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**The Impact of Organizational Culture on Enhancing Workers' Mental Health: A
Case Study of Sonelgaz Company.**

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Abstract:

This study aimed to examine the impact of organizational culture on employees' mental health at Sonelgaz Company. It also sought to assess the levels of organizational culture and mental health and to explore gender-based differences between them. A descriptive research design was employed using organizational culture and mental health scales administered to a purposive sample of 40 employees. Data were analyzed using SPSS. The findings revealed high levels of perceived organizational culture and mental health among employees, with no statistically significant gender differences in either variable. The results further indicated that organizational culture significantly predicts employees' mental health.

Keywords: Organizational culture; Mental health; Sonelgaz Company.

1. Introduction:

Organizational culture is considered one of the main factors in shaping the workplace environment that directly affects the mental health of employees. A supportive and psychologically healthy workplace contributes in decreasing psychological pressure, and enhancing work satisfaction along with organization performance in general. World Health Organization, 2024). The importance of organizational culture increases in organization that work in complicated environments that deal with high requirements, such as Sonelgaz institution, withing which understanding the relationship between organizational culture and mental health becomes a key to making effective strategies to support employees and improve their psychological well-being. Previous studies indicate that a psychologically secure organizational culture characterized by enhanced support and open communication leads to increased job satisfaction and reduced psychological problems among workers. (Atar, 2023. Hamdi, 2022). In contrast, some studies showed a difference in organization culture levels of impact based on different structure, and the size of organization. Some studies found that efficiency might differ in organizations with a complex organizational industry. (Al Khaldi, 2024).

Based on that, this study aims to explore the effect of organizational culture in enhancing the mental health among Sonelgaz employees, focusing on the role of organizational policies and leadership in providing a psychologically supportive workplace. To understand the extent to which organizational culture contributes in achieving work stability and improving work performance, as well as improving mental health among workers, this study raises a set of questions.

Research Questions:

- To what extent does organizational culture contribute in enhancing mental health among Sonelgaz employees?
- What is the reality of the organizational culture of Sonelgaz employees?
- What's the level of Sonelgaz employees' mental health?
- Are there statistically significant differences in the level of organizational culture among Sonelgaz employees that attribute to the gender variable?
- Are there statistically significant differences in the level of mental health among Sonelgaz employees that attribute to the gender variable?

2. Research Hypothesis:

- There is a high level of organizational culture awareness among Sonelgaz employees.
- There is a high level of mental health among Sonelgaz employees.
- There are significant differences in the level of organizational culture among Sonelgaz employees that attribute to the gender variable.
- There are significant differences in the level of mental health among Sonelgaz employees that are attributed to the gender variable.
- Organizational culture statistically contributes to explaining the level of mental health among Sonelgaz employees.

3. Research Objectives:

This study aims to:

- Exploring the level of organizational culture among Sonelgaz employees.
- Assessing the level of mental health among Sonelgaz employees.
- Revealing organizational culture differences among Sonelgaz employees that attribute to the gender variable.
- Revealing mental health differences among Sonelgaz employees that attribute to the gender variable.
- Identifying the extent to which organizational culture contributes in explaining mental health among employees at the Sonelgaz.

4. The Importance of the Study:

The study of organizational culture and its effect on employees' mental health gains a huge importance because it clarifies the role of the workplace in improving mental health among employees, and enhancing their performance. As a supportive organizational culture founded around communication, mindful leadership, and psychologically secure climate decreases pressure and increases work satisfaction and the sense of belongingness. In companies like Sonelgaz, understanding organizational culture helps improve effective administrative practices, and mental health support among workers.

5. Theoretical Framework:

5.1 Organizational Culture:

5.1.1 Definition of Organizational Culture:

Waterman and Peters define organizational culture as the dominant system of values within an organization, which is expressed through the cultural output of its members and reflected in the shared stories, myths, and slogans circulating within the organization. Peters and Waterman, 1999). Kroeber and Kluckhohn identified the existence of over 164 definitions of organizational culture, referring that diversified backgrounds, environments, and specialties of researchers. Viewing that organizational culture is acquired behavioral patterns transmitted through symbols, which distinguishes social groups. Cultural patterns can be considered as both a result and future action. Organizational culture is also defined as a set of social phenomena that distinguish one group from another, such as customs, traditions, ideas, and beliefs. From a sociological perspective, it represents both the past and the future.

