

| | |
|---|-------------------|
| Industrial and Organizational Psychology in the Arab World | العنوان: |
| دراسات نفسية | المصدر: |
| رابطة الاخصائيين النفسيين المصرية (رأنم) | الناشر: |
| Taha, Farag A. | المؤلف الرئيسي: |
| مج8, ع1 | المجلد/العدد: |
| نعم | محكمة: |
| 1998 | التاريخ الميلادي: |
| يناير | الشهر: |
| 112 - 135 | الصفحات: |
| 692233 | رقم MD: |
| بحوث ومقالات | نوع المحتوى: |
| EduSearch | قواعد المعلومات: |
| علم النفس، علم النفس الصناعي والتنظيمي | مواضيع: |
| http://search.mandumah.com/Record/692233 | رابط: |

Industrial and Organizational Psychology in the Arab World

Dr. Farag A. Taha

Psychology Dept. Faculty of Arts

Ain - Shams University

and

Member of "Institut D'Egypte"

"Egyptian Academy"

ABSTRACT :

This paper reviews the status of the field of industrial and organizational psychology in the Arab World. The focus will be on the countries which have shown more interest than others in this discipline; such as Egypt, Saudi Arabia and Algeria. Adopting an approach, which is descriptive and evaluative, the paper will deal with the present situation as well as the foreseeable future of industrial and organizational psychology in the Arab World. Foremost among the things to be investigated in this chapter are the following :

- 1- Industrial and organizational psychology as a discipline in universities.
- 2- Dissertations and field studies in this discipline.
- 3- Books and other publications in the same discipline.
- 4- Industrial and organizational psychology applications in the government bodies and business organizations.
- 5- Industrial and organizational psychology as a profession.

INTRODUCTION :

Industrial and organizational psychology as a discipline differs widely from one Arabic country to another, in its history, advancement, applications, and social, academic, and professional status. This is mainly due to major differences among Arab countries in

academic progress and industrial development. There is a time lag of almost a half century between the introduction of modern university education in Egypt, and in many other Arab countries, and so industrial and organizational psychology is more advanced in Egypt than in any other Arab

country. Most Arab professors, editors, authors, and translators of main references and textbooks of industrial and organizational psychology are Egyptians. Because of this fact, we shall not find great differences in how the main topics of organizational psychology are taught or investigated in the Arab countries. Everywhere, almost identical methods are used in the education, training, and application of the scientific principles of this discipline. The only important difference among the Arab countries is the degree of advancement achieved.

In this context, we must mention the interest and pioneering of some ancient Arab philosophers, who anticipated some of the main objectives and scientific principles of modern industrial and organizational psychology. In his book; "Book of Politics", the great Arab philosopher Ibn Sina (980-1037) (or Avicenna) wrote: "If the sponsor of the boy (or his father) wants to choose a job for him, he has first to evaluate the boy's nature, character, and in-

telligence to choose the job according to all these aspects. After choosing the job (as mentioned), the sponsor has to know how much the boy is interested in this job and desires working in it. The sponsor also has to make sure that the boy appreciates the job; and also make sure that the boy has the aptitudes and ability that help him in performing this job. After that, and according to it, the sponsor has to decide. This procedure is more accurate and logically accepted; because it saves the boy's time not being spent in vain" (Nagaty, 1988).

In these words of Ibn Sina, (which have been written in Arabic) we note how this great Arabian philosopher draws our attention to the main scientific principles of modern industrial and organizational psychology; concerning vocational selection, guidance, training, and fitness in general. Ibn Sina heavily stresses the fitness of personality traits, character, and mental aptitudes for various occupations.

INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY IN EGYPT :

Emergence of Industrial and Organizational Psychology :

Industrial and organizational psychology in Egypt can be traced back to the year 1952 (Taha, 1982). In this year, "Dewan Al-Mowazzafeen" (Ministry of Employees) was established. The "Dewan" supervised the appointment of new employees in governmental jobs. In this "Dewan" there was a main department specializing in psychological testing, interviewing, selecting, and classifying of new employees. It was almost forbidden for any employee to be appointed in governmental jobs unless he/she was subjected to this selection by that department. The "Dewan Al-Mowazzafeen" appointed psychologists to provide help in analyzing jobs, adopting or developing psychological tests appropriate for the Egyptian culture, interviewing and selecting applicants, and classifying the new employees. In 1964, the "Dewan Al-Mowazzafeen"

was transformed into "Al-Gihaz Al-Markazy" (Ministry for Organization and Management). Subsequently, the Al-Gihaz transferred the above-mentioned psychological procedures to the governmental ministries and departments, should they prefer to use them.

