

العنوان:	حان الوقت لتغيير مسمى " علم النفس الصناعي و التنظيمي " ليصبح " علم النفس الصناعي و الاداري "
المصدر:	دراسات نفسية
الناشر:	رابطة الاخصائيين النفسيين المصرية ( رأنم )
المؤلف الرئيسي:	طه، فرج عبدالقادر
المجلد/العدد:	مج 18, ع 2
محكمة:	نعم
التاريخ الميلادي:	2008
الشهر:	ابريل
الصفحات:	371 - 383
رقم MD:	84252
نوع المحتوى:	بحوث ومقالات
قواعد المعلومات:	EduSearch
مواضيع:	الاستثمار، علم النفس الصناعي ، علم النفس الاداري، الصناعة، علم النفس، الاجهزة الحكومية، المؤسسات ، مستخلصات الأبحاث
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## حان الوقت لتغيير مُسمى "علم النفس الصناعى والتنظيمى" ليصبح "علم النفس الصناعى والإدارى"

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### ملخص:

يطرح هذا المقال فكرة أنه قد حان الآن ضرورة تغيير "علم النفس الصناعى والتنظيمى" المعروف الآن كفرع تطبيقى من فروع علم النفس يستهدف خدمة الصناعة ومؤسسات العمل والهيئات والمنظمات الحكومية والحرّة والاستثمارية. ولهذا يستعرض أهداف هذا الفرع من علم النفس منذ بدايات نشأته على يد رواده الأوائل، خاصة فيتلس Viteles ومايرز Myers فى أواخر عشرينيات القرن الماضى وأوائل ثلاثينياته، ثم بعد أن تحول إلى علم النفس الصناعى والتنظيمى منذ أوائل سبعينيات نفس القرن. ويدل على ضرورة وأهمية تحوله فى وقتنا الراهن ليصبح "علم النفس الصناعى والإدارى"، لأسباب عرضها المقال، وأيضاً لما اتضح أخيراً من شدة أهمية الإدارة وخطورة تأثيرها على المجتمعات وكافة مؤسساتها، حتى يمكن أن يمد الإدارة ويسهم فى مساعدتها وإنجاحها فى أداء مهامها التى لانك فى أهميتها وخطورتها. ولقد بدأ الكاتب بنفسه بهذا التغيير دون انتظار؛ فكان الإصدار الحديث لمؤلفه بعنوان «علم النفس الصناعى والإدارى» من شهور قليلة فى عام ٢٠٠٧.

### References:

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large extent-upon his psychological make-up, his personality traits, dynamics, motives, attitudes, and all his especial personal characteristics. Moreover, they depend also upon the limited circumstances and situations the manager in. Owing to these reasons we usually find through managerial textbooks and industrial psychology textbook so many common theories, ideas, findings of same studies and references than any other sciences (for example: Taylor's studies, Gilbreth's studies, Hawthorne's studies, Maslow's hierarchy of needs, Freud's defense mechanisms, the five big-factors of personality and Kurt Lewin's studies on leadership atmospheres...etc).

Few months ago I published a new textbook having the title of the new name I have suggested in this ar-

ticle\*; (in Arabic with Latin letters: "Elm Al-Nafs Al-Sinaiy Wa-Al-Idary"; aiming to actualize this suggestion and make it actually realized). That is why I presented and discussed in this textbook some basic traditional industrial psychology topics and sub-topics (such as procedures for placing "the right man in the right job", standardizing psychological tests, personal interviews, vocational adjustment efficiency, job analysis, individual analysis, time-motion study, physical conditions of work, psychology of accidents)' along with some new ones (such as management and industrial psychology, leadership, work stress, work burnout, morale, bureaucracy, public relations, vocational training, job evaluation, and performance appraisal).

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\* Taha, Farag A.; Industrial and Managerial Psychology: Al-Nahda Al-Masria Library, Cairo, 2007. (in Arabic).

training, to promote his positive attitudes and modify his negative ones, to draw his attention (or make psychological counseling for him or training) to be more job-centeredness and employee-centeredness in the same time. All these will increase productivity, promote social relations, and raise good morality in the same time.

It is also very important for industrial psychologists to carry out field studies and empirical research works to know the personality traits, abilities, skills and characteristics, most suitable for managers in different conditions and occasions; to make vocational selection, guidance and training to managers and leaders on scientific basis and procedures.

