

الجمهورية الجزائرية الديمقراطية الشعبية

REPUBLIQUE ALGERIENNE DEMOCRATIQUE ET POPULAIRE

وزارة التعليم العالي والبحث العلمي

Ministère de l'Enseignement Supérieur et de la Recherche Scientifique

Université MUSTAPHA STAMBOULI de Mascara

Faculté des sciences Humaines et sociales



جامعة مصطفى اسطمبولي

كلية العلوم الإنسانية والاجتماعية

قسم: علم النفس وعلوم التربية

الدكتور: لعجيلات يوسف

الدرجة العلمية: دكتوراه علوم.



درس عبر الخط الخاص بمقياس

اللغة الأجنبية (الإنجليزية)

موجه لطلبة السنة: الثالثة ليسانس علم النفس العمل والتنظيم

فرع: علم النفس

ميدان: علوم اجتماعية

عدد صفحات الدرس (مع احتساب الواجهة وما تلاها): 23 صفحة

لجنة تحكيم الدرس:

الرقم	اسم ولقب الأستاذ	الرتبة	جامعة الانتماء
01	بلال ريم	أستاذ التعليم العالي	جامعة معسكر
02	بوفرة المختار	أستاذ محاضر "أ"	جامعة معسكر

السنة الجامعية: 2025/2024

الجمهورية الجزائرية الديمقراطية الشعبية  
وزارة التعليم العالي والبحث العلمي  
جامعة مصطفى اسطمبولي معسكر



كلية العلوم الإنسانية والاجتماعية

المجلس العلمي للكلية

الرقم : 88 / م ع / ك ع / 1 / ج م / 2025

معسكر : 1000 جريدة : 2025

مستخرج من محضر اجتماع

المجلس العلمي للكلية

رقم : 74 المؤرخ في 2025/07/08

- بناء على تقارير الخبرة الإيجابية التي قدمها الأساتذة :

01- أ.د. بلال ريم، أستاذ التعليم العالي، جامعة مصطفى اسطمبولي معسكر

02- د. بوفرة مختار أستاذ محاضر "أ"، جامعة مصطفى اسطمبولي معسكر

وافق المجلس العلمي للكلية على نشر دروس عبر الخط الخاصة بالدكتور لعجيلات يوسف، لمقياس اللغة الإنجليزية، الموجحة لطلبة السنة الثالثة ليسانس علم النفس العمل والتنظيم، السادسي الخامس وعدد صفحاته 23 صفحة.

عميد الكلية



رئيسة المجلس العلمي للكلية

رئيس المجلس العلمي  
لكلية العلوم الإنسانية والاجتماعية  
أ. د. هرياش زاجية



رقم : 04 ق ع ن ع ت/ك ع !! ج م/2025

معسكر في : 2025-01-28

## شهادة تدريس

تشهد السيدة رئيس قسم علم النفس وعلوم التربية بكلية العلوم الانسانية والاجتماعية بجامعة معسكر بأن الأستاذ: لعجيلات يوسف رتبة : أستاذ محاضر "أ"

قد درس مقياس : "اللغة الإنجليزية عن بعد " السنة الثالثة علم النفس العمل والتنظيم السداسي الأول

بقسم: علم النفس وعلوم التربية من السنة الجامعية: 2025/2024

رئيس القسم



رئيسة قسم علم النفس وعلوم التربية  
د. بجرية كريم

وحدة التعليم : الأفقية

المادة : لغة اجنبية

الرصيد: 2

المعامل: 1

أهداف التعليم ( نكر ما يفترض على الطالب اكتسابه من مؤهلات بعد نجاحه في هذه المادة ، في ثلاثة أسطر على الأكثر)

يتعرف الطالب على اهم المصطلحات الاجنبية و المفردات التقنية في علم النفس العمل و التنظيم باللغة الاجنبية.