In 1954, the Ministry of Industry was established which includes a department responsible for "Productivity and Vocational Training Authority." One of the department's main responsibilities is to select, classify, and train personnel for jobs and vocations useful to the industrial development of Egypt. Late Professor E.M. Khairy of Ain Shams University was recruited to supervise this job. For this purpose, many centers for training according to the apprenticeship system have been established all over Egypt. Many psychologists have been appointed to analyze jobs, and adopt or develop psychological tests to be used in the selection and classification of the applicant pupils, who have recently obtained the Preparatory Certificate (about 16 years old). Now-

adays, the number of these training centers has grown up to more than 40, covering all provinces in Egypt. In 1990, the above mentioned department tested psychologically about 13,000 pupils to select some thousands for the training centers mentioned above.

In the early seventies, the Ministry of Labor Power in Egypt became interested in applying psychological tests and interviews in the vocational guidance offices it established all over the country. It called on Taha to develop and standardize a test battery for the vocational guidance of youngsters between 12 and 18 years old, who had not continued their academic study (Taha, 1986).

Many ministries and governmental departments in Egypt have used the services of industrial and organizational psychology in some of their divisions, and in many institutions and organizations under their supervision. The Ministry of Social Affairs, for example, supervises many institutes and organizations designed for reha-

bilitation, providing services for the feebleminded and delinquents. In such institutes and organizations, there are many permanent or part-time psychologists, who are responsible for psychological investigations needed for diagnosis, counseling, guidance, rehabilitation, and vocational training.

Also, in the seventies, the Ministry of Education became more concerned with psychological services in its schools dedicated to special education. There are more than fifty such schools scattered all over Egypt. They are established to teach, educate, guide, and train pupils who are not normal, such as the blind, deaf, feebleminded and delinquent. The Ministry of Education has appointed hundreds of psychologists to these schools. Psychologists in these schools conduct psychological investigations needed for accepting or refusing pupils in the special schools. They counsel and guide the students vocationally, educationally, and psychologically. Nowadays, such psychological services have been extended to normal schools.

There are also several industrial companies and vocational institutes all over Egypt, which use psychological procedures for their own good and welfare.

Industrial and Organizational Psychology at the Egyptian Universities :

Industrial and organizational psychology draws its importance and advancement, to some extent, from the attention that Arab universities have bestowed on it. The Egyptian universities give this discipline a considerable importance in teaching and training.

The first independent university department of psychology in Egypt was the Department of Psychological and Sociological Studies, Faculty of Arts, Ain Shams University, in Cairo. It was established in 1952 under the supervision of Late professor M. Zewar, who was a psychiatrist and psychoanalyst trained mostly in France. The second member in this department was Late professor E.M.Khairy, whose psychology degree was from London University. His major interest was

in the field of industrial and organizational psychology . He ,and his students, supervised many doctoral and master theses in industrial and organizational psychology. Ain Shams University has the first and the largest independent department of psychology in Egypt. From the time the first master degree was given in 1955 until the year 1997, there have been approximately 60 doctoral and master graduates in the industrial and organizational field.

Almost 15 years after the foundation of the Department of Psychology at Ain Shams University, other Egyptian universities began to establish their own independent departments of psychology. The departments give a considerable attention to the subject of industrial and organizational psychology. Many of them offer master and doctoral degrees in industrial and organizational psychology, and some of them have one or two year programs awarding diplomas in industrial and organizational psychology. Industrial and organizational psychology is also a main course in some

other university departments; such as departments of administration, engineering, and commerce. It is also a main course taught in many colleges and technical secondary schools controlled by the Ministry of Education.

Dissertations and Field Studies of Industrial and Organizational Psychology :

Many Egyptian dissertations and field studies carried out in the field of industrial and organizational psychology use the same scientific methods as American and European researchers do. These include collecting data from a representative sample, developing tools and standardized tests, analyzing these data by quantitative or qualitative methods, and using modern statistical techniques. Some examples of such dissertations and field studies follow:

(1) Psychology of the problem worker : A doctoral dissertation was conducted by Farag A. Taha in 1968 at Ain Shams University (Taha, 1980a) under the supervision of Professors Mostafa Zewar, and El-Sayed Khairy.

The study used the Wechsler-Bellevue Intelligence Scale for Adults, the Hand Test, the Thematic Apperception Test, and the Clinical Interview.

