

The extent to which a specialist in work and organization psychology achieves his roles from the perspective of workers (Field study in the Lind Gas Corporation Algeria, unit in Ouargla)

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Abstract

This study aims to investigate the extent to which a specialist in work and organizational psychology fulfills his roles according to employees at Lind Gas Algeria, Ouargla unit, based on a sample of 21 employees. The study adopts a descriptive approach, utilizing a questionnaire with four domains and 24 items to assess workers' selection, performance measurement, handling of psychological issues, and analysis of accident causes. Data collection utilized a five-point Likert scale following validation and reliability checks of the tool.

The study concludes that the specialist in work and organizational psychology effectively performs roles related to measuring worker performance, addressing psychological issues, and analyzing accident causes, all rated highly by employees at Lind Gas Algeria. Additionally, the specialist's role in employee selection is perceived to be at a very high level.

Keywords: specialist in work and organizational psychology, Lind Gas Algeria.

Introduction:

Organizations face numerous challenges, whether internal or external, necessitating their adaptation and alignment with these challenges. This is achieved through developing the necessary strategies to confront them, enabling organizations to achieve growth and organizational effectiveness. Contemporary organizations have witnessed significant development due to the emergence of rapidly evolving production technologies, making it increasingly difficult to keep pace with these changes (Ghayat, 2010, p. 104).

The application of psychological principles in the workplace and management is considered crucial for organizations in achieving their objectives. This is achieved by enhancing industrial efficiency and increasing employee job satisfaction. The importance of psychological understanding and systems approach is evident in the workplace environment, necessitating the presence of psychologists within organizations. Since individuals are primarily responsible for managing their career paths, the role of the organizational psychologist becomes one of assisting employees in

fulfilling their needs and interests in alignment with their goals. Psychologists play a role in mitigating employee issues and reducing sources of psychological stress.

However, despite the necessity of the organizational psychologist in the workplace, their position often does not receive adequate attention, especially in terms of employment and the specific role they fulfill. Moreover, even in academic research, the topic of organizational psychological practice does not receive sufficient attention. It should be noted that organizational psychologists in Algeria can intervene in various fields depending on the nature, activities, size, and capabilities of the institution. We will endeavor to explore the extent to which organizational psychologists fulfill their roles within institutions from a managerial perspective.

Problematic:

The current era witnesses rapid changes in all aspects of life, and these changes have also reflected on organizations where their size and importance have increased. What helps these organizations sustain and achieve their goals is the availability of competent human resources, as human beings are the elements of change and development in any institution, whether educational, economic, or social. Any institution is in dire need of creating individuals capable of advancing the institution's reality (Bin Hafiz, 2017, p. 10). Psychology, through its applications, especially in the field of work and management, significantly contributes to increasing industrial efficiency of institutions, as well as improving worker alignment with their jobs. Work and organizational psychology has proven its importance in the field of work through the solutions and applied studies it provides, whether at the international or local level.

From this, the task and role of work and organizational psychology specialists become clear. They play a crucial and significant role in activating the management and administration of human resources in the institution. It would not be an exaggeration to say that they are one of the fundamental pillars in proper planning for the optimal use of human resources, enhancing productive efficiency, improving security programs, preventing and reducing errors in work, and also in training the staff in the institution and equipping them with modern scientific methods in supervisory processes. They also work on selecting workers and employees and directing them to the work that suits their physical, mental, and emotional capacities. Moreover, they improve human relations within the institution among workers and between workers and the managing administration, among other tasks that fall upon them (Salim, 2011, p. 134).

Studies have proven that the role of work psychology specialists is significant and crucial in the management of human resources. However, despite the necessity of their presence in the workplace, their status does not receive much attention, especially in their employment and the positions they are hired for. On one hand, this lack of attention exists, and on the other hand, even in the research domain, the subject of organizational psychological practice has not received much attention despite its priority and importance in professional environments. Workers are individuals like everyone else in life, having problems, emotions, and capabilities. This was demonstrated by the study of (Abdouni Abdel Hamid, 2002), which broadly illustrates the role of work and organizational psychology specialists in human resource management.

