it increases employee satisfaction and motivation, which makes the organization highly efficient and successful. The negative side leads to problems and confusion within the organization, which in turn leads to a decline in performance and job satisfaction, an increase in resignation rates, and constant change.

❖ **The problem:** Given the intense competition, the many difficulties facing organizations, the complexity of the regulatory environment, and the many developments affecting the institutional sector, the regulatory community has been working to keep pace with these changes and seeking new ways to advance, adapt, and adopt new strategies. Most agree on the importance of human resources, which have become human resources have become the actual foundation of any institution, as they are considered an important element alongside material resources and may even surpass them in importance, given that the human element is subject to constant change that must be taken into account, along with the psychological aspect, in order to provide good care and obtain the desired output from the resource itself. There is no doubt that professional pressures are not new, as humans have experienced them since the beginning of time and have tried to adapt and coexist with them in order to perform their work within the organization to the fullest. and in order to perform their duties fully without compromise. The human element is exposed to many problems with multiple causes. Workers suffer from machines, the behavior of colleagues, the words of their immediate superiors, and working conditions, but they put all that aside in order to achieve their goals and perform their duties diligently, perhaps forgetting the impact of these factors, all at the expense of their mental and physical health. The danger of occupational stress lies in the fact that the person affected suffers alone, away from others, meaning that it is not visible unless it develops into psychosomatic illnesses. Some reports indicate the spread of illnesses such as stomach ulcers and irritable bowel syndrome, which are considered to be the effects of occupational stress. Furthermore, no worker wants to to this level of impact. The results of this stress may appear early in some workers' behaviors, such as poor attendance, constant failure, tardiness, and mistakes at work, which negatively affect the organization's productivity and decline in general. All these obstacles may lead to an imbalance in the organizational climate, which is a fundamental element on which the organization is based. Therefore, the leader of the organization must overcome difficulties and eliminate problems that prevent the achievement of the desired results of competitiveness and development in the market. Workplace stress has become a real concern for managers and employees alike because of its impact on worker productivity and performance.

Creating a conducive workplace is essential for workers, and eliminating or reducing stress is one way to achieve this. Hejan points out that work stress is a subjective experience that occurs as a result of factors within the individual or the environment in which they work, including the organization. These factors that cause work stress have physical, psychological, or behavioral effects on the individual, which in turn affect their performance at work, requiring these effects to be addressed and managed in an appropriate manner (Cited in: Abu Sharar, 2007).

Although stress affects the worker's psyche and body, it goes far beyond that, affecting the worker's job performance, then their productivity, and then the organizational climate in general, which is one of the pillars of the organization. Everyone sees the tangible side of the institution and overlooks several moral aspects. Attention must also be paid to the moral and psychological aspects of workers, which is necessary to achieve the desired results, as the organizational climate represents the organizational work environment with its various interactions. A positive and healthy organizational climate is the goal for every leader in the organization. Hence, and according to Al-Mughrabi (2010), it can be said that it is the personality of the organization in all its dimensions, as well as the set of characteristics that distinguish the internal project environment in which individuals work, affecting their values, attitudes, and perceptions, because it enjoys a high degree of relative stability (cited in: Al-Maghrabi, 2010, p. 303). The organizational climate, in light of the constant changes in the business world and rapid developments in the competitive environment, has become a vital necessity for the success and sustainability of organizations. The organizational climate reflects the internal environment of the organization, including the values, beliefs, and behaviors that shape its management culture and strategic direction.

Achieving the organization's goals also involves improving the internal aspects of the organization, which is done by improving some of the key factors that influence the formation of the organizational climate, including leadership and strategic direction, where leaders play a crucial role in defining values, vision, and guiding behaviors within the organization. The pattern and effectiveness of internal communication also affect the organizational climate, as effective communication contributes to enhancing understanding and building trust among members of the organization.