### **Conclusion:**

In our book we traced the history of industrial psychology, showing that it developed from traditional industrial psychology as Viteles Limited in much accuracy and more clearly planned objectives, inquiries,

topics, and field in his pioneer textbook titled Industrial Psychology (1932), along with its change in 1970 to be "Industrial and Organizational Psychology" with more concentration and application in different institutions and organizations. Nowadays people become more aware of the highly important role played by management and its enormous influence on every action the human being carrying out (study, research, supervising, leadership, driving, writing, working..etc) even applying science and techniques.

So the successful Administration of the society leads it to more development, whereas the failure one leads it to more deterioration. If we want to improve our society we should pay more attention to, and more care of management in its different kinds and levels. Administration is mainly psycho-socio-technical behavior. Manager's activities, decisions, orders, behaving don't depend only upon his skills and information, but also-to a

try is also known in the Arabic Language.

### **Industrial and Managerial Psychology:**

Making a comparison between textbooks of industrial and organizational psychology (like Gilmer's for example) and the pioneer textbooks of industrial psychology (like Viteles for example) one can easily notice that the term "organization" and "organizational". are more repeated all over the text, and gain much concentration.

Since the last decade of the twentieth century, and perhaps before, most societies, most cultural people, most elites, even the common people became more aware of the very important role played by leaders and managers of groups, organizations, private and governmental institutes and societies. Management has been known as a talent or ability in leader's or manager's personality.

Taylor in his book on scientific Management (1911) wrote: "The principal object of management should be to secure maximum pros-

perity for the employer, coupled with the maximum prosperity for the employee:" Taylor (often called the father of scientific management) noticed that many workers did their jobs their own way and without clear and uniform specifications. He believed that this caused them to loose efficiency and perform below their true capacities. He also believed that this problem could be corrected if workers were taught and then helped by supervisors to always perform their jobs in the right way." (Schermerhorn, 2001, p.72). Daft, also wrote: "Organizations some what limited success in achieving improvement in labor productivity led a young engineer to suggest that the problem lay more in poor management practices than in labor". (Daft, 1997 p.83).

Taylor also suggested that management should change itself on basis of scientific studies to gain much success.

So, it is very important to select the more suitable manager, to raise his management ability by proper

tionalize exchanging Industrial Psychology for Industrial and Organizational Psychology, saying: "Most members of modern societies are born in, educated by, work for, pray or play in, and are buried by organizations " (p.3).

The APA tended to expand industrial psychology to cover all organizations and fields in which it acts. "Organizational Psychology covers the human problems of government, militar, and community organizations; it includes social industrial psychology, deal with personnel problems, and more recently has embraced the concepts of the human aspects of systems. Organizational psychology is concerned with psychological problems that appear in all organizations, with emphasis on the industrial settings".(p.4).

APA, Gilmer and other industrial psychology scientists who changed their textbooks to industrial and organizational psychology haven't go so far from traditional industrial psy-

chology as it was introduced by former pioneers like Viteles. Comparing their textbooks with Viteles' we see the same topics, the same data, the same previous field studies, the same ideas and nearly the same point of view; with very small differences in concentrating the discussions of the concerned topics from one writer to another. Referring to objectives of industrial psychology and its applications; mentioned above assures our point of view. These objectives and applications cover all topics mentioned or discussed in the new textbooks of industrial and organizational psychology, especially when we consider the wide meaning of industry which refers to all human activities such as studying, writing, drawing, manufacturing goods from raw materials, transforming metals to machines and tools, selling, buying, trading, transportation, tourism, banking, agriculture and so on, as we already mentioned before in words of Dunlop. This wide meaning of indus-

Psychology" as the APA did. In his textbook with the new title Gilmer introduced 20 chapters written by him and his colleges under his editorship.

**These 20 chapters were classified in 5 parts as follows:**

***Part : 1- Psychology in Organizations:***

Chapter(1): Behavior within the Organization

Chapter(2): Organizational Climates.

Chapter(3): Group Behavior and Individual Adjustment.

Chapter(4): Individuals in Organizations.

***Part : 2- Organizational Structures and Management:***

Chapter(5): Industrial and Labor Organizations.

Chapter(6): Government and other Organizations.

Chapter(7): Influence Structures and Marketing.

Chapter(8): Executive Behavior.

***Part : 3- Motivation and Human Needs:***

Chapter(9): Human Needs in Organizations.

Chapter(10): Attitudes and Satisfactions.

Chapter(11): Needs of Special Groups.