Similarly, the study by (Mousbah Jalab and Ramadan Khtout, 2019) aimed to evaluate the performance of work and organizational psychology specialists in their roles within industrial institutions from the perspective of managers and directors. The study concluded that the performance level of work and organizational psychology specialists in the five areas was high, namely: employee selection, performance measurement, assisting new supervisors, addressing psychological problems, and analyzing accident causes. This indicates that industrial psychology specialists make significant efforts in developing, nurturing, and managing human resources.

Conversely, and according to Bekäï (2015) in his study on the status and reality of psychological practice in work and organizational psychology in institutions and organizations in Algeria, the study concluded that the status of work and organizational psychology is low in Algeria. The specialization suffers from marginalization in administrations, with the administrative aspect overshadowing the psychological aspect in Algerian institutions. Additionally, the tasks of specialists in work and organization are limited, and the specialization has not received its due share in the Algerian job market (Bouhara, 2021, p. 120).

In a study by (Belbraheem Jamal and Meziane Hamza), the research aimed to highlight the role of industrial and organizational psychology in the formation and development of human capital in organizations as a crucial part of the intellectual capital of any organization. Industrial and organizational psychology is considered one of the means by which work conditions and workers can be diagnosed, moving towards setting methods and approaches to create an appropriate environment for the workforce, contributing to the preparation of suitable educational programs for their training, and clarifying the role of the psychologist in the organization in selecting and directing employees, reducing work pressures, and working on raising their morale. This contributes to achieving job satisfaction and stability of human capital.

Based on the previously discussed points, this research paper will attempt to investigate the reality of the performance of work psychology specialists, shedding light on the role of the work psychologist and the extent to which they fulfill their roles from the perspective of the workers. Therefore, we pose the following question:

To what extent do work psychology specialists fulfill their roles from the perspective of the workers?

Study Hypotheses:

1. The work psychology specialist performs their duties in the area of employee selection from the perspective of the workers at a high level.
2. The work psychology specialist fulfills their roles in the area of employee performance measurement from the perspective of the workers at a high level.
3. The work psychology specialist fulfills their roles in addressing psychological problems from the perspective of the workers at a high level.

4. The work psychology specialist fulfills their roles in the area of accident cause analysis from the perspective of the workers at a high level.

Study Objectives:

1. To determine the extent to which the work psychology specialist fulfills their roles in the area of employee selection from the perspective of the workers.
2. To determine the extent to which the work psychology specialist fulfills their roles in the area of employee performance measurement from the perspective of the workers.
3. To determine the extent to which the work psychology specialist fulfills their roles in addressing psychological problems from the perspective of the workers.
4. To determine the extent to which the work psychology specialist fulfills their roles in the area of accident cause analysis from the perspective of the workers.

Significance of the Study:

The significance of the current study lies in the importance of the topic it addresses, namely the extent to which work and organizational psychology specialists fulfill their roles from the perspective of the workers. These specialists play a crucial role in contributing to the achievement of organizational goals, enhancing the effectiveness of the organization, increasing productivity, and boosting the worker's ability to perform their tasks effectively. This is accomplished through objective selection and guidance, followed by training in light of the worker's readiness, capabilities, and inclinations. Furthermore, they assist and support workers in solving problems they encounter during work.

The study also contributes to achieving individual goals, including enhancing worker alignment with their job by placing the worker in the position that matches their abilities, developing their competencies, increasing their motivation to work, fostering harmony with colleagues, and boosting their loyalty to the institution. Consequently, this raises the overall morale of the workers. Additionally, it involves creating favorable conditions such as providing safety measures for workers and choosing work and rest times that align with the human biological clock.

Due to the scarcity of studies on this subject, we aim for this paper to be a scientific addition that sheds light on and clarifies the role of the work and organizational psychology specialist. We also seek to highlight the significant role these specialists play in the continuity and success of any institution, as well as in ensuring that the workers enjoy a high level of psychological well-being, which positively impacts both the worker and the institution.

Theoretical Framework:

1. Concept of Work and Organizational Psychology:

Work and Organizational Psychology is a branch of psychology that primarily focuses on the applied aspect. This field aims to utilize psychological studies and scientific efforts to benefit from

the foundations of psychology in the domain of work, production, and human effort, thereby achieving the maximum possible benefit for individuals and their communities (Yahiaoui, 2003, p. 251).