5.1.2 Components of Organizational Culture:

1) Organizational Norms:

norms are the core of organizational culture; they guide members' behaviors and explain their actions. It includes standards used to form evaluations, shaped within patterns of perceptions and meanings that affect the quality of action and experiences within the organization. (Mohamed, M, 2010).

2) Organizational Beliefs:

it is a set of shared ideas about the nature of work and social life within the organizational environment, and the way tasks are performed within the organization. These beliefs include the importance of the contribution in decision making, and group work support. (Karima, 2013).

3) Organizational Expectations:

this refers to the unwritten psychological contract. It is a set of expectations formed by the employee and the organization during the period of employment. These expectations reflect what individuals think is right, which affects how they perceive events and their emotional responses to them. It includes superiors' expectations of subordinates, and vice versa. As well as the mutual expectations among colleagues. Which are related to appreciation, respect, and the provision of an organizational environment and professional climate that support the psychological and economic needs of the employee. (Mostapha, 2021).

4) Organizational Customs:

it is a group of norms and beliefs shared among employees which are necessary and beneficial for the organization of workplace environment. These norms include: some organizations refraining from hiring siblings together, or prohibiting an employee married to a foreigner from working in certain institutions. Although these rules are often unwritten, members of organizations are expected to follow them. (Karima, 2013).

5.1.3 Types of Organizational Culture

Organizational culture can be divided into:

a) Organizational Culture Based on Influence:

It can be categorized as either strong or weak. In a strong organizational culture, members of the organization respond more consistently to the culture in their daily tasks. The more positive and efficient their responses, the stronger the culture and the greater its influence on organizational life. (Samir, 2012).

b) Organizational Culture According to the Internal Structure of the Organization:

Handy proposes four types of organizational culture, based on factors such as the organization's history, power structure, ownership, and technology, in addition to significant events it has experienced. Based on these determinants, Handy identifies four models of organizational culture: power culture, role culture, task (occupation) culture, and individual culture (Karima, 2013).

c) Organizational Culture in terms of the Dominant Model:

it is categorized into four main models based on the behavioral standards adopted by members of the organization at all levels. Especially top management, as well as the administrative processes they make such as communication, decision making, control, organization, training, change, technology, and competition, and other related processes. These models include: the scientific model, the legal model, the merit-based model, and the evolutionary model. (Samir, 2012).

5.2 Mental Health:

5.2.1 Definition of Mental Health:

Clifford Beers and Mayr refer to mental health as the stable planned efforts to maintain well-being and prevent mental illness. Considered as an effort, it leads to results that affect people's personal, social, and economic lives. Promoting this movement, The National Committee for Mental Health was established in 1909 in the United States to promote mental health. Later, specialized institutes were also created. The American Mental Health Association defined mental health as

covering the measures taken to reduce the spread of mental disorders and early treatment. (Mahmoud, 2014).

5.2.2 The Importance of Mental Health:

the major importance of mental health lies in the significant benefits it provides to both individuals and society, as it promotes happiness, stability, and social integration among individuals. It also plays an essential role in guiding specialists in selecting the appropriate and balanced therapeutic approaches to address social problems that may affect the individual's psychological development. Therefore, mental health is fundamental for maintaining psychological and social balance. Its importance can be summarized as follows:

- a) Mental health makes the individuals balanced with both themselves and their relationship with society, behaviors are mostly proper, acceptable, and satisfying to surroundings. It also has a major importance in economy and productivity, and achieving social and human principles where a mentally healthy person can manage responsibility and use the ultimate skills and potential, as an integrated personality achieves more effectivity and productivity.
- b) psychological well-being creates balanced and proper individuals, the more they grow and develop with the good amount of mental health, the happier and joyful their psychological life. A psychologically stable family is also categorized by cohesion, mutual support, as well as internal and external strength, which leads to a well-integrated individual and society. Mental health affects individuals and gives them the opportunity to discover themselves and their surroundings, and gives them more power of self-control over feelings, emotions, reactions, and desires. Allowing them to behave in a correct manner.
- c) Maintaining a good mental health gives the individuals more capability and balance of dealing with different daily problems and difficulties, decision making, and taking responsibilities without escaping or running, as it provides inner stability which results in a life with no stress, fear, and constant peace, quietness, and self-security.

5.2.3 Mental Health Approaches:

1) Developmental Approach:

it is a constructive approach that includes increasing happiness and balance among psychologically healthy individuals. It is achieved through studying individuals' capacities, guiding them, and fostering their growth.