Creating a suitable working environment motivates employees to give their best and even exceed expectations. Improving the internal environment and climate further stimulates creativity and advances the organization's development, making external competition and the achievement of goals a foregone conclusion for the organization.

Therefore, professional pressures and the organizational climate are interrelated, as both are important for the development and achievement of the organization's goals. Our current research focuses on the following questions: Is there a statistically significant correlation between professional pressures and the organizational climate among Sonelgaz workers in Blida? This main question is divided into the following sub-questions: Is there a statistically significant correlation between occupational stress and the organizational structure among Sonelgaz workers in Blida? Is there a statistically

significant correlation between occupational stress and leadership style among Sonelgaz workers in Blida? Is there a statistically significant correlation between occupational stress and employee participation in the organization among Sonelgaz workers in Blida? Is there a statistically significant correlation between occupational stress and communication style among Sonelgaz workers in Blida? Is there a statistically significant correlation between occupational stress and the nature of work among Sonelgaz workers in Blida?

We assume that there is a statistically significant correlation between occupational stress and the organizational climate among Sonelgaz workers in Blida. And There is a statistically significant correlation between occupational stress and the organizational structure among Sonelgaz workers in Blida. also, There is a statistically significant correlation between occupational stress and leadership style among Sonelgaz workers in Blida. Then there is a statistically significant correlation between occupational stress and employee participation in the organization among Sonelgaz workers in Blida. In addition, there is a statistically significant correlation between occupational stress and communication style among Sonelgaz workers in Blida. Finally, there is a statistically significant correlation between occupational stress and the nature of work among Sonelgaz workers in Blida.

The main objective of the study is to identify the relationship between occupational stress and the organizational climate among Sonelgaz workers in Blida and to identify the relationship between occupational stress and the dimensions of the organizational climate among Sonelgaz workers in Blida.

The importance of the study lies in the following:

- The vitality of the subject, as the organizational climate is considered one of the fundamentals of the organization, and occupational stress is considered a major obstacle.
- The results obtained may help to reduce stress and improve the organizational climate for workers, thereby improving working conditions.
- Enriching the library with a study on the relationship between the organizational climate and professional pressures at Sonelgaz.
- The study is conducted at Sonelgaz, a service-oriented institution, and is of great importance for its improvement.

❖ **Procedural concepts of the study:**

▪ **Occupational stress:** defined it as a set of situations that an employee is exposed to during their work and that cause them many psychological and physical problems, which may originate from the person themselves or the workplace where they work. (cited in: Amer, 2022, p. 12).

The researchers define occupational stress procedurally as a set of problems that individuals face at work and then develop into occupational stress, which is determined by the total score obtained by the sample individuals according to the occupational stress questionnaire used in the study by researcher Ehab Mohamed Ayesh Al-Tayeb 2020.

▪ **Organizational climate:** Ghlad (2022) explains that the organizational climate is a reflection of the characteristics of the internal environment of the organization in the conscious and subconscious minds of the individuals working in it, which prompts the individual to construct a certain perception of the organization that is relatively stable and largely determines his organizational behavior. (cited in: Ghlad, 2022, p. 16). The organizational climate is also defined by Al-Aifaoui and Al Aifa (2016) as "the working atmosphere in the organization as a product of the interaction between many variables inside and outside the organization, which makes the organization a moral personality with characteristics and features that distinguish it from others and have a profound effect on the perceptions and attitudes of the organization's members and their functional and administrative behavior."

The researchers defined the organizational climate as the prevailing atmosphere within the organization, between the workers themselves on the one hand, and between the workers and senior management on the other, which is due to the organizational structure, leadership style, employee participation in the organization's , communication style, and incentives, which is determined by the overall score obtained by the sample individuals according to the organizational climate questionnaire used by researcher Ayesh Al-Tayeb 2020.