There are several definitions of Work and Organizational Psychology, including:

- Industrial psychology, a branch of applied psychology, focuses on applying psychological research methods and findings to problems arising in the industrial or economic sector, including worker selection, training, work methods, and conditions.

- According to Abdel Fattah Dweidar, it is the field concerned with studying work in its various aspects as a human activity, with an emphasis on the organizations established for this purpose.

- Donald & Coll (2002) describe it as the branch that investigates the analysis and understanding of various physical, emotional, and cognitive behaviors of individuals and teams in the work context. It interprets the factors that lead to the emergence, persistence, or disappearance of these behaviors and explores the nature of individuals' experiences in work situations (Marzouq Naima, 2020).

2. Who is the Work and Organizational Psychologist?

According to Boukhari (2015), a work and organizational psychologist is an individual who has received university training in psychology and graduated with a degree specializing in work and organizational psychology (Bachelor's, Master's, or Doctorate). After graduation, they can practice as a work and organizational psychologist in various fields such as industrial work, education, research, consultancy, and government sectors. Jalab and Khattout (2019) add that this individual is scientifically and professionally qualified to provide psychological services to those who need them, diagnosing, studying, and treating problems faced by individuals and institutions (Bouhara, 2021, p. 128).

3. Role of the Work and Organizational Psychologist in the Organization:

The roles of the work and organizational psychologist in the organization include the following tasks:

3.1. Selection and Recruitment:

The work and organizational psychologist intervenes in the selection and recruitment process at various levels. Besides helping to determine the organization's human resource needs, they play a crucial role in job analysis and defining the profile of individuals to be hired. They then determine the methods and techniques for selection, such as interviews, tests, role-playing, etc. They also receive candidates for various positions and assess the suitability of each candidate's abilities for the job requirements by analyzing the results of psychological tests used in the selection process (Faris, 1999, p. 15).

3.2. Training Design:

The work and organizational psychologist is skilled in planning and overseeing training processes. They identify the training needs of employees and contribute to developing and implementing the training program provided to workers, potentially even acting as a trainer themselves. Finally, they evaluate the effectiveness of the training process (Salim, 2007, p. 13).

3.3. Managing the Professional Career Path of Workers:

The work and organizational psychologist monitors the career path of each worker, tracking the series of positions held from appointment to retirement. This career trajectory depends on the worker's personal experiences, as what they perceive as professional success is the true measure of success. This could be achieving promotions to higher positions, earning financial rewards, building a network of relationships, or satisfying the need for self-actualization. The career path is personal, and its activities deal with both adapting to and driving change, aligning with age-related changes, life events, and the innovation of new systems.

3.4. Human Resources Maintenance and Ergonomics:

The work and organizational psychologist assists in implementing and monitoring appropriate procedures in the field of occupational safety and risk prevention (e.g., occupational diseases, workplace accidents). They also aid in monitoring occupational safety measures, such as the outcomes of periodic medical examinations of workers by the company doctor, and overseeing social services like recreational activities and trips for employees. Special attention is given to workers with poor job compatibility, ensuring and organizing conditions that make workers more comfortable during their tasks. Additionally, the psychologist may provide recommendations related to the physical work environment.

3.5. Studies, Diagnosis, and Consultation:

In the domain of studies and diagnosing the institution's state, the work and organizational psychologist may be tasked with various responsibilities, depending on the nature and size of the organization. These responsibilities may include collecting statistical data and worker competency summaries, tracking promotions, training, recruitment, the number and causes of workplace accidents and absences, and employee turnover (the number of employees leaving the organization). This data is used to create a database that supports decision-making processes and various functions of human resource management and development.

3.6. Job Analysis:

Job analysis is a systematic study of the duties and responsibilities of a profession, as well as the knowledge, skills, and abilities required to perform it. It is the starting point for most human resources functions. Before a worker is assigned to or trained for a specific job, and before evaluating their performance, it is essential to understand the various duties involved (Faris, 1999, p. 92).