2) Preventive Approach:

it involves preventing psychological problems and mental disorders by educating them about mental health to protect them and eliminate illnesses.

3) Therapeutic Approach:

this includes treatment of psychological problems and mental disorders in order to refine psychological stability. Mental health primarily focuses on psychological and environmental factors rather than physical or organic factors, which are the concern of another closely related field namely psychiatry. (Al Fattah, 2010).

5.3 The Sonelgaz Company:

it is the national company for electricity and natural gas distribution, running exportation, and constructions such as gas pipelines and major conversion stations.

6. Filed Procedures

6.1 Research Methodology:

the researcher adopted the descriptive method as it the study of the phenomena to be accurate and chronologically ordered which helps understanding its various aspects in a comprehensive and organized manner. This method is based on collecting data related to the aspects of the phenomena, then describing each aspect and analyzing the relationship between them. Focusing on delivering facts without any subjectivity which constructs a clear knowledge base that can be used in future studies or making decisions based on a deep understanding of the subject.

6.2 The Sample:

the targeted population included 40 employees from Sonelgaz company chosen purposely.

Table 01: shows characteristics of the sample based on gender

Gender	Frequency	Percentage
Male	29	72.5%
Female	11	27.5%
Total	40	100%

The table above shows that 72.5% of the sample population chosen from Sonelgaz were males, in return of 27.5% of females.

6.3 Scope of the Study:

a) Demographic Frame:

the study was conducted at the Sonelgaz in Tamanrasset that was launched in 2023 at the administrative district, providing 296 new buildings with electricity and gas to improve public services and support local economic development.

b) Time Limit of the Study:

the field work was conducted in May 2025.

d) Population:

the study population included employees working at the Sonelgaz company.

6.4 Research Instruments:

1) Organizational Culture Scale:

this scale aims to measure organizational culture by identifying the extent to which its indicators are manifested in the company. The scale was developed by the researcher Fadel Faiza in 2014 to examine organizational culture and its relationship to the effectiveness of employees' performance, it consists of 38 items divided across several aspects of organizational culture which read as follows:

- Organizational values (10 items)
- Policies and procedures (10 items)
- Activities and regulations (10 items)
- Organizational beliefs (8 items)

Evaluation Method:

the questionnaire items are rated on a five-point Likert scale as shown on the table below.

Table 02: Likert scale values.

Response options	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Scale point	5	4	3	2	1

The scale consists of 27 items in its final form, with response scores for each item ranging from 1 to 5 accordingly. The maximum score of the scale is 135, while the minimum is 27. The theoretical mean of the scale is 81. The scale was proven by its founders to be suitable to be applied on individuals.

2) Mental Health Scale:

this scale aims to measure the level of mental health through the extent to which indicators are manifested. It was developed by Nemeish Zoubida in 2021 as part of a study on quality of work life and its effects on mental health. The scale consists of 41 items divided across the following aspects.

- Mental strain/pressure (6 items).
- Professional recognition (10 items).
- Work satisfaction (9 items).
- Social support (9 items).
- Emotional well-being (7 items)

Evaluation Method:

the questionnaire items are based on five levels arranged according to Likert scale as shown the table below.

Table 03: Likert scale values.

Frequency	Always	Often	Sometimes	Rarely	Never
Scale point	5	4	3	2	1

In its final form, the scale consists of 21 items, and the score for each item ranges from 1 to 5 accordingly, with maximum total score of the scale being 105 points, the minimum total score of the scale being 21, and the average theoretical mean of the total scale being 63 points. Its validity and reliability were proven by its developers as well as its suitability for use on individuals.

Statistical Methods:

the following statistical methods were used to analyze the research results through the Statistical Package for the Social Sciences (SPSS) as follows:

- Independent samples to test.
- One sample to test.
- Simple linear regression coefficient.

7. Research Results and Discussion :**7.1 Presentation and Discussion of the First Hypothesis:**

The first hypothesis states that there is a high level of organizational culture among employees of the Sonelgaz company.

Table 04 : T- test for the statistical average of organizational culture.