❖ **Methodology:** In every scientific study, a specific methodology is relied upon to arrive at accurate results. No research can be conducted without specifying the type of methodology used, as each has its own methods, steps, and objectives, allowing the researcher to achieve their goals in the correct manner. The choice of the correct methodology is directly related to the subject of the study. From this perspective, we relied on the descriptive methodology, in which the researcher describes, as noted by Qirat (2017), the characteristics of the problem, the factors affecting it, and the conditions associated with it, revealing the relationship between them and the problem through interpretation, discussion, measurement, and quantitative and qualitative analysis, and then attempting to reach good results.

-**Study sample:** The sample selected for the study must be representative of its original community, with its type and size determined in accordance with the nature of the study topic. From this perspective, we chose a simple random sample through a lottery

process, placing all the names of the employees on pieces of paper and then selecting 50 employees from Sonelgaz. When gathering information, researchers rely on specific techniques to ensure that the data collected is accurate and comprehensive. In our current research, we chose to use a questionnaire due to the nature of the study and the desired objective. Questionnaires are one of the most widely used data collection tools and are considered a structured and controlled method of data collection. As described by Nbar (2022, p 49), It consists of “a set of questions on a specific topic that cover all its aspects, allowing us to obtain the data necessary for the research from the respondents' answers”.

-Organizational climate scale: Based on the research problem, we relied on the organizational climate scale developed by Ehab Mahmoud on Ayesh Al-Tayeb, which consists of 34 items and measures the following dimensions:

- Organizational structure.
- Leadership style.
- Employee participation.
- Communication style.
- Nature of work.

The occupational stress scale developed by Ashour Alouti, which consists of 23 items.

The two scales were adapted to the requirements of our current study, and we ultimately developed a tool consisting of three axes

The first axis: personal information

The second axis: the organizational climate axis, which consists of 34 items and aims to measure the organizational structure of Sonelgaz workers in blida.

- The organizational structure, represented in items (1-2-3-4-5-6)
- After the leadership style represented in items (7-8-9-10-11-12)
- After the extent of employee participation, represented in items (13-14-15-16-17-18)
- After the communication style represented in items (19-20-21-22-23-24-25-26)
- After the nature of work and representative in items (27-28-29-30-31-32-33-34)

The third axis: the axis of professional pressures, which consists of 23 paragraphs and aims to measure the professional pressures on Sonelgaz workers in Blida.

The answers are on a scale ranging from (always-sometimes-never), and these scores are given the numbers 3-2-1 respectively.

a- Validity of the scale :

✓ **Internal consistency of the first axis statements: Organizational climate**

Table 1: Internal consistency reliability of the first axis statements

Number	Axis statements	Correlation coefficient	Significance value
1	There is consistency between the functions and the nature of the organizational structure.	0.621	0.001
2	The organizational structure is characterized by flexibility.	0.504	0.005
3	The specializations of the institution's employees are commensurate with the nature, tasks, and duties of their jobs.	0.543	0.002
4	The division of labor in the institution helps achieve its objectives.	0.497	0.005
5	The organizational structure of the institution is consistent with the nature and tasks of the institution.	0.595	0.001
6	The organizational structure of the institution contributes to the speed and quality of work.	0.642	0.001
7	The leadership style at the institution where I work helps it to progress.	0.532	0.003
8	The president I work under has a clear vision.	0.729	0.00
9	Management provides me with support to do my job.	0.620	0
10	The president encourages his subordinates to express their opinions and suggestions.	0.689	0.00
11	I am encouraged to solve work problems on my own.	0.569	0.01
12	I am treated equally with others without any discrimination.	0.691	0.00
13	Employees participate in decision-making related to work units.	0.45	0.013
14	Managers hold open meetings with employees, allowing for unrestricted dialogue.	0.492	0.006
15	Employees participate in developing performance standards related to their jobs.	0.611	0.001
16	Employees participate in setting work unit goals.	0.525	0.003
17	Problems facing work units are solved collectively.	0.464	0.01
18	The level of cooperation among colleagues is adequate.	0.522	0.003
19	The institution's communication system contributes to the achievement of the institution's goals.	0.595	0.001
20	Communication channels are open in all directions.	0.621	0.001
21	Management is making efforts to remove obstacles that hinder communication.	0.828	0.001
22	The institution relies on the use of modern and advanced means of communication.	0.455	0.012
23	Information transmitted via communications.	0.527	0.003
24	Communication within and between departments is easy.	0.621	0.00
25	The organization's communication system contributes to providing the information necessary for decision-making.	0.612	0.000
26	Working hours and shifts are inconvenient.	0.621	0.00
27	Office designs provide psychological and physical comfort for employees.	0.416	0.022
28	The workload is in line with my personal abilities.	0.621	0.00
29	The work offers many opportunities for renewal and innovation.	0.460	0.011
30	The work procedures related to my responsibilities are consistent with my abilities and skills.	0.457	0.011
31	Management ensures that security and safety requirements are met.	0.522	0.003
32	There are strict bureaucratic restrictions imposed on my performance of my duties.	0.450	0.013
33	My profession earns me the appreciation and respect of others in society.	0.621	0

