

Diagnosing psychosocial risks in the Algerian institution (Reality and Hope)

تشخيص المخاطر النفسية الاجتماعية في المؤسسة الجزائرية (الواقع والمأمول)

LMD student Benali Abdelghani^{1*}, Dr. Derbale Amal², Dr. Makboul Meriem³

¹ Tahri Mohamed University of Béchar (Algeria), Laboratory of Human and Social Studies, benali.abdelghani@univ-bechar.dz

² Tahri Mohamed University of Béchar (Algeria), Laboratory of Human and Social Studies, amal.derbale@univ-bechar.dz

³ Tahri Mohamed University of Béchar (Algeria), Laboratory of Human and Social Studies, mekboul.meriem@univ-bechar.dz

Received:17/01/2025

Accepted: 10/05/2025

Published: 30/06/2025

Abstract: Psychosocial risks are of great importance to the worker and the institution, due to their impact on the health and performance of the worker, which in turn is reflected in the productivity of the institution. Accordingly, they are considered a basic building block in detecting the risks that threaten the worker from the psychological and social side. In order to highlight the importance of this tool, our study aimed to conduct a theoretical analytical reading of psychological tests and measures that aim to detect risks in the work environment, specifically a study of the dimensions that define these risks and allow the psychological specialist to analyze them in order to provide prevention from these risks, as well as the extent to which these dimensions keep pace with the acceleration of the transformation witnessed by the Algerian institution in terms of mechanisms and mechanisms on the one hand, as well as the transformation in the structure of society on the other hand.

Keywords: Psychosocial Risks; Prevention; Dimensions; Worker; Institution.

ملخص: تعتبر المخاطر النفسية الاجتماعية ذات أهمية بالغة للعامل و المؤسسة وهذا لما لها من تأثير على صحة و مردود العامل الذي ينعكس بدوره على إنتاجية المؤسسة، وعليه فهي تعتبر لبنة أساسية في الكشف عن الأخطار التي تهدد العامل من الجانب النفسي والاجتماعي، وبغية إبراز أهمية هذه الأداة، هدفت دراستنا إلى القيام بقراءة نظرية تحليلية للاختبارات والمقاييس النفسية التي تهدف إلى الكشف عن المخاطر في بيئة العمل وبالتحديد دراسة للأبعاد التي تحدد هذه المخاطر وتتيح للمختص النفسي تحليلها بغية توفير الوقاية من هذه المخاطر وكذلك مدى مواكبة هذه الأبعاد للتسارع في التحول الذي تشهده المؤسسة الجزائرية من حيث الآليات والميكانيزمات من جهة وكذلك التحول في بنية المجتمع من جهة أخرى.

كلمات مفتاحية: المخاطر النفسية الاجتماعية؛ الوقاية؛ الأبعاد؛ العامل؛ المؤسسة.

1. Introduction

Work plays a fundamental role in the life of an employee, as it enables the fulfillment of both material and emotional needs, satisfying personal and professional aspirations. This, in turn, provides psychological and social stability, fostering growth in both professional and personal domains. For this reason, organizations strive to create a conducive work environment for employees by developing mechanisms and systems that ensure a comfortable and supportive atmosphere. Simultaneously, they aim to enhance productivity in alignment with employee performance, adapting continuously to meet changing demands.

However, organizations are not isolated from global political and economic transformations or advancements in work methodologies. Consequently, Algerian institutions are making significant efforts to adapt to these global shifts, striving to align with evolving work environments while fostering self-development. At the same time, the accelerating pace of life and increasing demands make it challenging for employees to fulfill their needs, compelling them to exert greater effort to achieve professional and social stability. This often results in psychological and social risks.

In this study, we aim to identify the predominant psychological and social risks, which vary in severity depending on the organization and its environment. Additionally, we will conduct an analytical assessment of the dimensions that define these risks and examine how well they align with structural and organizational changes within Algerian institutions. Accordingly, the research raises key questions:

- What are the dimensions through which risks in an organization can be identified?
- Are there specific dimensions unique to the Algerian social context?