The Wechsler-Bellevue Scale and the Hand Test were administered to 20 industrial male workers, who were considered problematic based upon information included in their files. The information pointed to a high incidence of accidents; frequent absence; technical faults; low productivity; failure to establish good relations with bosses, colleagues, or subordinates; frequent complaints about or from bosses, colleagues or work systems and regulations; disobedience with respect to bosses and regulations. The Wechsler-Bellevue Scale and the Hand Test were also administered to a control group of 20 male workers, who were considered normal, according to the above-mentioned measures. Both groups had similar job positions. The Thematic Apperception Test and the Clinical Interview were administered to eight of the most problematic workers, and eight of their peers

from the control group for an intensive, deeper and more comprehensive study.

Data of this study were analyzed quantitatively and qualitatively, using a psychoanalytic approach. The most important results of this study are:

1. The problem group scored lower, but not statistically significantly so, in all intelligence quotients of the Wechsler Scale (total, verbal, performance, and efficiency) when compared to the control group. This result might indicate that the problem worker is relatively less efficient in reality perception, reality judgment, and reaction to reality.
2. The problem group scored significantly lower on the Comprehension subtest of the Wechsler. This subtest measures mainly the function of judgment and reality testing. This mental function is especially affected by disturbance of logical thinking and emotional stability. So, this function is more disturbed in psychotics than others. This result seems to support the above result.
3. The problem group scored significantly higher in the aggression category of the Hand Test. This indicates that the problem worker is more aggressive, and has personality traits and motives which characterize persons, who have psychotic trends as compared with others. This indicates that the problem workers are characterized by immature psychological development. This result appears to support the previously mentioned results of the Wechsler test.
4. The qualitative analyses of both the Thematic Apperception Test and the Clinical Interview showed more psychotic aspects in personality structure and personality dynamics of the problem workers (such as shown in more organic brain damage, paranoid destructive motives, psychopathic trends, melancholic aspects, and bizarre thinking). This result shows that the problem worker relies more on primitive psy-

chotic mechanisms; such as projection, introjection, and splitting. This also indicates that the problem worker is more psychologically disturbed and immature. This result supports the above mentioned ones.

5. The problem worker showed less conformity to authority agencies, as shown in his responses to the Thematic Apperception Test along with his Clinical Interview. This trend may cause clashes with bosses and authority agencies, and lead to vocational maladjustment.

Perhaps, the most important finding of this study is that the different kinds of tools or techniques (psychometric versus projective tests and clinical interviews) led to integrated and unified results (not to contradictory results as sometimes claimed).

(2) **Measuring and diagnosing morale of industrial workers:** One of the most appreciated studies in the field of industrial and organizational psychology is that supervised by El-Sayed Khairy

and Ahmed Zaki Mohammed (1972). This field study was carried out on a sample of 400 industrial workers in different departments of an industrial company. The sample was comprised of 350 males and 50 females. A scale, especially developed for measuring and diagnosing morale, was administered to this sample to detect the departments with the highest and the lowest morale. The Raven Progressive Matrices Test for intelligence and a Sociometric Test were administered to workers of the departments with the highest and the lowest morale. In addition, the Wechsler-Bellevue Intelligence Scale and the Thematic Apperception Test were administered to supervisors of the departments differing in morale. The most important results of this study are :

- 1- A positive relationship was found between morale and salary, promotion, privileges and favors, good relations, and good communications.
- 2- A positive correlation was found between intelligence

- of workers and their morale. The same result was also true for the supervisors who were supervising departments of high morale in comparison with those who were supervising departments of low morale.
3. The supervisors of the high-morale departments had better mental health and were more psychologically mature in comparison with those of the low-morale departments.
 4. There was a positive correlation between group cohesiveness and morale in the departments.
- In 1981, Abdel-Monem Hamed conducted a study in Iraq to measure the morale of Iraqi industrial workers, found results similar to those of Khairy and Mohammed (Hamed, 1981).
- (3) Psychology of truck and bus drivers:** Another important field study is Psychology of Truck and Bus Drivers, which was conducted in Egypt in 1975, under the supervision of Emad Sultan and Farag Taha, and published by the National Center for Social and Criminological Research in Cairo. A first step in this study was making a job analysis for driving camions and buses (defined as big cars for heavy transportation in/or between towns and cities). The main objective of this job analysis was to detect the mental abilities, personality traits and dynamics of the successful and vocationally well-adjusted driver. For this purpose, Taha and Abou-El-Neil developed a comprehensive and intensive job analysis schedule as possible. Their job analysis schedule was published separately to be used as a model for other job analyses. Tests for motor control, sensorimotor abilities, personality traits, and personality dynamics were administered to a sample of 162 male bus and camion drivers. These included 75 maladjusted/failed, and 87 well-adjusted/successful drivers, according to the empirical data recorded in their files. These included accidents, traffic violence, car-damaging, dishonesty, malingering, absenteeism, and complaints. The most important results of this field study are :