From the table above and looking at the Pearson correlation coefficient values, we note that most of them are statistically significant at the significance level (0.05), with 34 items ranging from a maximum correlation of (0.828) between item 21 and the total score for the axis to a minimum of (0.196) . note: Item (24) was deleted from the organizational climate scale due to its weak correlation coefficient with the total score (0.196) and its lack of statistical significance (0.30), which negatively affects the internal validity of the instrument. In general, it can be said that the first axis (organizational climate) is valid because all its items are consistent with each other and with the axis in which they are located.

B- Scale stability:**Reliability using Cronbach's alpha coefficient****Table No. (02): Shows the value of Cronbach's Alpha coefficient for the questionnaire items**

Questionnaire axes	Number of statements	Alpha Cronbach's coefficient
Organizational climate	33	0.914

The table shows that the stability coefficient of the organizational climate axis (0.914) is high, indicating that the organizational climate axis has a high degree of stability.

7.2. Occupational Stress Scale

The occupational stress scale developed by AshourAlouti consists of 23 items.

It has been adapted to the requirements of our current study and has become the axis of occupational stress for Sonelgaz workers in Blida.

The answers are given on a scale ranging from "always" to "never" to "sometimes," with the numbers 1, 2, and 3 assigned to these levels, respectively.

a- Validity of the scale**➤ Internal consistency of the second axis statements: work pressures****Table 3: Internal consistency reliability of the second axis statements**

Number	Axis statements	Correlation coefficient	Significance value
1.	The lack of support tools increases my feelings of frustration.	0.487	0.006
2.	I am bothered by the excessive amount of dust inside the institution.	0.604	0.00
3.	The humidity level affects my performance at work.	0.446	0.13
4.	I suffer greatly from noise while working.	0.418	0.02
5.	Ventilation at work is poor and inadequate.	0.425	0.019
6.	My position at work does not allow me to control the prevailing conditions.	0.593	0.002
7.	The institution's environment is not suitable for carrying out its activities.	0.383	0.037
8.	I often feel that the atmosphere at the institution is tense.	0.393	0.032
9.	My work is beyond my normal capabilities.	0.385	0.036
10.	I need to work overtime to get it done.	0.516	0.003
11.	I feel nervous exhaustion as a result of the continuous work.	0.544	0.002
12.	Management expects more effort than my skills and energy allow.	0.585	0.001
13.	Official working hours are not sufficient to perform my daily tasks	0.411	0.024
14.	I work under conflicting policies and guidelines.	0.434	0.017
15.	Feel pressure from superiors to improve my work	0.363	0.048
16.	I often feel that my work interferes with my personal life.	0.474	0.008
17.	I receive conflicting demands from different parties.	0.506	0.004
18.	I find it difficult to reconcile these conflicting demands.	0.604	0.
19.	I cannot define my responsibilities precisely.	0.604	0.00
20.	There is ambiguity regarding the powers I enjoy within the institution.	0.433	0.017
21.	I feel unable to define my job duties.	0.604	0.
22.	I feel unable to predict what is expected of me at work.	0.487	0.