المعارف المسبقة المطلوبة ( وصف مختصر للمعرفة المطلوبة والتي تمكن الطالب من مواصلة هذا التعليم، سطرين على الأكثر)

اطلاع الطالب على المبادئ الاولية في علم النفس العمل و التنظيم.

محتوى المادة:

التعرض الى المفاهيم الاساسية في علم النفس العمل و التنظيم من خلال النصوص والمقالات العلمية باللغة الاجنبية.

طريقة التقييم: متواصل

المراجع: (كتب و مطبوعات ، مواقع انترنت، إلخ)

1. Guillevic C . (2002) : Psychologie du travail . Nathan université Paris
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6. Lévy-leboyer C , Huteau M , Louche C , Rolland J-p : RH les apports de la psychologie du travail . éditions d'Organisation Paris

## Work and Organizational Psychology



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work-and-organizational-psychology

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0662128204

وحدة التعليم: أفقية  
المادة: اللغة الأجنبية  
الرصيد: 2  
المعامل: 1

أهداف التعليم: يتعرف الطالب على أهم المصطلحات الأجنبية والمفردات التقنية في علم النفس العمل والتنظيم باللغة الأجنبية  
المعارف المسبقة المطلوبة: اطلاع الطالب على المبادئ الأولية في علم النفس العمل والتنظيم  
محتوى المادة: التعرض الى المفاهيم الأساسية في علم النفس العمل والتنظيم من خلال النصوص والمقالات العلمية باللغة الأجنبية  
طرق التقييم: التقييم المتواصل

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Introduction to work and organizational psychology




## Introduction To IO - Industrial Psychology Lesson # 1



http://




 [Introduction to work and organizational psychology.](#)

### Fields of work and organizational psychology

**TABLE 1.1**

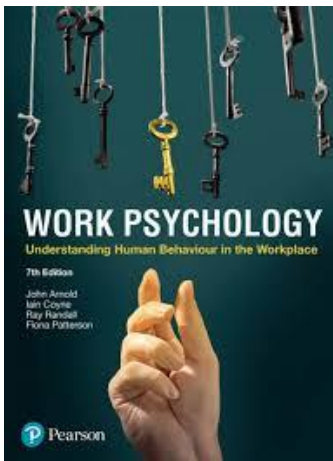
#### *Journals Publishing Research in Industrial/Organizational Psychology and Related Areas*

Academy of Management Journal	International Journal of Selection and Assessment
Academy of Management Learning and Education	International Review of I/O Psychology
Academy of Management Perspectives	Journal of Applied Psychology
Academy of Management Review	Journal of Applied Social Psychology
Administrative Science Quarterly	Journal of Business and Psychology
American Psychologist	Journal of Business Research
Annual Review of Psychology	Journal of Management
Applied Ergonomics	Journal of Occupational and Organizational Psychology
Applied Psychological Measurement	Journal of Organizational Behavior
Ergonomics	Leadership Quarterly
Group Dynamics	Organization Science
Group and Organization Management	Organizational Behavior and Human Decision Processes
Human Factors	Organizational Dynamics
Human Performance	Personnel
Human Relations	Personnel Psychology
The Industrial-Organizational Psychologist (newsletter of the Society for Industrial and Organizational Psychology)	Training and Development Journal
	Work & Stress

 [Fields of work and organizational psychology.](#)

### Work Psychology






 [Work Psychology](#)

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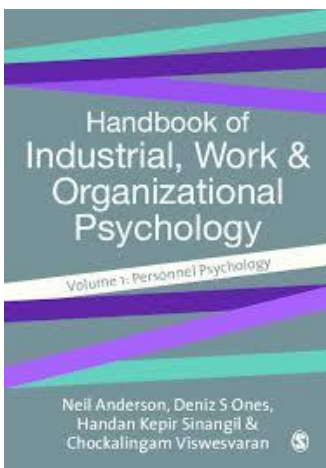
## Organizational Psychology



 [Organizational Psychology](#)

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## Handbook of industrial, work & organizational psychology: Volume 1:



 [Handbook of industrial, work & organizational](#)

