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<p><b>The Reality of Professional Practice of Work and Organizational Psychology Specialists in Algerian Institutions and Future Prospects: The National Company for Civil Engineering and Construction as a Case Study</b></p>	<p><b>Fouzia Chibani</b></p> <p>University Larbi Ben M'hidi of Oum El Bouaghi Algeria Email: fouziachibani04@gmail.com</p> <p><b>Hamza Ramdani</b></p> <p>Dr. University Abdelhamid Mehri of Constantine 2 Algeria Email: Hamza.ramdani@univ-constantine2.dz</p>
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<p><b>Keywords</b></p>	<p>Work and Organizational Psychology; Organizational Psychologist; Human Resource Development; Institutional Performance; Algerian Institutions.</p>
<p><b>Abstract</b></p> <p>Work and Organizational Psychology has emerged as a strategic and influential discipline within contemporary organizations due to its vital role in enhancing institutional efficiency, improving human resource management, and promoting employees' psychological well-being. The present study aims to explore the actual professional practice of Work and Organizational Psychology specialists within Algerian institutions and to examine future prospects for the development of this specialization. The National Company for Civil Engineering and Construction, Central Regional Directorate, is adopted as a case study to provide an applied institutional perspective. The study is grounded in a descriptive-analytical approach, drawing on theoretical foundations of organizational psychology and empirical observations within the institutional context. It analyzes the extent to which psychological specialists are integrated into organizational structures, the nature of tasks assigned to them, and the challenges they encounter in professional practice. The findings indicate that despite the recognized importance of Work and Organizational Psychology, the role of the specialist remains limited and underutilized in many Algerian institutions, often restricted to administrative or secondary functions rather than strategic human resource development. The study concludes that strengthening the professional status of Work and Organizational Psychology specialists requires clearer institutional recognition, updated regulatory frameworks, and greater awareness among decision-makers of the added value of psychological expertise. Enhancing training, expanding functional responsibilities, and integrating psychological services into organizational decision-making processes are essential for improving institutional performance and employee well-being in the future.</p>	
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**Introduction:**

The research gap in this topic arises from the need to reassess and evaluate the roles of Work and Organizational Psychology specialists within Algerian institutions. The responsibilities of these specialists, particularly in industrial settings, require heightened awareness and substantial effort to introduce the field and clarify the functions carried out by professionals in Work and Organizational Psychology. Directors, supervisors, leaders, and managers continue to lack sufficient knowledge regarding this specialization and the duties of the Work and Organizational Psychology specialist. Within Algerian institutions, the role of the specialist remains unclear, if not entirely absent. Human resource management departments are still predominantly staffed by graduates from other fields such as law, administrative sciences, business administration, economics, management, and human resource management.

This situation is largely attributed to limited managerial awareness of the importance of this specialization in human resource development, enhancing institutional efficiency, improving employee performance, fostering commitment and loyalty, encouraging creativity, supporting psychological well-being, selecting suitable individuals, and identifying training needs. The specialist's responsibilities extend beyond legal or technical functions to encompass the psychological and behavioural dimensions of the work environment. The functions of the Work and Organizational Psychology specialist have undergone substantial development and are no longer confined to traditional roles. In contemporary institutions, the specialist constitutes an essential part of the organizational structure, contributing to the management and development of resources and competencies and overseeing career paths in a manner that fulfills personal aspirations while aligning with institutional objectives. This specialization therefore requires stronger institutional support, as it is vital across diverse work environments, including factories, hospitals, schools, postal services, universities, governmental bodies, and ministries.

The presence of the specialist within these institutions is indispensable, particularly when decision-makers recognize the value of such expertise. Individuals and institutions operate within complex and interconnected work environments characterized by considerable professional pressures, conflicts, and psychological and social risks. This reality necessitates reliance on specialists in Work and Organizational Psychology and organizational behavior. Based on the preceding considerations, the following question arises:

**What is the current reality of the Work and Organizational Psychology specialist in Algerian institutions, and what prospects lie ahead?**

## **First: The Theoretical Framework**

### **1. Conceptual Introduction**

#### **1.1. Definition of Work and Organizational Psychology**

Donald considers Work and Organizational Psychology a branch concerned with analyzing and understanding the various physical, emotional, and cognitive behaviors of individuals and teams within the work environment, as well as explaining the factors underlying their emergence, persistence, or decline, and uncovering the nature of individuals' lived experiences in work situations. (Naamoumi, 2014, p. 14)

It has also been defined as the most recent applied branch of psychology—originating in the twentieth century—aimed at enhancing the productive efficiency of the worker and the working group through the scientific resolution of problems related to industry and production, based on psychological principles and concepts, while ensuring worker comfort, dignity, and increased productivity. (Al-Aayeb, 2006, p. 14)