From the table above and looking at the Pearson correlation coefficients, we note that most of them are statistically significant at the 0.05 level, with 23 items. where the correlation values ranged between (0.604) as the highest correlation between item No. 21 and the total score for the axis and between (0.130) as the minimum between item

No. Note: Item No. (23) of the work stress scale was excluded for the same reason mentioned above, as it recorded the lowest correlation coefficient (0.130), making it inconsistent with the rest of the scale items.

In general, it can be said that the second axis (occupational stress) is valid because all its items are consistent with each other and with the axis in which they are located.

b- Stability of the questionnaire

Reliability using Cronbach's alpha coefficient

Table No. (04): Shows the value of Cronbach's Alpha coefficient for the questionnaire items

Questionnaire topics	Number of statements	Alpha coefficient Cronbach's alpha
Work pressure	22	0.793
Overall stability of the questionnaire	57	0.835

The table shows that the coefficient of the occupational stress axis (0.793) and the overall stability coefficient of the questionnaire (0.835) are greater than the acceptable value (0.70), and therefore the questionnaire is valid for the study .

❖ Results and Discussion:

1. The relationship between occupational stress and organizational structure: There is a statistically significant correlation between occupational stress and organizational structure among Sonelgaz workers in Blida. Pearson's coefficient was used to calculate the correlation.

Table 5 shows the relationship between occupational stress and organizational structure.

Statement	Work stress	
Organizational structure	Correlation coefficient	Significance level
	0.018	0.904

To test the relationship between occupational stress and organizational structure among Sonelgaz workers in Blida, Pearson's correlation test was used. The results shown in the table indicate that Pearson's correlation coefficient is equal to (0.018). and the significance level is 0.904, which is greater than 0.05, indicating rejection of the hypothesis that there is a statistically significant correlation at the 0.05 significance level between the organizational structure and work stress among Sonelgaz workers in Blida.

2. The relationship between occupational stress and leadership style:

There is a statistically significant correlation between occupational stress and leadership style among Sonelgaz workers in Blida. The relationship was calculated using Pearson's coefficient.

Table 6 shows the relationship between occupational stress and leadership style.

Statement	Work stress	
Leadership style	Correlation coefficient	Significance level
	-0.022	0.878

To test the relationship between occupational stress and driving style among Sonelgaz workers in Blida, Pearson's correlation test was used. The results shown in the table indicate that Pearson's correlation coefficient is (-0.022). and the significance level is (0.878), which is greater than (0.05), indicating rejection of the hypothesis that there is a statistically significant correlation at the significance level (0.05) between leadership style and work stress among Sonelgaz workers in Blida.

3. The relationship between occupational stress and employee engagement:

There is a statistically significant correlation between occupational stress and employee participation among Sonelgaz workers in Blida, calculated using Pearson's correlation coefficient.

Table 7 shows the relationship between occupational stress and employee participation.

Statement	Work stress	
Employee participation	Correlation coefficient	Significance level
	0.014	0.926

To test the relationship between occupational stress and employee engagement among Sonelgaz workers in Blida, Pearson's correlation test was used. The results shown in the table indicate that Pearson's correlation coefficient is equal to (0.014). and the significance level is 0.926, which is greater than 0.05, indicating rejection of the hypothesis that there is a statistically significant correlation at the 0.05 significance level between employee participation in the organization and work stress among Sonelgaz workers in Blida.

4. The relationship between occupational stress and communication style: There is a statistically significant correlation between occupational stress and communication style among Sonelgaz workers in Blida. The relationship was calculated using Pearson's coefficient.