[https://eprints.ulbi.ac.id/1779/1/Handbook of Industrial Work and Organizational Psychology Vol 2 2005.pdf](https://eprints.ulbi.ac.id/1779/1/Handbook%20of%20Industrial%20Work%20and%20Organizational%20Psychology%20Vol%202%202005.pdf)

 [https://eprints.ulbi.ac.id/1779/1/Handbook of Industrial Work and Organizational Psychology Vol 2 2005.pdf](https://eprints.ulbi.ac.id/1779/1/Handbook%20of%20Industrial%20Work%20and%20Organizational%20Psychology%20Vol%202%202005.pdf)

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## THE TASKS OF WORK AND ORGANIZATIONAL PSYCHOLOGISTS



# Industrial Organizational Psychology Explained



<http://>

## THE TASKS OF WORK AND ORGANIZATIONAL PSYCHOLOGISTS

### Human resource planning



## Human resource planning

### Job Analysis



## Job Analysis

## Organizational and work psychology

### Recruitment








إمتحان تقويمي



 [English language acquisition assessment](#)

**English language acquisition assessment**

**Psychology OF Work and Organization**

**Third year LMD**

**Mascara in: 17/12/2024**

**Activity: Translating terms into English**

 [Documentation Moodle pour cette page](#)

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## Participants

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Un au moins

Select

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16 participants found

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<input type="checkbox"/>	<b>Prénom / Nom</b> <sup>▲</sup>	<b>Adresse de courriel</b>	<b>Rôles</b>	<b>Groupes</b>	<b>Dernier accès cours</b>
<input type="checkbox"/>	<b>Behira Abouabdallah</b>	adambehira421@gmail.com	Étudiant	Aucun groupe	46 jours 15 he
<input type="checkbox"/>	<b>douadi ali</b>	ali.douadi@univ-mascara.dz	Étudiant, Créateur de cours	Aucun groupe	61 jours
<input type="checkbox"/>	<b>Ahlem Benattou</b>	ahlembenattou82@gmail.com	Étudiant	Aucun groupe	48 jours 3 heu
<input type="checkbox"/>	<b>Fatima zohra Bennekrouf</b>	bennekrouffat@gmail.com	Étudiant	Aucun groupe	60 jours 14 he
<input type="checkbox"/>	<b>Amel Chaibdraa</b>	chaibdraaamel254@gmail.com	Étudiant	Aucun groupe	51 jours 1 heu
<input type="checkbox"/>	<b>Fedlaoui Ikram</b>	fedlaouiikram7@gmail.com	Étudiant	Aucun groupe	53 jours 4 heu
<input type="checkbox"/>	<b>Mordi Izzeddine</b>	mordiazdin700@gmail.com	Étudiant	Aucun groupe	60 jours 12 he
<input type="checkbox"/>	<b>Aya mekki</b>	ayamekki826@gmail.com	Étudiant	Aucun groupe	44 jours 5 heu



## SUBJECT 01

### DEFINITION OF WORK AND ORGANIZATIONAL PSYCHOLOGY

- Work and organizational psychology is defined as an applied division of psychology concerned with the study of human behaviour related to work, organizations and productivity. Work and organizational psychologists are involved in research on employees and the application of psychological principles of that research to the workplace to help to optimize an organization's success.
- Work and organizational psychologists help individuals and organizations to fulfil their potential and to produce outputs efficiently and at a high level of quality in the following ways:
  - Develop, validate and apply methods to recruit and select individuals who will match their jobs; orientate, train and develop them and equip them with the knowledge, skills and attitudes required by jobs; monitor and evaluate their performance; motivate, lead and reward them; maintain and promote their health, safety and well-being; and assist them with their career development.
  - **Apply work and organizational psychology knowledge to benefit organizations by promoting efficiency, improving morale and increasing organizational profits.** For example, work and organizational psychologists save costs for organizations by reducing absenteeism, voluntary turnover, work slowdowns, faulty products, poor service and accidents.