1. The successful drivers had a significantly higher mean score on the General Comprehension Subtest of the Wechsler-Bellevue Intelligence Scale. This result indicates that successful drivers are more efficient in reality perception, reality judgment and responding to reality.
 2. The successful drivers had a significantly lower mean score on the Picture Arrangement Subtest and the Object Assembly Subtest of the Wechsler-Bellevue Scale. This indicates that successful drivers rely less upon trial and error in their driving, and have personality traits dissimilar to those of psychopaths.
 3. The successful drivers had a significantly lower error mean score on the sensorimotor coordination tests. This indicates that successful drivers have better coordination in these areas.
 4. The quantitative analysis of the Thematic Apperception Test revealed that successful drivers had a significantly lower mean aggressive tendencies and thought disturbances. This indicates that successful drivers are more psychologically mature and less emotionally disturbed.
- The results of this field study suggest that drivers should be selected according to a test battery including tests for measuring general comprehension, sensorimotor abilities and coordinations, and personality traits and dynamics.
- (4) Factors determining achievement motivation in the light of some differences between Egyptian male and female employees :** This study is among the recent field studies in the discipline of industrial and organizational psychology in Egypt, having been conducted by Abdel-Fattah Dowadar in 1991. He administered five psychometric scales to measure achievement motivation, locus of control, self-assertion, religious values, and anxiety and depression. (Dowadar, 1991) His sample consisted of 263 male and 272 female employees from governmental departments and business companies in Alexan-

dria. The most important results of this study are:

1. There was no significant difference in achievement motivation between males and females.
2. There were significant positive correlations between achievement motivation and religious values, self-assertion, and internal locus of control.
3. There were significant negative correlations between achievement motivation and anxiety, depression, and external locus of control.

Dowadar provided sensible psychological interpretations of his results, some of them were replicated by Abou-El-Neil (1986).

Besides, such field studies and dissertations, there are test batteries, which have been developed and standardized in Egypt, including **Productivity Batteries** which have been developed in the Productivity and Vocational Training Authority, (Ministry of Industry) under the supervision of Late professor Khairy (1976). The test batter-

ies consist of psychological tests developed for selecting the most suitable apprentices for a special Vocational Training Center. The batteries include paper and pencil as well as performance tests. The standardization samples included thousands of 14 to 18 years old candidates for the vocational training centers, who had obtained the Preparatory Certificate (a level between primary and secondary education).

Another example is the **Test Battery for Youngsters' Guidance**, which was developed and standardized under the supervision of Farag Taha (1986), and published by the Ministry of Labor Power. It was developed and standardized as a part of various vocational guidance activities carried out by that Ministry. The standardization sample included 226 male youngsters between 12 and 18 years old, who did not continue their academic study. All tests included in the battery are individual tests.

In the field of rehabilitation of the blind, Farag Taha developed in 1974 a **Test Battery**

for Blind Sensorimotor Aptitudes. The standardization sample of this battery included 56 male and 17 female blind subjects.

It should be noted that the above mentioned dissertations, research projects, and standardization studies are based upon generally accepted scientific methodology, including both quantitative and qualitative analysis of the obtained data.

Egyptian Publications in Industrial and Organizational Psychology :

Since the 1960's, several Egyptian textbooks in industrial and organizational psychology have been published in the Arabic language. They include **Industrial Psychology** by Ahmed E. Rageh (1961), **Industrial Psychology and its Local Applications** by El-Sayed M. Khairy (1967), **Readings in Industrial Psychology** by Farag A. Taha (1973), **Industrial and Organizational Psychology** by Farag A. Taha (1980), and **Industrial Psychology** by Mahmoud Abou-el-Neil (1985).

In addition, relevant papers

and articles are being published in psychological or sociological periodicals, and conferences held in Egypt and elsewhere.

Industrial and Organizational Psychology as a Profession :

In Egypt, "Psychologist" has been a formal title in governmental departments and elsewhere for almost 40 years. It is now also used in private and public companies and institutions. On the formal level, the title of "psychologist" is not usually made more specific through additional labels; such as "industrial," "clinical," or "educational." Actually, this classification is made according to the field in which the psychologist is presently working. If he works in a hospital, he is then a clinical psychologist. If he works in schools, he is then a school psychologist or educational counselor. If he is working in vocational selection, classification, guidance or rehabilitation, he is then an industrial and organizational psychologist, and so on. This situation is expected to change: the Egyptian psychologist's job will probably be clas-

sified according to different specializations when psychology as a discipline gains more advancement, as it has in more developed countries.