Chapter(12): The Community as an Organization.

**Part : 4- Personnel Psychology:**

Chapter(13): Personnel Selection.

Chapter(14): Training in Industry.

Chapter(15): Human Relations in Supervision.

Chapter(16): Labor-Management Relations.

***Part : 5- Men and Machines:***

Chapter(17): Work.

Chapter(18): Accidents and Safety.

Chapter(19): Human-Factors Engineering.

Chapter(20): Human Aspects of Systems.

This textbook of Gilmer presented its first chapter with words which ra-



topics under which he discussed industrial psychology's main interests and fields, showing how could "industrial psychology" serve and help in vocational activities and organizations. Through his chapters Viteles gave so many examples, data, statistics and findings driven from field studies (which were previously published) to support his points of view. Many topics, ideas and notions of Viteles were also introduced, discussed and mentioned in Myers' book, in less details, less explanations and less systematization. Perhaps the most exciting and interesting in the same time is this text written by W.R. Dunlop in the beginning of his chapter titled "industrial psychology and agriculture", published in the Myers' edited book, which says: "Agriculture is the world's basic industry. it is also the world's largest industry, both as regards number of persons employed and capital invested. Even in Great Britain, which is predominantly a manufacturing and

commercial country, agriculture employs as many People as any other one industry and involves a much greater investment of capital" (p.231).

13 years later, after Viteles book (or textbook) has been published the APA division number 14 was established especially for "Industrial psychology". As Gilmer wrote: "In 1945 the division of industrial psychology of the American Psychological Association was established and gave professional recognition to the field in a formal way..." (Gilmer, 1971, p.19).

### **Industrial and Organizational Psychology:**

In the year 1970 the APA formally changed its 14<sup>th</sup> division from "Industrial Psychology" to "Industrial and Organizational Psychology". In the next year (1971) Gilmer; one of the most famous industrial psychology scientists, changed the title of his textbook (in its third edition) "Industrial psychology" to the new title "Industrial and organizational

Chapter(23) : Machines and monotony.

Chapter(24) : Specific influences in monotonous work.

Chapter(25) : Motives in industry.

Chapter(26) : The moladjusted worker.

Chapter(27) : Problems of supervision and management.

***Whereas the Myers' pioneer book (1929-1950) was edited in 13 chapters, as follows:***

Chapter(1): Introduction (by Charles S.Myers).

Chapter(2): The human factors in industrial relations (by J.Drever and D. Phil.).

Chapter(3): Work and environment (by A.M. Hudson Davies).

Chapter(4): Work and rest (by REXK night).

Chapter(5): Ease and speed of work (by G.H.Miles and A.B.B.Eyre).

Chapter(6): Unproductive working time (by A.Angles and B. Com).

Chapter(7): Industrial accidents (by A. Stephenson).

Chapter(8): The measurement of intelligence and aptitudes (by F.M. Earle).

Chapter(9): Choosing a career (by Angus Macrae).

Chapter(10): Square pegs and square holes (by Winifred Raphael).

Chapter(11): Industrial psychology and welfare work (by Sheila Bevington).

Chapter(12): The economic aspects of industrial psychology (by F.W.Lawe).

Chapter(13): Industrial psychology and agriculture (by W.R.Dunlop).

Comparing the chapters of the two pioneers books of industrial psychology, been mentioned above; one becomes very sure that there are many similarities and commons between the two pioneers in so many facets such as main objectives of industrial psychology, its main topics, its main interests, and its main area in which it serves.

Through his textbook Viteles introduced his main ideas about the

duced industrial psychology as a scientific distinct branch of psychology dedicated to serve in the industrial field. Viteles classified his book to three sections including 27 chapters, as follows:

***Section one: The Foundation of Industrial Psychology:***

Chapter(1): Introduction to a study of industrial psychology.

Chapter (2): The economic foundations of industrial psychology.

Chapter(3) : Social foundations of industrial psychology.

Chapter(4) : The psychological foundations of industrial psychology.

Chapter(5) : The rise and scope of industrial psychology.

Chapter(6) : The nature and distribution of individual differences.

Chapter(7) : The origin of individual differences.

***Section two: Fitting the worker to the job.***

Chapter(8) : Basic factors in vocational selection.

Chapter(9) : Job analysis.

Chapter(10): The interview and allied techniques.

Chapter(11): Standardization and administration of psychological tests.

Chapter(12): Standardization and administration of psychological tests., (Continued).