Activity : Extract from the text the general idea of each paragraph in Arabic.

النشاط المطلوب: استخراج من النص الفكرة العامة لكل فقرة باللغة العربية.

## SUBJECT 02

### Fields of work and organizational psychology

Activity: Translate the vocabulary in the following figure into Arabic

النشاط المطلوب: ترجم باللغة العربية المفردات الواردة في الشكل الموالي:

Ref: Rothmann, S., & Cooper, C.L. (2015). *Work and Organizational Psychology* (2nd ed.). Routledge. <https://doi.org/10.4324/9781315717470>

#### Work Psychology

- Human Resource Planning
- Job Analysis, Description and Specifications
- Recruitment and Selection
- Induction, Training and Development
- Job Evaluation and Compensation
- Performance Appraisal
- Career Development

#### Organizational Psychology

- Individual Differences and Diversity)
- Motivation
- Group Dynamics
- Communication
- Leadership
- Well-being at Work
- Organizational Design and Development





## SUBJECT 03

# Work Psychology

- 1 **Human resource planning.** Human resource planning is a planned analysis of the present and future human resource needs of an organization and the implementation of action plans in order to ensure the adequate supply of human resources.
- 2 **Job analysis,** description and job specifications. Job analysis is defined as the process of gathering job information by breaking the job down into its components. A job description is a written summary of the key performance areas of a specific job. A job specification is a written explanation of the minimum requirements needed for effective performance on a given job.
- 3 **Recruitment and selection.** Recruitment is defined as the process of attracting suitable candidates to apply for vacancies that exist in an organization. Selection involves the sorting out of applicants for a vacant job and the elimination of those applicants who do not fit the requirements of the job and/or the organization.
- 4 **Induction, training and development.** Induction is defined as the introduction of new employees to the organization, work unit and job. Training is the systematic application of formal processes to help people to acquire and develop knowledge, skills, behaviours and attitudes. Development is defined as the growth of a person's ability and potential through the provision of learning and educational experiences.
- 5 **Career development.** Career development is the process of guiding the placement, movement and the growth of employees through assessment, planned training activities and planned job assignments. It includes personal career planning and organizational career management.
- 6 **Job evaluation and compensation.** Job evaluation involves rating of jobs through the use of a job evaluation plan and conversion of relative job values to a definite wage rate. The total remuneration employees receive from work is called compensation. Compensation means the provision of a suitable return for services.
- 7 **Performance appraisal.** Performance appraisal is the process by which the organization determines how effectively the employee is performing the job.

**Activity: Provide a brief definition in Arabic for each of the above branches by translating the seven texts.**

المطلوب: قدم تعريف مختصر باللغة العربية لكل فرع من الفروع أعلاه من خلال ترجمة النصوص السبعة.



# Organizational Psychology

1. **Individual differences and diversity management.** Individual differences refer to differences between people regarding any characteristic, such as a personality trait, through which an individual could be distinguished from others. Diversity includes the mixture of many dimensions which makes people unique and different from each other.
2. **Motivation.** The term motivation refers to the factors which determine or regulate behaviour.
3. **Communication.** Communication is defined as the process by which a person, group or organization transmits information to another person.
4. **Leadership.** Leadership is the process whereby one individual influences other group members towards the attainment of defined group or organizational goals.
5. **Group dynamics.** Group dynamics refers to the dynamics of interaction in social groups.
6. **Health and well-being.** A healthy work environment is one in which no diseases occur. Well-being is a state in which individuals feel and function well in different life domains.
7. **Organizational design, development and culture.** Organizational design is defined as the formal system of communication, authority and responsibility adopted by an organization which constitutes its internal structure. Organizational development is defined as a long-range effort to improve an organization's ability to cope with change and its problem solving and renewal processes through effective management of the organizational culture.