Variable	Sample size	Standard deviance	Averagemean	Hypotheticalmean	Mean difference	T-value	Significance	Degree of freedom
Organizational culture	40	21.62	134.40	114	20.40	5.96	000	39

A one-sample t-test was conducted to determine whether the mean score of organizational culture was significantly different from the hypothetical mean ($\mu = 114$). The results showed that the mean score of organizational culture among workers ($M = 134.40$, $SD = 21.62$, $N = 40$) was significantly higher than the hypothetical mean, $T(39) = 5.96$, $P < 0.001$. The mean difference was 20.40 indicating that employees demonstrated a statistically significant higher level of organizational culture compared to the theoretical average. Therefore, the hypothesis stating that workers have higher level of organizational culture is approved.

7.1.2 Discussion of the Results:

previous studies show a comprehensive sight of the impact of organizational culture within Sonelgaz companies, and other Algerian institutions. Kourichi and Houidi (2018) indicated a positive correlation between organizational culture (values, behaviors, and policies) and employees' performance at Sonelgaz, suggesting that higher levels of organizational culture are associated with improved effectiveness. Similarly, Ghazal and Bisan (2022) found that a strong organizational culture is an identity for the institution that directs employees' behavior toward higher productivity within Sonelgaz. In the other hand, Bouzidi and Dassi (2020) reported a moderate level of organizational culture at the Sonelgaz in Biskra., characterized by a power oriented (hierarchical) culture and a moderate task orientation in several Algerian public institutions due to the absence of shared values and limited organizational cohesion which negatively affected productivity and led to recommendations emphasizing the need to strengthen organizational culture. The higher score observed in the present study suggests the existence of strong shared values and beliefs that enhance organizational cohesion and commitment. These findings are consistent with Schein's (1985) model which conceptualizes organizational culture as a system guiding behavior toward shared goals, particularly under supportive leadership and stable organizational conditions. The significant raise can also be interpreted through three theoretical perspectives. First, Bass's (1985) transformational leadership theory posits that inspiration and participative leadership enhance professional commitment and organizational loyalty, especially within hierarchical structures. Second, Cameron and Quinn's Competing Values Framework (CVF) links strong organizational culture to collaborative and productivity oriented cultural patterns that reduce turnover characteristics aligned with the energy sector. Third, Schipp (1992) argued that the institutionalization of organizational norms and continued training fosters competence and job satisfaction, which may further explain the evaluated level of organizational culture observed among employees.

7.2 Presentation and Discussion of the second hypothesis:

The hypothesis stating “there is a high level of mental health among Sonelgaz employees”

Table 05: T-test for the statistical average of mental health

Variable	Sample size	Standard deviation	Average mean	Hypothetical mean	Mean difference	T-value	Significance	Degree of freedom
Mental health	40	15.42	140.30	123	17.30	7.09	000.	39

Based on the table, results show that the average mean of Worker's responses about the mental health scale was ($M = 140.30$) which is higher than the hypothetical mean (123) with a standard deviation of ($SD = 15.42$). The difference between the two means reached 17.30. Given that the calculated T-value ($39 = 7.09$) at the significance level of $P < .001$, this difference is statistically significant. These results indicate a high level of mental health behavior among employees. Therefore, it can be concluded that employees at Sonelgaz demonstrate a high level of mental health behavior.

7.2.1 Discussion of Results:

The findings indicate that employees of Sonelgaz enjoy a high level of mental health in the workplace, which reflects a stable organizational climate that supports psychological well-being and enhances performance through strong institutional support and reduced work stress. These results are proven by several recent studies including Soumia (2024) who found high psychological security associated with distinguished work performance among employees. Similarly, Gharib (2024) confirmed the presence of high psychological well-being supplied by a statistically significant positive relationship with performance in the Algerian energy sector. In addition, Mohamed El Mehdi (2023) reported high levels of psychological resilience and well-being among 974 Sonelgaz employees with slight differences in favor of females. In contrast, Amal and Mansour (2019) reported high levels of work pressure among the staff, resulting in complaints and decreased job satisfaction. Likewise, Bensheikh Douaa (2025) reported an average level of mental health among employees of Sonelgaz, accompanied by moderate motivation. These high levels of mental health are resulted by multiple factors, such as organizational support and leadership that play a central role, as well as support from colleagues and supervisors, along with reduced discrimination and manageable work pressure enhance psychological well-being. The research also highlights the relationship between mindfulness, social support and lower stress levels, particularly in stable sectors including energy. That's also attached to job satisfaction and independence, as trust in capacities, and clarity of goals foster a sense of control that reduces anxiety. Social commitment and structured routines also enhance productivity and employee retention. Additionally, a safe work environment is essential. According to Karasek's (1990) Job Demand

Control Model, lower psychological demands combined with greater decision making independence reduce work stress, particularly in hierarchical institutions with supportive leadership structures such as Sonelgaz.