3.7. Employee Performance Evaluation:

Performance evaluation is one of the most crucial tasks of the work and organizational psychologist due to its significant implications. The objective of this process is to assess the worker's performance level compared to others or against objective standards. This involves measuring various aspects of individual performance, including the nature of the effort expended, which represents the amount of physical or mental energy a person uses in their work over a specific period. Additionally, it involves assessing the level of accuracy, quality, and the degree to which the effort meets specific quality standards (Ghiath, 2014, p. 43).

3.8. Career Guidance:

Career guidance is critically important as it requires a precise understanding of an individual's interests and abilities, such as intelligence, which qualifies them for success in their profession. Certain professions demand high-level technical skills, while others require manual dexterity and precision. Thus, abilities significantly influence an individual's career choice and their subsequent success or failure in the chosen profession (Kamal Boulesharsh, 2023, p. 75).

Practical Aspect of the Study:

1. Research Methodology:

The descriptive methodology has been adopted as it is deemed appropriate for the current study, aiming to objectively describe the present phenomenon.

2. Study Sample:

The study sample comprised 21 workers from the "Linde Gas Algeria" unit in Ouargla, out of an original population of 36 workers. Some questionnaires were excluded due to errors in responses or non-responsiveness.

3. Limitations of the Study:

The study was conducted during the academic year 2022-2023 at the "Linde Gas Algeria" unit in Ouargla.

4. Operational Definition of the Study Variable:

The operational definition pertains to the workers' perspective in the "Linde Gas Algeria" company on the extent to which the work and organizational psychology specialist fulfills their roles in employee selection, performance evaluation, addressing psychological issues, and accident analysis. This is measured by the score obtained from the scale assessing the intervention domains of the work and organizational psychology specialist.

5. Data Collection Tool:

The data collection tool is a questionnaire prepared by Misbah Jallab and Ramadan Khitout (2019), consisting of 24 items divided into four domains. Each domain includes six items measuring the following areas:

- Field 1: Discusses the selection of employees and consists of 6 items.
- Field 2: Discusses the measurement of employee performance and consists of 6 items.
- Field 3: Discusses dealing with psychological problems and consists of 6 items.
- Field 4: Discusses the analysis of accident causes and consists of 6 items.

As for the alternatives, they were assessed using a Likert five-point scale: Very High, High, Medium, Low, Very Low.

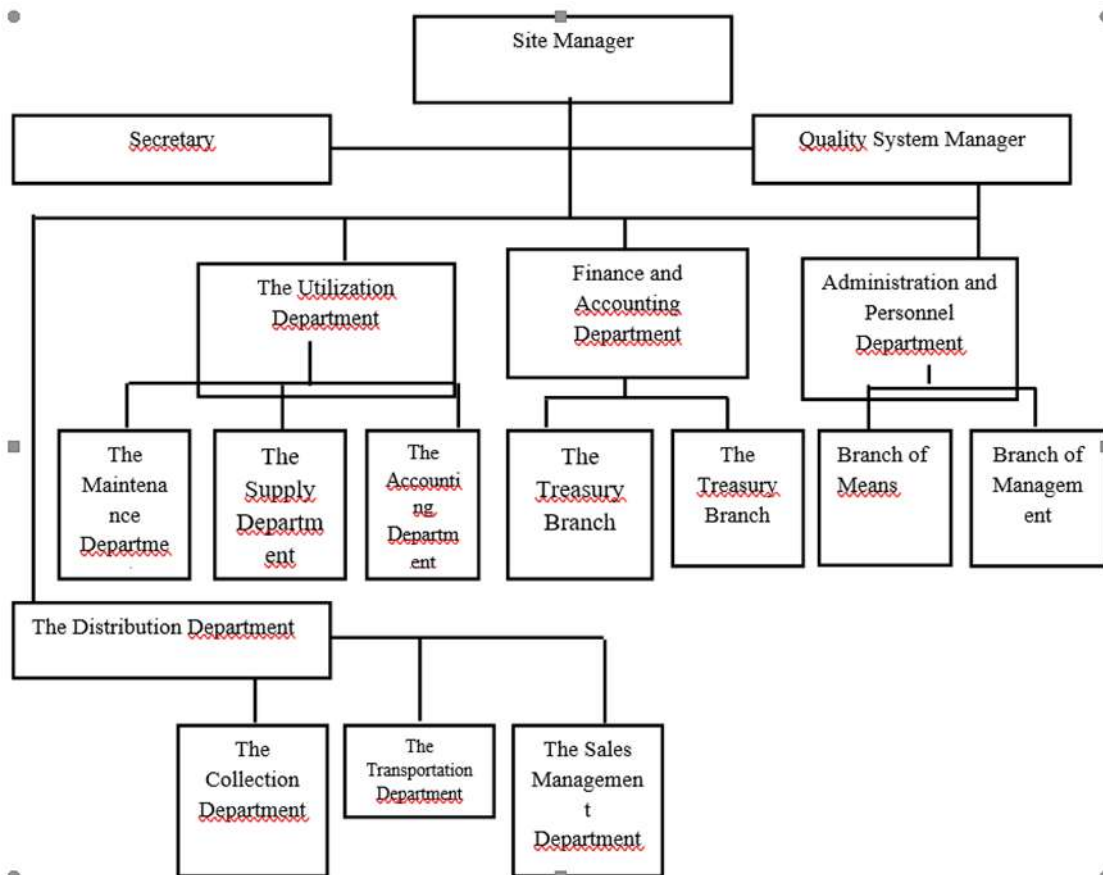
7- Details about Linde Gas Algeria:

Linde Gas Algeria, Unit in Ouargla, is a company operating under the joint-stock company "SPA" with a capital of 1.5 billion Algerian dinars. It has a nationwide presence through a network comprising nine units. The company specializes in the production and distribution of various industrial and medical gases across diverse economic sectors such as sports, industry, healthcare, agriculture, and technological research.

Established in 1960, this unit is one of the oldest factories in the southeast region, currently occupying an area of 2455 square meters. It employs 36 workers and caters to the demand for industrial gases in the southern region of the country. Linde Gas Algeria's mission in Ouargla involves producing and distributing a wide range of industrial gases, including gaseous, liquid (manufactured products), and compressed gases (conditioned products).

- **Site Manager:** Works under the authority of the General Manager of Lind Gas Corporation, aiming to achieve the goals set by the General Directorate of Lind Gas Corporation.
- **Quality System Manager:** Structurally under the unit manager's authority, but practically reports to the General Quality Manager at the corporate level. Their responsibilities include managing the quality system at the unit level and ensuring compliance with quality standards.
- **Administration and Personnel Department:** Under the authority of the unit manager and in practical coordination with the Human Resources Directorate within the organization, the Head of the Administration and Personnel Department performs the following tasks: identifies necessary competencies aligned with unit needs, ensures administrative follow-up on employee files, and manages payroll. They also oversee promotions...
- **Finance and Accounting Department:** Under the authority of the unit manager and in practical coordination with the Finance Director within the organization, the Finance and Accounting Department contributes to the preparation and monitoring of budget estimates.
- **Production Department:** Ensures production within the unit according to efficiency, cost, and timeline conditions specified in the annual budget estimate for production. This includes several sections such as Maintenance Department, Supply Department... The following figure illustrates this:

Figure 01: Organizational Structure of the Unit



Source: Administration and Personnel Department of the Unit

8. Presentation of Hypothesis Results:

8.1. Presentation of the First Hypothesis Results:

- Psychologist specializing in work psychology performs his roles in the field of selecting workers from the perspective of the employees at "Lind Gas Algeria" at a high level.

Table (1): Illustrates the sample study responses to evaluate the first domain - Employee Selection –

Order	Percentage	Repetitions	Evaluation	Number
1	42,85 %	9	Very high	1
3	14.28 %	3	High	2
2	28.57 %	6	Average	3
3	14.28 %	3	Weak	4
5	00 %	0	Very weak	5