#### **1.2. Definition of the Psychological Specialist**

The psychological specialist is defined as a trained professional who applies psychological principles, techniques, methods, and procedures and collaborates with other specialists within the clinical team—including physicians, psychiatrists, social workers, and psychiatric nurses—each according to their preparation, training, and competencies, in a constructive interaction aimed at understanding the dynamics of the client's personality, diagnosing their problems, predicting potential

developments in their condition and their responsiveness to different therapeutic approaches, and ultimately assisting the client in achieving the highest possible level of personal and social adjustment. (Bouaalia, 2023, p. 173)

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### 1.4. Definition of the Institution

The institution is defined as a system composed of several interdependent subsystems with interconnected internal and external relationships that enable the system to achieve its intended goals. (Belkheiri & Chenaf, 2019, p. 15)

It is also described as the framework within which individuals organize their affairs in their relationships with one another. The institution represents a work apparatus, and work apparatuses encompass structures, systems, tools, equipment, and distribution mechanisms. (Belkheiri & Chenaf, 2019, p. 15)

Another definition states that the institution is an economic entity characterized by financial independence, operating within a legal framework, possessing its own activity, and aiming to combine production factors to produce goods or services or to engage in the exchange of goods or services with other economic agents. Institutions differ according to classification criteria such as type of activity, legal form, and size. (Slatniya, 2013, p. 44)

## 2. The Nature of Work and Organizational Psychology

### 2.1. Objectives of Work and Organizational Psychology

It aims to achieve a set of objectives that can be summarized as follows:

✓ **Increasing productive efficiency:** This is achieved by making the individual’s work more productive through correct performance with minimal risk, reduced effort, and greater worker satisfaction, taking into consideration technical standards, work methods and procedures, and individual characteristics.

✓ **Enhancing the worker’s adjustment to the job:** This is accomplished by selecting and guiding workers toward tasks that correspond to their personal abilities, helping them adapt to their jobs, providing opportunities for promotion, ensuring job security, treating them with respect and dignity, strengthening organizational loyalty, and reinforcing their attachment to the organization as active members rather than mechanical components.

✓ **Establishing occupational stability:** This is ensured by eliminating sources of complaints and disputes between workers and employers through clear and fair employment policies, equitable wage systems, profit-sharing mechanisms linked to increased production, and objective performance evaluation of workers. It further requires improving work systems to achieve comfort and harmony, typically through job analysis and classification to determine the requirements of each position. Additionally, it involves fostering positive interpersonal relationships among workers and between workers and supervisors, promoting positive attitudes and high morale. (Oweidah, 1996, p. 08)

### 2.2. Fields of Work and Organizational Psychology

Several fields illustrate the contributions psychology can offer to industry within institutions, including the following:

- **Vocational selection and guidance:**

Vocational selection refers to choosing the most qualified candidates to occupy a specific position or perform a particular task, while vocational guidance involves identifying the job that best aligns with an individual's abilities. This process is accomplished through the application of psychological tests designed to determine individuals' competencies, reveal their aptitudes, and identify their emotional and motivational characteristics.

**- Vocational training:**

Training employees in their respective fields and enhancing their competencies has become one of the most prominent features of industry and other employment sectors. Training supports management in achieving its objectives. The importance of continuous training is widely acknowledged, as new methods, skills, and techniques increasingly emerge within professional domains. The integration of technology and robotics has rendered training programs indispensable in industry and related fields.

**- Human engineering (ergonomics):**

This represents the most recent field within industrial psychology. It involves designing or modifying machines in ways that correspond to the psychological and physical capacities and readiness of the workers who operate them. This constitutes the third stage of adapting working conditions: the first being selection and guidance, and the second being training, both aimed at optimizing the use of human potential. The third stage consists of adapting the machine itself to match individuals' psychological and physical preparedness.

For example, when a designer selects an auditory or visual signal, consultation with a specialist is necessary to determine which option is more suitable for human use. Specialists are also consulted to evaluate various devices such as telephone receivers, control systems, and similar equipment.

**- Human relations:**

Human relations in industry constitute a broad field. They refer to administrative behavior grounded in valuing each individual, recognizing their talents, abilities, and experiences, and considering the person as a fundamental value. This behavior is based on mutual respect between employers and workers, as well as respect among workers themselves.

Improving human relations within the organization requires management to enhance communication, group dynamics, respect, and trust, and to encourage workers to take initiative. Elton Mayo is considered one of the pioneers of the Human Relations Movement, particularly following his experiments at the Hawthorne plants of Western Electric in Chicago. (Boumerzak, 2023, pp. 26-27)

## **Second: The Applied Framework**

### **1. Study Fields**

- ✓ **Spatial field:** The study was conducted at the National Company for Civil Engineering and Construction as a model - Central Regional Directorate.
- ✓ **Temporal field:** The study was carried out from November 2024 to January 2025.
- ✓ **Human field:** The study population consists of workers at the National Company for Civil Engineering and Construction as a model - Central Regional Directorate.