Final Comments on Industrial and Organizational Psychology in Egypt :

It appears that industrial and organizational psychology in Egypt is relatively advanced when compared to many Third World countries, especially in the Arab world. Industrial and organizational psychology in Egypt covers all areas of this discipline, both traditional and modern, including vocational selection, guidance, classification and rehabilitation, job analysis, job evaluation, vocational adjustment, management, humanistic relations, leadership, efficiency, etc. But it is now facing several problems and obstacles, which are affecting its growth and advancement, such as :

1. Research budgets are shrinking, especially for research in the humanities and social sciences. This reflects Egypt's major financial problems.

2. Scientific attitudes are not highly appreciated or respected in the modern Arabic culture, when compared to the more developed countries. Therefore, higher authorities tend to neglect scientific procedures and principles in managing their jobs and organizations.

3. The economic difficulties facing Egypt lessen the importance of industrial and organizational psychology as a theoretical or applied discipline; because of the close relationship between industrial psychology's advancement and industrial and economic prosperity.

4. Fewer Egyptian psychologists now attend international conferences and congresses because of shrinking budgets and low individual income (Ahmed, 1992).

5. Government scholarships for postgraduate studies abroad have diminished considerably in recent years, especially in psychology. The reinstatement of these scholarships could invigorate

the discipline in Egypt by helping introduce the most up-to-date principles and scientific knowledge from abroad.

Industrial and Organizational Psychology in Saudi Arabia :

Industrial and Organizational Psychology at Saudi Arabian Universities :

Industrial and organizational psychology is a main course in the departments of psychology in many faculties of Saudi universities, especially faculties of education, at the undergraduate or postgraduate levels. It is also taught as an auxiliary course in faculties of engineering and elsewhere.

Industrial and organizational psychology has acquired considerable status in postgraduate studies. For instance, the Directory of the Department of Psychology, Faculty of Education, Um Al-Qura University in Mekka (1990), lists twelve master theses in industrial and organizational psychology out of 60 psychology theses carried out during the time period 1975 - 1989; (Doctoral programs

have not yet been introduced at this university.) The same trend was also found in the other Saudi psychology departments, i.e., the Department of Psychology, Faculty of Education, King Saud University in Riyadh, in which 19 Master theses in the field of industrial and organizational psychology have been conducted from 1982 to 1992, out of 54 Master theses in all fields of psychology. The doctoral studies at King Saud University are scheduled to begin in the near future. Some psychology departments have very recently instituted doctoral studies, such as Al-Imam Mohammed Ibn Saud University. In the **Directory of the university theses in Saudi Arabia**, it was recorded that there are 81 Master Theses carried out in all fields of psychology, among them 27 (33%) in the field of industrial and organizational psychology. This indicates how much attention is given in Saudi Arabia to industrial and organizational psychology in comparison with other fields of psychology.

Field Studies and Publications of Industrial and Organizational Psychology in Saudi Arabia :

As in Algeria and most other Arab countries, the main textbooks and references of industrial and organizational psychology in Saudi Arabia are written by Egyptians. English textbooks and references are sometimes used, especially by postgraduate students.

Saudi textbooks and references in this discipline are very rare. One example is **Industrial and vocational psychology**, published by Tashkandy, Balkhy, and Damanhoury (1988). There are also some pertinent articles and papers published in local or international periodicals and conferences. Examples include. **The changeover from foreign to national management in multicultural organizations** (El-Gazzar & Sander, 1984a), **Organizational and behavioral impact of managerial changeover to the nationals** (El-Gazzar & Sander, 1984b), and **Managerial value systems for working in Saudi**

Arabia: An empirical investigation (Ali & Al-Shakis, 1985).

One of the most important subjects drawing the attention of Saudi and other psychologists in the oil-producing Arab states concerns the generally negative attitude toward manual labor and vocations. Several research studies have been conducted in this area. An example of this is the dissertation entitled **Vocational attitudes of intermediate and secondary school students**, carried out by M.S. Al-Harby (1985) for a master degree in psychology. The study's aim was to investigate the attitudes of 906 intermediate and secondary school students (between 14 and 20 years old) toward different professions, the effects of the father's vocational level on these attitudes, and the various factors that shape these attitudes. The most important results of this study are:

1. Negative attitudes exist toward manual vocations; such as mechanics, electricity, carpentry, plumbing, and toward vocational training centers.

2. There are positive attitudes toward military, engineering, medical professions, and university education.
3. Vocational attitudes are more apparent and better defined among secondary pupils than intermediate school students.
4. When relatives and friends work in certain vocations, pupils tend to prefer the same vocation.
5. Many sources form vocational attitudes; such as television, radio, magazines and newspapers, books, teachers, fathers, relatives, and friends working in the same vocations.