**Activity: Provide a brief definition in Arabic for each of the above branches by translating the seven texts.**

**المطلوب:** قدم تعريف مختصر باللغة العربية لكل فرع من الفروع أعلاه من خلال ترجمة النصوص أعلاه.

## THE TASKS OF WORK AND ORGANIZATIONAL PSYCHOLOGISTS

The primary task of work and organizational psychologists is to apply psychological principles and research to workplace phenomena by using a scientific approach.

When work and organizational psychologists deal with the behaviour of people at work, they do so objectively and systematically. They use qualitative observation as well as quantitative measurement and statistics to conduct research and intervene in the workplace.

Furthermore, they are concerned about the effectiveness of the organization and the well-being of individuals.

Lastly, work and organizational psychologists operate with an implicit multilevel model, i.e. they recognize that in addition to individual influences on individual behaviour and attitudes, higher order units such as teams and the organizational context have influence.

The tasks of work and organizational psychologists are shown in Focus 1.2

### FOCUS 1.2

#### ***Tasks of a work and organizational psychologist***

*Four broad tasks of the work and organizational psychologists are distinguished, namely:*

- 1 Explaining individual, group and organizational behaviour.*
- 2 Measuring behaviour and predicting potential.*
- 3 Contributing to individual, group and organization development.*
- 4 Translating research findings and empowering potential users thereof.*

**Activity:** Identify the tasks of work and organizational psychology based on identifying the terms included in the text and the form provided.

النشاط المطلوب: بين مهام علم النفس العمل والتنظيم انطلاقا من التعرف على المصطلحات الواردة في النص والشكل الواردين



## SUBJECT 05

### Human resource planning

#### Definition of human resource planning:

Human resource planning is a planned analysis of the present and future (quantitative and qualitative) human resource needs of an organization and the implementation of action plans in order to ensure the adequate supply of human resources. It is an ongoing process that it is linked to many other activities that take place inside an organization, especially human resource management activities, such as recruitment, performance appraisal and training.

#### Reasons for human resource planning:

- Through human resource planning it is possible to put human resources to strategic use. This means that the strategic planning of an organization can be done on a much surer base than before.
- Unnecessary risks can be avoided when strategic organizational planning is done. In this way, human resource planning is necessary in order for an organization to adapt to (expected) changes in the environment.
- In this way the necessary adjustments in human resource planning can be made as soon as problems are visualized. These problems might be in the form of an over- or an under-supply of particular workers at a given stage in the future.
- Through human resource planning more effective use over the short term and over the longer term can be made of an organization's available human resources.
- Human resource planning gives organizations the opportunity to develop high-level personnel to take up the positions of those that leave senior level and management jobs.
- Human resource planning allows an organization to continually upgrade the skills and abilities of its entire workforce by concentrating on activities such as recruitment, selection, placement, training and development and career management.
- Human resource planning places the management of an organization in a position to manage the human resource in a way that complies with all the legal requirements
- Human resource planning has a direct influence on the quality of work life that workers experience.

**Activity:** Extract the most important terms of work and organizational psychology mentioned in the text, then translate them into Arabic.

**المطلوب:** استخراج أهم مصطلحات علم النفس العمل والتنظيم الواردة في النص ثم قم بترجمتها باللغة العربية



## SUBJECT 06

### Job Analysis

#### Definition of job analysis:

Job analysis is defined as the process of gathering job information by breaking the job down into its component elements, in order to identify what tasks and responsibilities a job consists of, what skills, knowledge and abilities are required to do the job, and what environmental conditions surround the job. A job description is a written summary of the key performance areas (tasks, duties and/or responsibilities) of a specific job. The job description includes a clear presentation of what is done, how it is done and why it is done. A job specification is a written explanation of the minimum requirements needed for effective performance on a given job. It includes knowledge, skills, abilities, traits and other characteristics needed for effective job performance.