### **2. Study Method:**

The study relied on the analytical descriptive method, as the objective was not merely to provide a superficial description of the topic but to analyze and interpret it. The descriptive method is a systematic scientific approach used to analyze and

interpret a social situation or research problem with specific objectives, define the scope of the survey, examine all documents related to the problem, interpret the results, and ultimately reach conclusions that may be employed for local or national purposes. (Bouhouche & Al-Dhanbiyat, 2011, p. 239)

### **3. Study Sample:**

The study relied on a purposive sample.

### **4. Data Collection Tools:**

Observation was employed as the primary tool for data collection.

### **5. Presentation of Results**

#### **5.1 The Reality of the Work and Organizational Psychology Specialist in Algerian Institutions: The National Company for Civil Engineering and Construction as a Model**

The National Company for Civil Engineering and Construction is regarded as one of the leading institutions in the construction of large bridges and in contributing to the installation of seawater desalination stations. It is also among the institutions engaged in civil engineering for railway systems, in addition to undertaking irrigation works, canal systems, airport runway construction, and major industrial civil engineering projects related to gas and petroleum. The company further specializes in constructing technical facilities using metal structures. It was established in 1981.

It is an institution characterized by continuous development and therefore strives to meet the evolving demands of its clients. The company has expanded its capabilities and services and currently seeks to:

- ✓ Manufacture desert cabins used to equip remote life-support bases
- ✓ Establish a production unit for gravel
- ✓ Develop transportation and unloading activities
- ✓ Strengthen its engineering and supply capacities
- ✓ Expand its market network and client portfolio

#### **1. The Human Resources Division at the National Company for Civil Engineering and Construction:**

The Human Resources Directorate is composed of three departments:

- ⊞ Employment and Training Department
- ⊞ Social Department
- ⊞ Payroll Management Department

The Employment and Training Department consists of five employees in addition to the department head. One of the most significant staff members is an employee holding a degree in Work and Organizational Psychology, responsible for the following tasks and functions:

- \_ Recording absences and attendance for all employees of the Central Regional Directorate.
- \_ Following up trainees who have framework agreements with the institution and who come from vocational training centers and institutes, documenting their activities and the skills and applications they acquire within the institution, while ensuring the recording of observations related to each trainee across all departments and training specializations.

- \_ Coordinating with the Payroll Management Department to document all employees assigned to tasks outside the institution and informing the relevant departments.
- \_ Recording and processing employment contracts for all contractual employees and correcting any errors contained within them.
- \_ Collaborating with the head of the Human Resources Division in preparing the recruitment program with the central directorate.
- \_ Preparing work certificates for employees upon request.

It is observed that the tasks performed by the Work and Organizational Psychology specialist bear little resemblance to the actual professional functions associated with this specialization. There is no explicitly designated position titled “Work and Organizational Psychology Specialist.” Instead, at the National Company for Civil Engineering and Construction, the assigned title is “Executive Manager,” which indicates that the specialist effectively operates as a regular employee within the Human Resources Division, specifically in the Employment and Training Department.

The specialist does not participate in developing recruitment or training programs, as these responsibilities fall under the authority of the central administration. Such tasks are generally undertaken by the head of the Human Resources Division, whose specialization is not in Work and Organizational Psychology but in disciplines such as law, administrative sciences, business administration, economics, management, or human resource management.

A similar situation applies to preparing training and development programs, which are designed by the central administration in coordination with the head of the Human Resources Division at the regional directorate. Consequently, the holder of a Work and Organizational Psychology degree is confined to routine administrative tasks such as recording absences and attendance, following up trainees from vocational training institutions, and preparing employment contracts.

Algerian institutions generally do not employ Work and Organizational Psychology specialists within their departments and administrative units. According to Human Resource Management officials, the core issue lies in the ambiguity surrounding the specialist’s roles, tasks, and functions. Additionally, the absence of this job title in the official job classification index, combined with managers’, supervisors’, and leaders’ limited awareness of the importance of this specialization, contributes to the marginalization of this professional role within institutions of various types and sizes.

Limiting the role of the Work and Organizational Psychology specialist to the classical functions previously mentioned affects the effectiveness and efficiency of institutions, as well as the specialist themselves. A professional in this field is capable of providing consultations and interventions that could substantially benefit both employees and institutions.

This is evident in the institution studied, where the presence of a specialist could have contributed to managing and reducing workplace conflicts, addressing low performance levels, enhancing creativity and job satisfaction, improving the identification of competency and training needs, mitigating professional stress and burnout, and strengthening organizational commitment and loyalty. These issues could have been addressed more effectively had a Work and Organizational Psychology specialist been actively involved.