Table 8 shows the relationship between occupational stress and communication style

Statement	Work stress	
Communication style	Correlation coefficient	Significance level
	0.125	0.389

To test the relationship between occupational stress and communication pattern among Sonelgaz workers in Blida, Pearson's correlation test was used. The results shown in the table indicate that Pearson's correlation coefficient is equal to (0.125). and the significance level is (0.389), which is greater than (0.05), indicating rejection of the hypothesis that there is a statistically significant correlation at the significance level (0.05) between communication patterns and work stress among Sonelgaz workers in Blida.

5. The relationship between occupational stress and the nature of work: There is a statistically significant correlation between occupational stress and the nature of work among Sonelgaz workers in Blida. The relationship was calculated using Pearson's coefficient.

Table 9 shows the relationship between occupational stress and the nature of work.

Statement	Work stress	
Nature of work	Correlation coefficient	Significance level
	-0.196	0.173

To test the relationship between occupational stress and the nature of work among Sonelgaz workers in Blida, Pearson's correlation test was used. The results shown in the table indicate that Pearson's correlation coefficient is (-0.196). and the significance level is (0.173), which is greater than (0.05), indicating rejection of the hypothesis that there is a statistically significant correlation at the significance level (0.05) between the nature of work and work stress among Sonelgaz workers in Blida.

6. The relationship between occupational stress and the organizational climate: There is a statistically significant correlation between occupational stress and the organizational climate among Sonelgaz workers in Blida. The relationship was calculated using Pearson's coefficient.

Table 10 shows the relationship between occupational stress and the organizational climate.

Statement	Work pressure	
	Correlation coefficient	Significance level
	-0.02	0.880

We note from the table that the significance level reached (0.880), which is greater than the significance level (0.05), confirming that there is no statistically significant relationship or meaningful correlation between the organizational climate and work pressure. The correlation coefficient reached (0.022), indicating a very weak inverse correlation between the organizational climate and work pressure.

Based on the above, the results confirm the rejection of the main hypothesis, i.e., there is no statistically significant correlation between the regulatory climate and work pressure at the significance level (0.05).

The results obtained in the first partial hypothesis concerning the organizational structure and its relationship to the organizational climate show that there is no correlation between the organizational structure and the organizational climate among Sonelgaz workers in Blida. This result indicates that the organizational structure is not flexible, does not suit the nature of the work, and does not help employees complete their work at the required speed. According to some field observations, some employees work outside their area of expertise.

The organizational structure is originally defined by how authority and responsibilities are organized within the institution, but when it is well designed and in line with the institution's objectives and market requirements, the organizational structure of the institution in this case is not appropriate for the nature of the institution's tasks. In addition, it does not help workers perform their jobs, as evidenced by the fact that the organizational structure of public institutions in Algeria is outdated and does not currently fulfill the required role, as administrative affairs have developed significantly and the Algerian administration must catch up and use more skills in determining the organizational structure in order to optimally manage institutions. Therefore, the organizational structure must be restructured to suit the institution, the nature of its tasks, and its

objectives in order to ensure good and efficient management and avoid problems that may arise in the future.

The results obtained in the second partial hypothesis concerning leadership style and its relationship to the organizational climate show that there is no correlation between leadership style and organizational climate among Sonelgaz employees in Blida. This result indicates that the leadership style used and followed is not appropriate for this institution, as evidenced by the fact that the manager is rarely present, there are few meetings between the manager and the workers, and some new workers do not know the manager personally and rarely meet him, in addition to the lack of meetings between the manager and the workers, which indicates the manager's lack of interest and neglect. We also found that the relationship between the manager and his subordinates is not as it should be and that there is no encouragement for workers to solve work problems, as each worker is required to solve problems related to himself and his work. Leaders may also be influenced by their personal attitudes and leadership skills in shaping the organizational climate, without there being a direct link between leadership style and organizational climate. We have concluded that the leadership style adopted by the institution is not suitable for the work and the workers and does not lead to the best results, which explains the many problems facing the institution.