Chapter(13): Tests for skilled and semi-skilled workers.

Chapter(14): Tests in the transportation industry.

Chapter(15): Tests for office occupations, technical and supervisory employees.

***Section three: Maintaining fitness at work.***

Chapter (16): Safety at work.

Chapter(17) : Psychological techniques in accident prevention.

Chapter(18) : Accidents in the transportation industry.

Chapter(19) : The acquisition of skill.

Chapter(20) : Training methods.

Chapter(21) : Industrial fatigue.

Chapter(22) : The elimination of unnecessary fatigue.

2. Relations between the worker and his immediate supervisor.
3. Relations between the worker and management.
4. Relations between the worker and his fellow-workers.

**The objective of industrial psychology is to acquire better understanding and control of these relationships. The specific procedures employed in the attainment of this objective include:**

1. Study of the requirements of occupations.
2. Development and use of tests and other refined techniques in the scientific placement of workers.
3. Formulation of the best methods of applying human energy.
4. Organization and systematization of training programs to insure the most complete development and most efficient use of individual ability.
5. Determination of the optimal conditions of work.
6. Analysis of characteristics of in-

dustrial organization for the determination of types best adapted to serve both the economic and social, and broadly human objectives of industrial organization.

7. Examination and control of motivating forces, in the case of both workers and management, which influence harmonious relationships in the industrial situation" (Viteles, 1932, pp.54-55).

We are quite sure that the above inquiries and objectives of industrial psychology are still having the same importance up till now all over the world; especially in the underdeveloped countries; like Egypt. I think if we succeed in achieving and realizing these objectives in all our Egyptian work institutes and organizations we shall achieve our social and economical development in short time.

### **Rising of "Industrial Psychology":**

Tracing back industrial psychology would lead to the Viteles' pioneering book (1932) in which he intro-

logical associations all over the world. This expected change has not yet been realized until now (2007), nor a book published with this title (as I know).

### **Psychology between Industry and Organizations:**

After psychology had been rapidly developed in the last decades of the 19<sup>th</sup> century it has a good opportunity to offer important services to industry and vocations. For this purpose psychology, as a scientific science, dedicated a special branch of this field, which has been known as "Industrial Psychology".

The most important pioneers of this branch were Myers in Britain and Viteles in USA. Charles S. Myers edited a book with the title "Industrial Psychology" in 1929, which has been reprinted and revised many times. Its edition of 1950 is a small pocket edition published by Oxford University Press in 252 pages only. Morris S. Viteles published his book "Industrial Psychology" in 1932 by W.W. Nor-

ton & Company, Inc., New York, in 652 pages. It is a big textbook, very similar in size and form to the most recent textbooks nowadays. Many topics and subjects introduced in Myers were also discussed in Viteles with more scientific style, much wide scope, more subjects, more details and better systematic handling. Due to these reasons Viteles is more known as a great industrial psychology scientist and his book as an industrial textbook. As we know Viteles was the writer of two chapters in "Fields of Psychology" edited by Guilford in 1940, and later translated to Arabic under the editorship of late Egyptian Prof. Mourad, 1956.

**In his book Viteles clearly and early (1932) wrote the following quotation in his introducing Industrial Psychology scope:**

**"The application of psychology in industry involves inquiries into four kinds of relationships:**

1. Relations between the worker and his work.

## IT IS TIME TO CHANGE INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY TO BE **INDUSTRIAL AND MANAGERIAL PSYCHOLOGY**

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### **Abstract:**

*This paper aims to present a point of view about the necessity of changing the name of "Industrial and Organizational Psychology" to become "Industrial and Managerial Psychology". To proof this new idea I have to mention the essential aims of industrial psychology and its scope since it has been founded and thoroughly defined by its pioneers, such as Myers (1929) and Viteles (1932) in their writings about it. I have also to trace the development industrial Psychology has reached nowadays to give some reasons, in some details, to support this point of view concerning the proposed change of its name (such as similarity of aims for both industrial psychology and management, and the growing dependence of management on industrial Psychology in particular (and Psychology in general) as presented in researchs and textbooks of psychological sciences and managerial (sciences). Finally we can add to all reasons mentioned above the notion which says that managing is psychological behavior as it is technical behavior in the meantime.*

Many years ago I expected the APA (American Psychological Association) to change the name of "Industrial and Organizational Psy-

chology" division (No.14); to become Industrial and Managerial Psychology; since the APA is the largest and the most important among psycho-