The absence of job descriptions for Work and Organizational Psychology specialists in Algerian institutions generates significant challenges and concerns for professionals in this field. They find themselves tasked with duties unrelated to their academic and professional preparation, which negatively affects institutional efficiency by preventing the optimal utilization of a pioneering and promising specialization of considerable importance in the development of human resources.

## **5.2. The Future of the Work and Organizational Psychology Specialist in Algerian Institutions:**

The future of the Work and Organizational Psychology specialist in Algerian institutions may appear promising and progressive; however, it remains surrounded by numerous challenges and difficulties that require coordinated efforts to establish this specialization as an indispensable component of Algerian institutions.

## **5.3. Modern Trends in Work and Organizational Psychology:**

- **Mental health:** Mental health has become one of the most prominent and rapidly expanding areas of interest within the workplace. This provides opportunities for specialists to reduce workload burdens and improve the work environment by refining models and methods of task execution.
- **Technology, digitalization, and artificial intelligence:** Specialists in Work and Organizational Psychology can benefit from various applications of artificial intelligence and digital technologies in preparing studies, conducting research, and analyzing data related to organizational behavior within the institution, thereby enhancing efficiency and performance.
- **Managing organizational conflict:** Addressing and managing organizational conflict within the workplace, as well as coordinating efforts between employees and the institution to achieve objectives, constitutes a central area in which specialists can play a significant role.
- **Organizational behavior and human resource management services:** Work and Organizational Psychology holds a promising future, particularly in providing services and consultations in organizational behavior and human resource management, given the increasing complexity and constant change characterizing workplace behavior.
- **Managing organizational change and development:** Managing organizational change and development has become one of the most important modern functions of the Work and Organizational Psychology specialist. The specialist possesses the necessary training to understand the dynamics of human behavior and the ways individuals may resist change and development. Therefore, the specialist is equipped to manage and facilitate organizational change and development effectively.

#### 4.5. Challenges Facing Work and Organizational Psychology in Algerian Institutions:

- The absence and insufficiency of knowledge and awareness regarding the importance of this field constitute one of the most significant factors hindering the advancement of Work and Organizational Psychology in Algerian institutions.
- The lack of a job description for the position of Work and Organizational Psychology specialist in the official occupational classification index presents a major obstacle. This requires specialists and professional bodies in the field to emphasize the necessity of employing Work and Organizational Psychology specialists across all types of institutions.
- Another challenge involves the continuous need to develop skills, abilities, and competencies that enable adaptation to the ongoing changes within the work environment.
- A further and strongly persistent challenge concerns the placement of Work and Organizational Psychology specialists within human resource management units. Most employees in HR departments hold degrees in law, administrative sciences, management, business administration, or human resource management. Therefore, the integration of graduates in Work and Organizational Psychology within HR departments is essential for institutions to benefit from their competencies.

#### Conclusion

Although Work and Organizational Psychology in Algeria continues to face numerous challenges, promising prospects for its development remain evident. By increasing the number of specialists, enhancing awareness of the importance of this field, and advancing scientific research, Work and Organizational Psychology can play a substantial role in improving institutional performance and increasing productivity within Algerian organizations.

#### Recommendations:

- Research laboratories, associations specializing in Work and Organizational Psychology, ergonomics, and specialists in this field must intensify efforts to raise awareness of the academic and professional significance of this specialization. Their role extends beyond producing academic research and studies to raising awareness among managers, leaders, and decision-makers regarding the importance of this field. The presence of a specialist within

the institution is valuable even for conducting studies and research on various issues and challenges arising in the work environment.

- One of the key concerns for Work and Organizational Psychology is the need to update university teaching programs to align with professional and institutional frameworks. Current training programs do not meet institutional demands or the general requirements of the labor market, as the world of work is constantly evolving and requires mastery of diverse competencies.

### **Ethical Considerations**

This study was conducted in accordance with internationally recognized ethical standards governing research in the social and behavioral sciences. All procedures complied with the principles of respect for persons, beneficence, and confidentiality. Participation in the study was voluntary, and informed consent was obtained from all participants prior to data collection. Participants were assured of anonymity, and no identifying personal or institutional data were disclosed. The collected data were used exclusively for scientific research purposes and stored securely to prevent unauthorized access. The research did not involve any form of psychological or physical harm to participants.

### **Author Contributions**

Both authors contributed substantially to the conception and execution of this research.

- **Fouzia Chibani** contributed to the study design, theoretical framework, literature review, data interpretation, and overall supervision of the research.
- **Hamza Ramdani** was responsible for data collection, methodological implementation, empirical analysis, and drafting the initial version of the manuscript.  
Both authors reviewed, revised, and approved the final version of the manuscript and take full responsibility for its academic integrity.

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### **Conflict of Interest**

The authors declare that there is no conflict of interest regarding the publication of this article. The research was conducted in the absence of any financial or personal relationships that could be construed as a potential source of bias.

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