The results of a study by Habri, A., Jaljali, K., and Zakri, H.(2021) contradicted the results of the current study, which found a relationship between leadership style and organizational climate among state treasury workers in the state of Al-Bayda. This is due to the difference in leadership between the two organizations.

The results obtained in the third partial hypothesis regarding employee participation and its relationship to the organizational climate show that there is no correlation between employee participation and the organizational climate among Sonelgaz employees in Blida. This result shows that workers play a very small role in participating in work and that their work is limited to performing their duties and nothing more. This is due to the lack of consultation and regular meetings between managers and workers. When employees feel that they are involved in decision-making and have a role in shaping the culture of the organization, they become more connected and engaged in their work and feel that they are part of the team, which is not the case in the organization. The results also show that workers do not participate in setting targets or performance standards for their work. These factors should be discussed and communicated between managers and senior management and employees in order to reach solutions that satisfy both parties and drive performance forward. However, this has not happened, and senior management performs its role without consultation and without resorting to the suggestions and opinions of employees. This result contradicts the findings of a study by Habri et al. ,Jaljali (2021),

which concluded that there is a relationship between employee participation and the organizational climate.

The results obtained in the fourth partial hypothesis concerning communication patterns and their relationship to work stress show that there is no correlation between communication patterns and work stress among Sonelgaz workers in Blida. This result indicates that there is no clear communication pattern between workers and their superiors, which has led to professional stress. According to field observations, it appears that in many departments, such as the security center, there are not even communication tools such as a landline telephone to contact management in urgent cases. Many workers are dissatisfied with their superiors' failure to listen to their complaint and respond to their needs. They are also dissatisfied with the management's failure to make an effort to remove these obstacles and provide modern means of communication, such as meetings between senior management and workers to exchange views and complaints. Furthermore, the information conveyed by some workers and supervisors to management is not accurate or credible due to conflicts between some workers and supervisors.

All these problems or annoyances, when they accumulate on the worker, make his work unpleasant and cause him to dislike it and distance himself in one way or another, generating psychological pressure on him. This pressure then has a negative impact on the institution and its objectives. Therefore, although professional pressure is high among workers, it is not primarily due to the pattern of communication.

The results obtained in the third hypothesis regarding the nature of work and its relationship to work stress show that there is no correlation between the nature of work and work stress among Sonelgaz workers in Blida. This result indicates that the unsuitable nature of the work led to professional stress. Through some field observations, it became clear that long working hours and unsuitable working hours, such as night work, led to a lot of stress and difficulties, which turned into psychological and physical illnesses, resulting in workers' inability to adapt to their jobs and dissatisfaction with them. Many women are dissatisfied with their workplace in Sonelgaz workers due to certain religious and family restrictions and sensitivities, as well as dissatisfaction with some of the bureaucratic restrictions imposed by management on workers. This has created a significant rift between workers and management, with workers viewing management as placing excessive demands on them, infringing on their rights, and not taking them into account. In addition, some older people work in jobs that do not match their abilities, such as night guard and restaurant work. Based on the above, the nature of work is essentially related to how tasks and responsibilities are organized and carried out in the work environment, including the type of work required and the extent of its

challenges. On the other hand, occupational stress includes factors that affect individuals while performing their tasks, such as time constraints, strict deadlines, excessive responsibilities, and psychological stress. For example, the job of a project manager may be accompanied by high occupational stress due to the responsibilities of managing time and resources and making critical decisions. Therefore, workers at the male Sonelgaz workers have a lot of occupational stress, but the nature of the work is not considered a major contributing factor, as there are also other reasons that may generate significant stress at this institution, such as conflicts between workers, excessive work responsibilities, overtime, and conflicts between management and workers.