7.3 Presentation and Discussion of the Third Hypothesis:

this hypothesis states that there are statistically significant differences at the level of organizational culture among Sonelgaz employees related to gender.

Table 06: presents the significance of differences at the level of organizational culture among Sonelgaz employees according to the gender variable.

Variable	Groups	Number	Average mean	Standard deviation	T-value	Significance	Degree of freedom
Organizational culture	Male	29	134.06	22.29	15.5	877	38
	Female	11	135.27	20.72			

The results show that the average mean score on the organizational culture scale for male employees was ($M = 134.06$, $SD = 22.9$, $N = 29$), whereas the mean score for female employees was slightly higher ($M = 135.27$, $SD = 20.72$, $N = 11$). The calculated T value was $T(38) = 0.16$, with a significance level of $P = 877$ indicating that the difference was not statistically significant. Based on that, it can be concluded that the hypothesis stating the presence of statistically significant difference in organizational culture related to gender is not supported. This result indicates that there are no significant differences in organizational culture between male and female employees at Sonelgaz.

7.3.1 Discussion of Results:

the findings indicate that there are no gender-based differences in the level of organizational culture among Sonelgaz employees. This suggests that both male and female employees share similar perceptions of organizational values, behaviors, and policies. This result is consistent with the findings of Kouraishi and Houidi (2018) as well as Ghazel and Bissan (2022), both of which reported no significant effect of gender on organizational culture. However, the study conducted by Touiti Mourad in the electricity company in Tougouret found slight gender differences in some aspects of organizational context on cultural perceptions. The absence of gender differences in organizational culture within Algerian institutions may be explained by the widespread of shared sociocultural values, such as collectivism and hierarchical loyalty, which transcended gender distinctions. This interpretation is consistent with Hufsted's (1980) Cultural Model which suggests relatively lower masculinity bans greater overlap in gender roles within similar cultural contexts. From Schein's (1985) perspective, organizational culture represents a system of shared assumptions derived from social heritage and collective experience. These shared assumptions reduce the influence of gender as a differentiating factor and promote organizational cohesion. Similarly, Cameron and Quinn's (1999) Competing Values Framework explains that the dominance of hierarchical and

group oriented cultural patterns in organizations such as Sonelgaz contribute to unified cultural perceptions across genders by emphasizing standardized rules, procedures and shared expectations. Furthermore, Trip's (1993) model emphasizes the role of national Cultural context in integrating traditional and modern values, which contributes to shaping shared organizational perceptions among employees regardless of gender. This integration strengthens organizational cohesion and minimizes gender based differences in organizational culture.

7.4 Presentation and Discussion of the Fourth Hypothesis:

The fourth hypothesis states that there are statistically significant differences in the level of mental health among Sonelgaz employees related to gender.

Table 07 : presents the statistical significance of differences in the level of mental health among Sonelgaz employees according to gender.

Variable	Groups	Number	Average Mean	Standard Deviance	T-value	Significance	Degree of freedom
Mental Health	Male	29	139.20	16.50	72.3	474	38
	Female	11	143.15	12.31			

The table shows that the average mean of mental health behavior scale reached ($M = 139.20$, $SD = 16.50$) for male employees, while the average mean for female employees was slightly higher with ($M = 143.18$, $SD = 12.31$). The calculated value was $T(38) = 0.72$ with a significance level of $P = 474$ indicating the absence of a statistically significant difference. Accordingly, the hypothesis stating the existence of statistically significant differences in mental health behavior related to gender was not supported. Which indicates that there are no statistically significant differences in mental health behavior between male and female employees at Sonelgaz.

7.4.1 Discussion of Results:

The findings indicate that there are no statistically significant gender differences in the level of mental health behavior among Sonelgaz employees. This suggests that both male and female employees have similar perceptions of their psychological well-being within the workplace environment. These findings are supported by previous studies that reported the same results, including Kourishi and Houidi (2018) as well as Azizi Mouna (2020) who indicated the absence of statistically significant differences in mental health levels related to gender among similar populations, emphasizing the role of shared environmental and organizational factors over demographic variables. However, Abdelghani Brakhlia and Abdelhak Barakat (2021), reported statistically significant differences favoring females in certain contexts, with interaction between gender and educational level which suggests the effect of gender on mental health may depend on additional contextual factors, such as educational background or professional environment.