A. Safwat Ibrahim carried out a research study on **Attitude toward risk and traffic accidents**. (Ibrahim, 1991). In this study, Ibrahim administered the locally developed "Safwat Risky Attitude Scale"; consisting of five subscales to a sample of 622 male university students. The subjects kept a record of the traffic accidents they were involved in. Two groups of subjects emerged: the traffic accident group and the non-accident group. The most

important findings of this study are:

1. The traffic accident group scored significantly higher than the non-accident group on the Risky Attitude Scale, and also on the following subscales: Health Carelessness, Accident Proneness, and Overconfidence.
2. There was a positive relationship between number of accidents and age.

While the first finding agrees with the results of previous studies in this field the second finding differs from findings in most other studies, which indicate that the younger drivers are more involved in traffic accidents, because of less experience, greater impulsiveness, and lack of cautiousness.

Industrial and Organizational Psychology as a Profession in Saudi Arabia :

In Saudi Arabia as in Algeria and most other Arab countries, "psychologist" as a formal and official title is not in general use yet. Nevertheless, some psychology graduates are ap-

pointed under different titles in some positions in either governmental or business institutes. Some of them carry out psychological duties; such as counseling, clinical diagnosis, therapy, case studies, school psychology, and vocational selection, and guidance.

Nowadays, Saudi Arabia is much concerned with social, economic, and industrial development. Education is considered a cornerstone of advancement. This concern is manifested in the foundation of seven universities. Each of the universities has one or more departments of psychology, which give considerable concern to industrial and organizational psychology. Seen in this light, it may be expected that this discipline will prosper in Saudi Arabia in the near future.

Industrial and Organizational Psychology in Algeria :

Industrial and Organizational Psychology in Algerian Universities :
In Algeria, psychology became a subject of interest during the early 1960s. At the Institute of Psychology, University of Al-

giers, industrial psychology was first introduced as a distinct academic and scientific discipline during the academic year 1971-1972. The first group of graduate students in industrial psychology graduated in 1976. The number of enrolled students in that field increased gradually from 186 in 1976 to 400 in the academic year 1978-1979 as a result of the economic expansion during the 1970s. During the early 1980s, the number of students enrolled in industrial psychology decreased dramatically to a mere 100 in 1986, reflecting an intensive process of restructuring (Achoui, 1989). The organizational dimension was added to industrial psychology in both teaching and training as a result of the Educational Reform which took place in 1980.

As for postgraduate studies, a master degree program was established at the University of Algiers in 1985. However, of the 20 enrolled graduate students, half of them discontinued their studies due to financial and family reasons.

Some research studies in industrial and organizational psychology have been carried out in Algeria over the last ten years. Several of these studies were conducted for the purposes of obtaining M.A. or Ph.D. degrees from British and American universities.

Field studies of Industrial and Organizational Psychology in Algeria :

Other research studies have also been carried out in Algeria covering topics; such as worker's absenteeism, resignation, training, working conditions, and leadership and structure (Achoui, 1989).

We mention here a paper entitled "**Leadership styled and organizational structure**", conducted by M. Achoui and S. Lusief. They conducted their study in an industrial organization in Algiers, on the base of Fielder theory of leadership effectiveness. The sample consists of 73 supervisors divided to three groups according to their levels of supervision. The first level is the lowest, which is very near to the workers, the third is the

highest level, which is on top of leadership. They administered the Fielder Scale of leadership characteristics to the three groups. These characteristics are classified in two dimensions; much interested in job performance, or much interested in humanistic relations.

The most important results of the study are :

- 1- Supervisors close to their workers (such as the observers, controllers, masters and other first level and direct supervisors) showed more interest in humanistic relations than in job performance.
- 2- The high position supervisors (such as managers), were more interested in job performance.
- 3- A positive relationship was found between the length of service and humanistic relations, especially among the first level supervisors. This may reflect the continuation of face-to-face interaction and personal contacts over a long period of time.
- 4- A positive relationship was

found between number of subordinates and the supervisor's interest in job performance among the third level supervisors.

Industrial and Organizational Psychology as a Profession :

Generally speaking, there appears to be little coordination between the academic interests of organizational psychologists and the requirements of Algerian companies and governmental bodies. However, there exist some Algerian companies and projects, which have been able to make use of the resources of industrial and organizational psychology. For instance, The National Authority for Electricity and Gas employs several graduate students in industrial and organizational psychology.