The results obtained in the second hypothesis regarding work stress and its relationship to the organizational climate show that there is no correlation between work stress and the organizational climate among Sonelgaz workers in Blida. This result indicates that there is professional pressure on workers, but this pressure is not related to the prevailing work environment (humidity, noise, dust, etc.) and other factors in the prevailing work environment. Therefore, workers did not arise from it as a separate entity, but rather as part of daily work. Field observations show that workers suffer from occupational stress, but this is due to reasons other than the organizational climate, such as internal conflicts with colleagues. This is the same conclusion reached by Ibrahim Ben Ahmed Al-Badr (2006) and the lack of necessary work tools, long working hours, working in a position other than one's original position, time pressure and tasks such as insufficient time to complete the required tasks within the specified deadlines, as well as tension between personal and institutional goals, as individuals face pressure when their personal goals conflict with the goals of the institution, in addition to job instability, as the fear of losing one's job or job instability can lead to psychological stress. Tension between colleagues, internal conflicts, and misunderstandings between colleagues can also increase professional stress.

All these factors contribute to further exacerbating the situation. Other factors include the absence of sound leadership or proper management in the organization, as there are constant conflicts between workers and management. The reasons for these conflicts are a lack of clarity of vision for workers, as we found that many workers were doing jobs that were not in their field, and a failure by management to provide workers with the necessary equipment (special clothing, work tools, etc.), which has created significant pressure on workers. This pressure is also reflected in the lack of financial and moral incentives from senior management to encourage workers to develop their skills and creativity in their work and positions and to foster a spirit of initiative

and competition among them. as well as low salaries and financial incentives and the fact that the salary is not commensurate with the effort expended and the long hours worked by some workers, which has led many of them to work in other freelance jobs outside working hours to provide a second salary, thus putting them under additional pressure and stress, and the worker suffers internally from two sides. In addition to this, the worker suffers internally and does not find the means and strategies necessary to cope with this pressure. All of these factors may exacerbate the situation and lead to a deviation from the organization's goals or resignation, and thus the collapse of the organization. The results of this study contradict those of Muhammad Yusuf Abu Sharar (2007), who found an inverse correlation between the organizational climate and professional pressures.

❖ **Conclusion:** At the end of this study, in which we attempted to understand the relationship between occupational stress and the organizational climate among male Sonelgaz employees, we divided the topic into two parts: theoretical and practical. We hope that we have succeeded in covering all aspects of the topic and reaching conclusions that may be useful in the future.

In this type of institution, which deals with a large number of people—namely the company's customers and subscribers—workers suffer from many and varied problems. It is therefore necessary to shed light on such issues to provide practical solutions that may eliminate or reduce these pressures. The reality of workers' lives can be difficult; as we have observed, pressures come from all sides, and when workers fail to cope, there are dire consequences for their mental health. Mental health is the primary concern because workers are, first and foremost, human beings. Before discussing job performance, organizational commitment, productivity, or institutional success, we must address the human aspect and recognize that a healthy life is priceless.

The results must be done with caution: the sample size (50 employees) is relatively limited, especially for a large organization. Furthermore, while the selection method was simple random sampling, we cannot generalize these findings to all Sonelgaz employees across Algeria, as they reflect only the reality of the Blida branch during a specific period.

Workplace stress is not a new phenomenon; humans have dealt with it since ancient times. However, each person's psychological response differs. Some cope with effective strategies, while others remain trapped in stress, causing their lives to collapse. Additionally, the organizational climate is a major influential factor related to professional pressures, whether directly or indirectly. These topics remain vital for research today because every step of progress brings new challenges. Professional stress is often a byproduct of cultural and industrial development, and we must strive to mitigate it. Even if we consider moderate stress to be a biological motivator, an excess of it leads to significant disorders.

In conclusion, this topic is of utmost importance for both the organization and the worker. Our study is only a drop in the ocean, and we hope we have succeeded, even if only to a small extent, in conveying the importance and seriousness of this issue.

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