7.5 Presentation and discussion of the Fifth Hypothesis:

The fifth hypothesis states that "organizational culture contributes significantly in predicting the level of mental health among Sonelgaz employees". To test this hypothesis, simple linear regression analysis was conducted with organizational

culture being the independent variable and mental health being the dependent variable.

Table 08 : presents the regression model summary for mental health in relation to organizational culture.

	Regression	R ²	Adjusted R ²	Standard error of The estimate
1	431	186	164	14.09

Table 8 shows the correlation between the independent variable reached (R= 431) indicating a moderate positive relationship. The coefficient of the determination was (R²= 186) which shows a moderate regression between mental health and organizational culture. To test this model, an analysis of variance (ANOVA) for the Regression Model predicting mental health was conducted.

Table 09: analysis of variance (ANOVA) for the regression model predicting mental health from organizational culture.

Model	Source	Sum of squares	DF	Mean square	F	P
1	Regression	1723.901	1	1723.901	8.68	.005
	Residual	7550.499	38	198.697		
	Total	9274.400	39			

NB: Predictor: organizational culture.

As shown in table 9, the calculated value of F (F=8.676) was statistically significant at P= .005, indicating that the regression model is appropriate to the test.

To determine the contribution of organizational culture to predicting mental health, the regression coefficients were calculated, as presented in table 10.

Table 10: regression coefficients for organizational culture predicting mental health behavior.

Predictor	Unstandard coefficient		Standard coefficient	T	P
	Standard error	A	B		
Constant	14.207	98.972	431	6.96	.000.
Organizational culture	104	307		2.94	.005.

The results presented in table 10 indicate that organizational culture significantly contributes to predicting mental health behavior, the result suggests that the increase in organizational culture results a proper increase in mental health. Based on these findings, the regression equation can be expressed as follows: mental health= 98.97+0.30 (organizational culture).

7.5.1 Discussion of Results:

the findings indicate that organizational culture significantly contributes to predicting mental health behavior among Sonelgaz employees, which proves it is an important factor that enhances psychological well-being by promoting shared values, strengthening social support, and reducing work stress. These results are consistent with several studies including Hayat and Amel Belkahl (2014) who confirmed that organizational culture (values, beliefs, and norms) positively influence employee performance at Sonelgaz, which in turn enhances psychological well-being through increased job satisfaction and psychological stability. Similarly, AlaaEddine (2013) found a positive relationship between

organizational values and psychological well-being among Sonelgaz employees in Bousaada, accompanied by lower stress levels. In the same vein, Boukhloua and Aati (2017) reported that organizational culture dimensions, such as participation and strategic orientation significantly influence service quality and employee performance, which indirectly contributes to improved psychological well-being in similar organizational environments. In contrast, Hamida and Douaa (2024), who focused on job stability and did not find a strong direct effect of organizational culture on mental health, suggesting that external factors such as social stressors may also play an important role.

8. Conclusion and Recommendations:

Conclusion:

In conclusion, the findings of this study indicate that employees of Sonelgaz demonstrate high levels of both organizational culture and mental health. This results in a stable organized environment that promotes cohesion, psychological well-being, and professional stability. The results also revealed the absence of statistically significant gender differences in organizational culture or mental health, indicating that shared organizational values such as hierarchical loyalty and teamwork are consistently perceived across male and female employees. Furthermore, the findings confirmed that organizational culture enhances social support, increases job satisfaction, and reduces work stress, which contributes positively to employees' psychological well-being. These findings are supported by Competing Values Framework, which links strong hierarchical and collaborative cultures to greater organizational stability and psychological well-being.

9. Recommendations:

- Developing training workshops to promote transformational and participative leadership styles, which enhance employee commitment and organizational loyalty.
- Strengthen teamwork and collaboration across companies to improve organizational cohesion.
- Establish formal psychological support and counseling mechanisms to reduce work stress.
- Encourage mentorship and peer support programs to facilitate experience sharing and daily professional support.
- Promote transparency and fairness in promotion and evaluation systems to enhance job satisfaction.
- Integrate shared organizational values, such as loyalty and teamwork into daily organizational practices and strategic objectives.
- Conduct future research examining additional variables, such as age and professional experience to better understand their impact on mental health.
- Implement regular assessment of job satisfaction and mental health through periodic surveys to ensure a healthy and stable work environment.

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