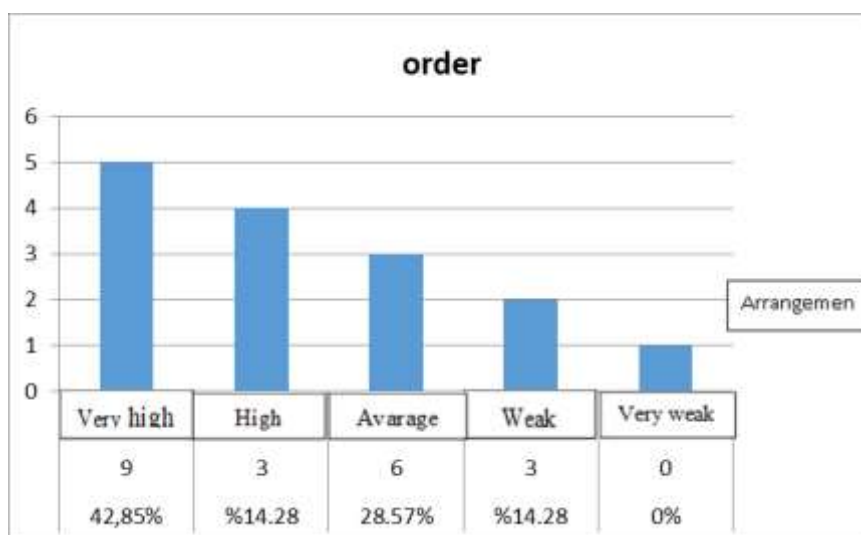


Table (1) illustrates the study sample responses to evaluate the first domain - Employee Selection. The table results show that respondents ranked "Very High" at 42.85% of the total responses from the study sample for the first domain. Respondents with a "Medium" ranking were in second place at 28.57%, while those ranked "High" were tied with respondents at 14.28%. Respondents with a "Very Low" ranking were last at 0%. This indicates variability in the perspectives of employees at "Lind Gas Algeria" regarding the performance of the work psychologist in the field of work psychology and organization of their roles. The hypothesis is not confirmed, as respondents with a "Very High" ranking were in the first position.

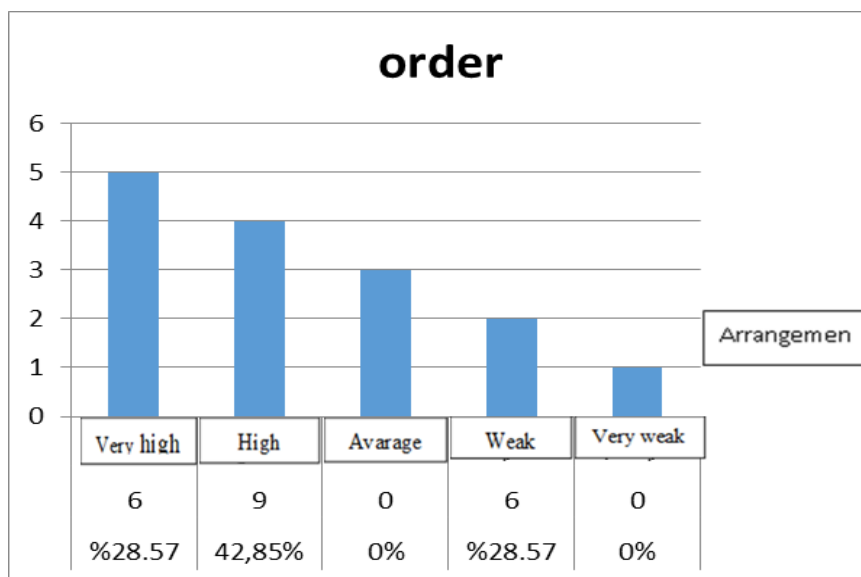
8.2. Presentation of the Second Hypothesis Results:

- The psychologist specializing in work psychology and organization performs his roles in the field of measuring employee performance from the perspective of employees at "Lind Gas Algeria" at a high level.

Table (2) illustrates the study sample responses to evaluate the second domain

- Employee Performance Measurement -

Order	Percentage	volume	evaluation	Number
2	28.57 %	6	Very high	1
1	42.85 %	9	High	2
5	00%	0	Avarage	3
2	28.5 7%	6	Weak	4
5	00 %	0	Very weak	5



The results of Table (1) showed that the first rank was "High," with a percentage of 42.85% of the total responses from the study sample for this domain. Respondents ranked "Very High" came second with a percentage of 28.57%, and "Low" was ranked fifth in this domain at a percentage of 0% of the total study sample responses. This means that the psychologist specializing in work psychology and organization generally performs his role at a high level according to the evaluation of employees in the institution. Therefore, the second hypothesis is confirmed.