Finally, it should be mentioned, that the future of industrial and organizational psychology in Algeria and the other Greater Maghreb countries depends mainly on the overall expansion of psychology, which up till now has been rather modest in scope.

Industrial and Organizational Psychology in Other Arab Countries :

In some other Arab countries (e.g. Kuwait, Iraq, the Sudan), a few research studies and publications have appeared in industrial and organizational psychology. Al-Sarraf (1990) investigated gender differences in the attitudes of Kuwaiti college students toward manual work. For example; in Iraq, Al-Tai (1976) studied the vocational preferences and personality traits of school students, while Hamed (1981) measured the morale of Iraqi industrial workers, as mentioned above. In the Sudan, Shackleton and Ali (1990), carried out a study on **Work related values of managers** in which they tested the Hofstede model in the Sudanese milieu.

Conclusion

As previously mentioned, industrial and organizational psychology varies much in advancement from one Arabic country to another, in the areas of application, university educa-

tion, dissertations and field studies, and publications. At the same time, it is very similar in objectives, ways of teaching and training, scientific methods of field studies, and statistical and qualitative analysis. The differences tend to reflect different levels of economic, social, and cultural development, which vary widely from one Arabic country to another, while similarities can often be attributed to the influence of pioneering Egyptian psychologists, who introduced psychology as a distinct scientific discipline to the Arab world.

A great number of the Arabic research studies in industrial and organizational psychology have been conducted with the purpose of obtaining advanced academic degrees. Examples include Taha (1968) in Egypt,

and Al-Tai (1976) and Hamed (1981) in Iraq. It also seems that organizational psychology has received more attention than industrial psychology in some Arab countries; such as Saudi Arabia (Al-Gazzar & Sander, 1984a, 1984b; Ali & Al-Shakis, 1985; Tashkand, Balky, & Damanhoury, 1988), and the Sudan (Shackelton & Ali, (1990).

It is also true, as can be detected from the previous discussion about industrial and organizational psychology, that the social structure, the historical circumstances, and the different and changing conditions that characterize or surround every Arabic country, affect in many ways the advancement of all scientific disciplines, as is the case in any country in the whole world.

References :

- 1- Abou El-Neil, M.E. (1985). Industrial psychology. Beirut: Dar el-Nahda al-Arabia (in Arabic).
- 2- Abou-el-Neil, M.E. (1986). Vocational guidance and productivity. Paper presented at the first Conference on Vocational Guidance. Cairo: Ministry of Labor Power (in Arabic).
- 3- Achoui, M. (1989). Industrial and organizational psychology in Algeria: Present status and future perspectives. Paper read at the Maghrebian Meeting on The Present Status of Psychological and Educational Studies in the Greater Maghreb, University of Oran, Algeria (in Arabic).
- 4- Achoui, M., & Lucif. S. (1988). Leadership style and organizational structure. *Journal of the Social Sciences (Kuwait)*, 16 (3), 61-74 (in Arabic).
- 5- Ahmed, R.A. (1992). Psychology in the Arab countries. In : U.P. Gielen, L.L. Adler, & N.A. Milgram (Eds.), *Psychology in international perspective: 50 years of the International Council of Psychologists* (pp. 127-150). Amsterdam: Swets & Zeitlinger.
- 6- Al-Harby, M.S. (1985). Vocational attitudes of intermediate and secondary school students. Unpublished M.A. Thesis, Um AlQura University, Mekka, Saudi Arabia (in Arabic).
- 7- Al-Hosseini, Z.A. (1990). Directory of the university theses in Saudi Arabia. Riyadh: King Faysal Center for Research (in Arabic).
- 8- Ali, A.H., & Al-Shakis, M. (1985). Managerial value systems for working in Saudi Arabia: An empirical investigation. *Group and Organizational Studies*, 10, 135-155.
- 9- Al-Sarraf, Q.A. (1990). Sex differences in attitudes of college students in Kuwait toward manual work. *Journal of the Social Sciences (Kuwait)*, 18 (2), 246-255.
- 10- Al-Tai, N.M. (1976). Vocational preference and some personality traits. Unpublished Ph.D. Thesis. Ain Shams University (Egypt) (in Arabic).
- 11- Dowadar, A.M. (1991). Factors determining achievement motivation in the light of some variables between male and female employees in