#### Uses of job analysis

Job analysis can be used in each of the following human resource activities:

- Job analysis can be used to prepare job descriptions. A complete job description contains a job summary, the job duties and responsibilities, and an indication of working conditions.
- Job analysis is used to write job specifications. The job specification describes the individual traits and characteristics required to do the job well.
- Job analysis makes it possible to organize and integrate the total workforce based on duties and responsibilities.
- The staffing programme of an organization rests on the information supplied by the job analysis. Job analysis is used to provide information about the recruitment, selection and orientation of individuals.
- The analyst can use the information gathered through job analysis for training and development purposes
- Job analysis supplies the basic data needed to do a job evaluation
- Job analysis is used to determine the criteria and requirements for performance appraisal of a job holder
- Job analysis can be used in career development
- Working conditions and safety can be improved based on the results of a job analysis.

**Activity:** Extract the most important terms of work and organizational psychology mentioned in the text, then translate them into Arabic.

**المطلوب:** استخراج أهم مصطلحات علم النفس العمل والتنظيم الواردة في النص ثم قم بترجمتها باللغة العربية

**Ref:** Rothmann, I. (2008). Organizational and work psychology. Hodder Education.





**SUBJECT 07**

**Recruitment**

**Definition of recruitment:**

Recruitment is defined as a process of seeking and attracting suitable candidates from within the organization or from outside the organization for job vacancies that exist. 'Suitable candidates' means those who possess the required characteristics that will enable them to perform satisfactorily in the specific job.

**Recruitment planning:**

Before any recruitment can be done, an organization needs to decide what the nature and number of job vacancies are. This information comes from human resource planning and job analysis.

In recruitment planning that information is used to decide on the number and characteristics of potential candidates that need to be attracted. Organizations try to recruit more candidates than the number they wish to employ.

An organization needs to keep a balance between setting recruitment standards that are too high or too low.

From past experience, organizations usually know how many potential candidates they need to reach through their recruitment efforts in order to have a sufficient number of applicants from which to choose. The number will most probably vary with the type of vacancy or job. The type of recruitment source and the recruitment method will also have to be taken into consideration when deciding on the number of candidates that have to be reached.

**Activity: Summarize each of the above paragraphs in Arabic.**

المطلوب: لخص كل فقرة من الفقرات الواردة أعلاه باللغة العربية



## SUBJECT 08

# Selection

### Definition of selection:

Selection involves the sorting out of applicants for a vacant job and the elimination of those applicants who do not fit the requirements of the job and/or the organization. The content of different jobs differs, as do the abilities and skills required.

Applicants also differ regarding their abilities, aptitudes, skills, experience, age and education. Therefore, the objective of selection is to assess which applicant will best fit a specific job

### The importance of selection:

Selection is a major expense for organizations. A lot of money is spent on recruitment, selection and training. In addition to these costs, there is the cost incurred by the new employee's inability to meet performance requirements while learning the job. Often, it takes a year before the employee actually deserves the salary for the position. The costs are even greater if the wrong person is hired.

Despite the high costs of selection, research has shown conclusively that good selection pays off. Sometimes good selection methods are expensive to develop and refine,

Selection, however, affects the quality of personnel and their task performance.

Training will also be more successful if you select the right quality people.

Poor selection causes a poor fit between the job and the individual, which contributes to job dissatisfaction, poor performance and high labour turnover.

### Activity: Summarize each of the above paragraphs in Arabic.

المطلوب: لخص كل فقرة من الفقرات الواردة أعلاه باللغة العربية



## SUBJECT 09

# Induction and Training

## Definition of terms:

### Induction:

Induction is the introduction of new employees to the organization, work unit and job'. Induction includes relinquishing certain attitudes, values and behaviours as the new recruit learns the organization's goals, the means of attaining those goals, basic job responsibilities, effective job behaviour and work rules. Much of this is learned on the job from co-workers and work teams. Induction is geared towards the 'fitting in' of the new employee with the way in which an organization operates. It is a learning process which starts during recruitment and continues after the new employee is placed in the job. It is correctly regarded as forming part of the training and development process.