8.3. Presentation of the Third Hypothesis Results:

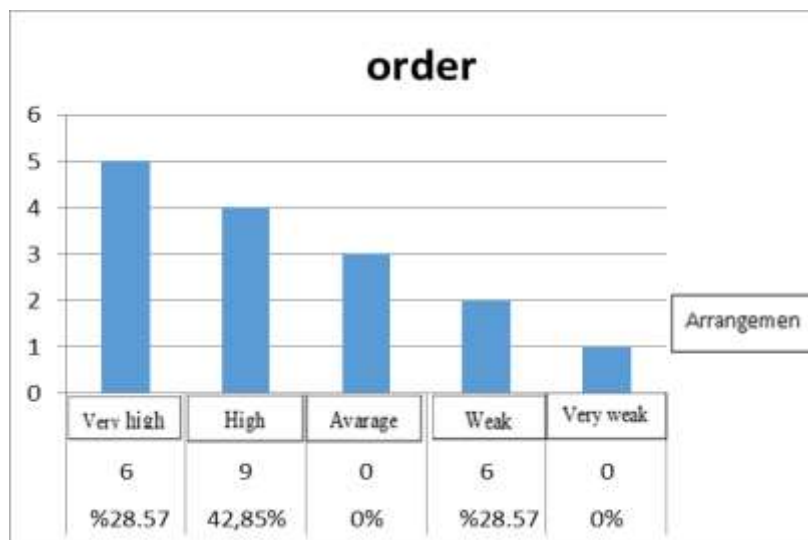
- The psychologist specializing in work psychology and organization performs his roles in the field of addressing psychological problems from the perspective of employees at "Lind Gas Algeria" at a high level.

Table (3) illustrates the supervisors' responses to the items of the third domain

- Handling Psychological Problems-

Order	Percentage	Volume	Evaluation	Number
2	28.57%	6	Very high	1
1	42.85%	9	high	2

5	00%	0	Avarage	3
2	28.57%	6	Weak	4
5	00%	0	Very weak	5



Table(3) illustrates the responses of the study sample to assess the fourth domain - dealing with psychological issues. The results of the table showed that respondents ranked first with a high degree, accounting for 42.8% of the total responses of the study sample in this domain. Respondents with a very high and weak degree came in second place, with a percentage of 28.57% of the total study sample responses. Respondents with an average and very weak degree came in fifth place with a percentage of 0% of the total study sample responses. This indicates that the psychologist in the field of organizational psychology performs his role with a high degree according to the evaluations of the employees at "Linde Gas Algeria", thereby confirming the third hypothesis.

8-4- Presentation of the Results of the Fourth Hypothesis:

- The specialist in organizational psychology performs his role in analyzing the causes of accidents from the perspective of the employees at "Linde Gas Algeria" at a high level.

Table (4) presents the responses of employees to the paragraphs of the fourth domain

- analysis of the causes of accidents-.