Industrial and Organizational Psychology in the Arab World

- Egypt. Proceedings of the 7th Annual Convention of the EAPS (pp. 49-73). Cairo (in Arabic)
- 12- El-Gazzar, M.E., & Sander, B.W. (1984a). Changeover from foreign to national management in multicultural organizations: A system model and case studies. Paper presented at the 7th International Congress of Cross - Cultural Psychology. Acapulco, Mexico.
 - 13- El-Gazzar, M.E., & Sander, B.W. (1984b). Organization and behavioral impact of managerial changeover to the nationals in a developing country. Paper presented at the 23rd International Congress of Psychology. Acapulco, Mexico.
 - 14- Hamed, A.G. (1981). Morale measurement of industrial labourers in Iraq and its diagnosis. Unpublished M.A. Thesis, Ain Shams University (in Arabic).
 - 15- Ibrahim, A.S. (1991). Attitude toward risk and traffic accidents. *Psychological Studies (Egypt)*, 1 (4), 605-635 (in Arabic).
 - 16- Khairy, E.M. (1967). *Industrial psychology and its local application*. Cairo: Dar el-Nahda al-Arabia (in Arabic).
 - 17- Khairy, E.M., & Mohammed, A.Z. (1972). *Measuring and diagnosing morale of industrial workers*. Cairo: The National Center for Social and Criminological Research (in Arabic).
 - 18- Khairy, E.M. (1976). *Psychological selection of apprentices for vocational training centers*. Cairo: Productivity and Vocational Training Authority, Ministry of Industry (in Arabic).
 - 19- Nagaty, M.O. (1988). Avicenna. In : *Figures in Islamic education* (pp. 245-262). Riyadh: The Arab Bureau of Education for the Gulf States (in Arabic).
 - 20- Rageh, A.E. (1961). *Industrial psychology*. Cairo: The Modern Printing Establishment (in Arabic)
 - 21- Shackleton, V.J., & Ali, A.H. (1990). Work related values of managers: A test of the Hofstede model. *Journal of Cross- Cultural Psychology*, 21 (1), 109-118.
 - 22- Sultan, I., & Taha, F.A. (1975). *Psychology of truck and bus drivers*. Cairo:

- The National Center for Social and Criminological Research (in Arabic).
- 23- Taha, F.A. (Ed.) (1973). Readings in industrial psychology. Cairo: Said Raafat Bookshop (in Arabic).
- 24- Taha, F.A. (1974). Test battery for blind sensorimotor aptitudes. Cairo: Dar al-Taaleef Press (in Arabic).
- 25- Taha, F.A. (1980a). Psychology of the problem worker. Cairo: el-Khangy Bookshop (in Arabic).
- 26- Taha, F.A. (1980b). Industrial and organizational psychology. Cairo: Dar al-Maaref (in Arabic).
- 27- Taha, F.A. (1982). Industrial psychology in Egypt: Past present, and future. Paper presented at the 20th International Congress of Applied Psychology, Edinburgh, Scotland.
- 28- Taha, F.A. (1986). Test battery for youngsters' guidance. Cairo: Ministry of Labor Power (in Arabic).
- 29- Tashkandy, A., Balkhy, H., & Damanhoury, R. (1988). Industrial and vocational psychology. Jeddah: Musbah Bookshop (in Arabic).
- 30- Um Al-Qura University, Mekka, Saudi Arabia (1990). Directory of the Psychology Department (in Arabic).

علم النفس الصناعي والتنظيمي في الوطن العربي

د. فوج عبد القادر طه

قسم علم النفس

كلية الآداب - جامعة عين شمس

وعضو المجمع العلمي المصري

ملخص:

- يستهدف هذا المقال إلقاء نظرة على الموقف الراهن "لعلم النفس الصناعي والتنظيمي" في الوطن العربي، مع بعض الضوء على تاريخه واهتماماته المختلفة. وفي هذا نركز على البلاد العربية التي كان لها اهتمام أكبر بهذا العلم، مثل مصر، والجزائر، والمملكة العربية السعودية. مع تقييم موقفه الحالي في الوطن العربي، واستشفاف ما هو متوقع له في المستقبل القريب. وبهذا الصدد؛ فإننا نركز على مايلي:
- 1- تدريس "علم النفس الصناعي والتنظيمي" كمادة علمية في الجامعات والمعاهد التعليمية.
 - 2- البحوث والرسائل العلمية في تخصصه.
 - 3- أهم الكتب والدراسات والمقالات المنشورة في مجاله؛ سواء أكانت على صورة كتب، أم مقالات، أم عروض.
 - 4- تطبيقات هذا العلم في الوزارات والمصالح والمؤسسات الحكومية أو الخاصة؛ سواء أكانت مهنية، أم تربوية، أم استثمارية...
 - 5- « علم النفس الصناعي والتنظيمي » كحرفة أو مهنة، يمارسها بعض الإخصائيين النفسيين بشكل أساسي، أو لبعض الوقت.