### Training

Training is a process that involves the acquisition of knowledge, skills and attitudes to increase the performance of employees (Warr, 2002). Training is directed at the improvement of skills, including motor skills, cognitive skills and interpersonal skills. Economic, social, Technological and governmental changes influence the objectives and strategies of all organizations. Changes in these areas can make the skills learned today obsolete in the future. Planned organizational changes and expansions can also make it necessary for employees to update their skills and acquire new ones.

Training is often distinguished from education. Education has a broader scope. Education is considered to be formal education in a school, college or university, whereas training is vocationally orientated and occurs in a work organization. Management development is a systematic programme by which individuals gain and apply knowledge, skills, insights and attitudes to manage work organizations effectively .

**activity:** Summarize each of the above paragraphs in Arabic, focusing on the most important terms used in the field of work and organizational psychology.

**المطلوب:** لخص كل فقرة من الفقرات الواردة أعلاه باللغة العربية مع التركيز على أهم المصطلحات المستخدمة في تخصص علم النفس العمل والتنظيم



## SUBJECT 10

# Job satisfaction

### Definition of job satisfaction:

job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is the result of employees' perception of how well their job provides those things that are viewed as important. Job satisfaction has the following three dimensions:

■ Job satisfaction is an emotional response to a job situation. Therefore, it cannot be seen. Inferences have to be made from workers' behaviour to determine whether they are satisfied or dissatisfied. Questionnaires can also be used to assess job satisfaction.

■ Job satisfaction is often determined by how well outcomes meet or exceed expectations. Thus, if some workers feel that they are working much harder than some of their co-workers but that they are receiving fewer rewards than the less hardworking co-workers, they will most probably be quite dissatisfied with their work, their supervisor and/or their co-workers.

■ Job satisfaction represents several related attitudes about job characteristics, namely the nature of the work, pay, promotion opportunities, supervision and co-workers.

**activity: Summarize each of the above paragraphs in Arabic, focusing on the most important terms used in the field of work and organizational psychology.**

**المطلوب:** لخص كل فقرة من الفقرات الواردة أعلاه باللغة العربية مع التركيز على أهم المصطلحات المستخدمة في تخصص علم النفس العمل والتنظيم

**English language acquisition assessment**  
**Psychology OF Work and Organization**  
**Third year LMD**


Mascara in: 17/12/2024

**Activity: Translating terms into English**

job situation	- الموقف الوظيفي
workers' behaviour	- سلوك العمال
job satisfaction assessment	- تقييم الرضا الوظيفي
positive emotions	- العواطف الايجابية
employees' perception	- تصورات الموظفين
promotion opportunities	- فرص الترقية
co-workers	- زملاء العمل
effective job behaviour	- السلوك الوظيفي الفعال
work teams	- فرق العمل
development process	- عملية التطوير
Selection and Induction	- الانتقاء والتوجيه
abilities and skills and aptitudes	- القدرات والمهارات والاستعدادات
performance requirements	- متطلبات الأداء
Attracting suitable candidates	- استقطاب المرشحين المناسبين
environmental conditions	- الظروف البيئية
tasks and duties and responsibilities	- المهام والواجبات والمسؤوليات
job descriptions	- الوصف الوظيفي
effective job performance	- الأداء الوظيفي الفعال
staffing program	- برنامج التوظيف
Career development	- تطوير المسار الوظيفي
human resource needs	- احتياجات الموارد البشرية
Management activities	- أنشطة الإدارة
strategic planning of an organization	- التخطيط الاستراتيجي للمنظمة
Unnecessary risks	- المخاطر غير الضرورية
opportunities of development personnel	- فرص تطوير الموظفين
upgrade skills	- ترقية المهارات
Quality of work life	- جودة حياة العمل
Organizational effectiveness	- الفعالية التنظيمية
well-being of individuals	- رفاهية الأفراد
predicting potential	- التنبؤ بالإمكانات

**Good luck**  
**Dr Youcef Ladjilet**



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Français (fr)

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عربي (ar)

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