Order	Percentage	Volume	Evaluation	Number
2	28.57 %	6	Very high	1

1	57.14 %	12	high	2
2	28.57 %	6	Avarage	3
5	00 %	0	Weak	4
5	00 %	0	Very weak	5

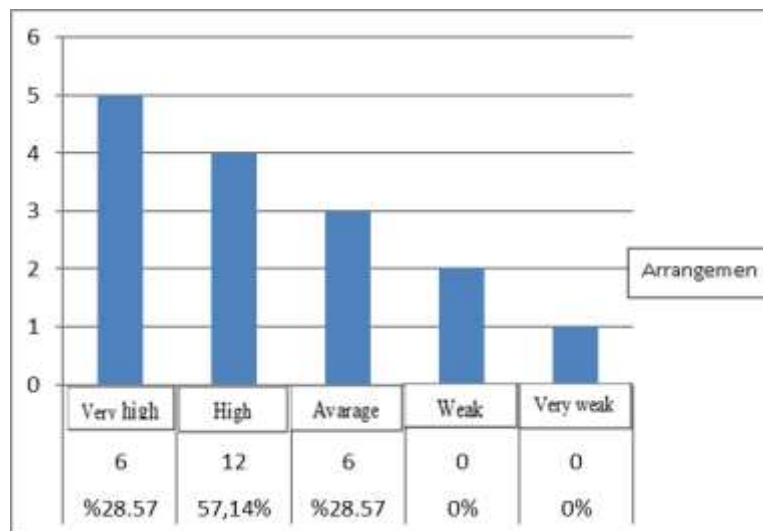


Table (4) illustrates the responses of the study sample to assess the fourth domain - analysis of the causes of accidents. The results of the table showed that respondents ranked first with a high degree, accounting for 57.14% of the total responses of the study sample in this domain. Respondents with a very high and medium degree came in second place, with a percentage of 28.57% of the total study sample responses. Respondents with a weak and very weak degree came in fifth place with a percentage of 0% of the total study sample responses. This means that the psychologist in the field of organizational psychology performs his role with a high degree according to the evaluations of the employees at "Linde Gas Algeria", thus confirming the fourth hypothesis.

9- Discussion of the Study Results:

Based on the results obtained in the current study, it is evident that the organizational psychologist in the field of work and organization performs his roles in employee selection, performance measurement, handling psychological problems, and analyzing accident causes from the perspective of employees at Linde Gas Algeria - Ouargla Unit. The majority of these roles were perceived as highly effective. These findings align with Ibrahim Jamal and Hamza Mazyane's study, which suggests that psychologists in organizations contribute to the formation and development of human

resources by effectively attracting, selecting, and guiding individuals to match job requirements, thereby enhancing performance across various levels. Moreover, they work to reduce stress and provide job stability, which are outcomes of the efforts of organizational psychologists.

Additionally, these results are consistent with Masbah Jalabour and Medan Khattou's 2019 study, which aimed to evaluate the performance of industrial organizational psychologists in roles within industrial institutions, as viewed by executives and managers. Their study concluded that the performance level of organizational psychologists in the five areas—employee selection, performance measurement, assisting new supervisors, handling psychological problems, and analyzing accident causes—was high. This indicates that industrial organizational psychologists exert significant efforts in the development, enhancement, and management of human resources.

The results of this study differ from those of Kefan (2011) regarding the management of human resources in Algerian institutions, which face numerous challenges. Observations indicate that these institutions largely overlook the significance of organizational psychologists. This is attributed to the organizational culture within these institutions, which generally neglects the human element, crucial for the continuity and progress of the institution. In contrast, foreign institutions place significant emphasis on this specialization.

Industrial and organizational psychology in advanced countries plays a prominent role in shaping and developing human capital within organizations, recognized as a vital part of intellectual capital in any organization. This is supported by various theoretical approaches and practical contributions, highlighting the tasks performed by industrial organizational psychologists. They diagnose work conditions, formulate plans to create suitable work climates for employees, design training programs, and reduce work pressures. They also enhance motivation, morale, and raise awareness about workplace accidents, thereby contributing to job satisfaction and institutional stability, ultimately leading to the development of human resources.

This underscores the importance for academics and institutional managers in growing countries to enhance the specialization of industrial and organizational psychology in universities and professional institutions across diverse activities. This is crucial due to the pivotal role played by industrial organizational psychologists in facilitating work duties and supporting mental health in the workplace.

Theoretical studies emphasizing the roles of industrial organizational psychologists confirm their effectiveness in managing human resources, a role of critical importance, especially in industrially advanced countries. It serves as a cornerstone in the development of human resources within institutions.

Recommendations of the Study:

1. **Increased Focus on Industrial and Organizational Psychologists:** There is a critical need to enhance attention towards industrial and organizational psychologists due to the pivotal roles they play across various domains.

2. **Conducting Further Scientific Research and In-Depth Studies:** It is imperative to conduct more scientific research and in-depth studies regarding the importance of the roles performed by industrial organizational psychologists.
3. **Raising Awareness Among Institutional Leaders:** There is a necessity to raise awareness among institutional leaders about the importance of having industrial organizational psychologists in the workplace. This includes granting them sufficient authority to perform their tasks effectively.
4. **Involving Industrial Organizational Psychologists in Organizational Management:** It is crucial to involve industrial organizational psychologists in managing the organization. This involvement can optimize their training to effectively contribute to organizational development.

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