1.1 Study Significance

The study of psychosocial risks in the workplace holds immense importance. The motivation behind selecting this topic stems from the novelty of the concept of psychosocial risks, which historically has been subsumed under research focusing on workplace accidents, often neglecting the psychological and social dimensions of employees. This study seeks to integrate the value and perspective of psychosocial risks into the management of human and organizational resources. Institutions frequently emphasize training, production, and the physical aspects of the work environment, as well as workplace accidents, while overlooking the psychological and social burdens employees face.

The significance of this study lies in both the nature of its subject and its comprehensive and contemporary approach. It addresses the evolving risks in the

workplace, reflecting the rapid changes in the nature of work. Specifically, it aims to identify the most critical psychosocial risks in the work environment, establish connections between these risks, and evaluate the extent to which existing tools for addressing psychosocial risks align with these developments and rapid changes.

2. Operational Concepts of the Study

2.1 Psychosocial Risks

These refer to all psychological and social factors and indicators encountered by employees in the workplace, which may elicit negative reactions, leaving them unsettled and unable to adapt to their work environment. These risks vary depending on the professional activity and its physical and psychological demands, affecting the employee's performance and potentially leading to illnesses or accidents. (بال، 2005، صفحة 20).

2.2 Diagnosis

Diagnosis is a preliminary procedure conducted by a psychological specialist to assess and identify the psychosocial risks surrounding the employee. This process involves pinpointing the influential dimensions within the work environment that cause distress for the employee, with the aim of mitigating these risks and reducing their impact. (لطفی، 2007، صفحة 35).

3. Theoretical Approaches Addressing Psychosocial Risks

The concept of psychosocial risks in the workplace has been interpreted and analyzed from various perspectives, considering causes, consequences, and methods of identification. This understanding is only possible through a theoretical foundation that serves as a reference for researchers. To develop a comprehensive theoretical framework, we have reviewed the most prominent theories that address and explain psychosocial risks in the work environment from different viewpoints. Among these, the most significant is:

3.1 Scientific Management Theory

In the early 20th century, American engineer Frederick William Taylor published the first structured account of what became known as the Scientific Management Movement. This movement evolved into a theory of workplace behavior, grounded in Taylor's writings. Scientific Management Theory is considered the contemporary counterpart of the Classical Administrative Theory pioneered by Henri Fayol (لطفی، 2007، صفحة 95).

Scientific Management was a technical, administrative, and philosophical movement:

- Technical Movement: It initially focused on the worker, analyzing their movements, time, and effort exerted.
- Administrative Movement: It established principles to guide management in achieving higher productivity.
- Philosophical Movement: It sought to revolutionize the relationship between management and workers by fostering mutual interests and cooperation instead of conflict and competition (بلال، 2005، صفحة 23).

Taylor's primary contribution was the development of the principles of Scientific Management, which are summarized as follows:

- Replacing traditional, rudimentary methods with scientific approaches to work.
- Scientifically selecting and training workers based on sound methodologies.
- Promoting collaboration between management and workers in alignment with scientific methods.
- Equitably dividing responsibilities between managers and workers, with managers assuming planning and organizational roles.

Taylor believed that Scientific Management fundamentally embodied a comprehensive intellectual revolution with two primary aspects. The first pertained to relationships among workers themselves and between workers and management. The second aspect focused on management, represented by supervisors, foremen, the board of directors, and business owners. This intellectual revolution aimed to redefine their responsibilities toward their colleagues in management and labor, as well as toward the daily challenges they encountered (بلال، 2005، صفحة 24).

Taylor placed significant emphasis on increasing productivity through the principles he introduced, which he deemed appropriate for achieving higher output. However, when examining the principle of movement and time—centered on determining the optimal method for performing each task within a prescribed timeframe—it becomes evident that this approach has drawn considerable criticism. The core issue lies in the fact that humans are not merely production machines, particularly when tasks are excessively lengthy, such as in shift work systems. Under these circumstances, workers may face time pressure that leads to stress and anxiety.

Additionally, Taylor advocated for the principle of piece-rate compensation, linking wages to the number of units produced. This principle proves ineffective in scenarios where the nature of work requires extended hours, as it fails to

account for human needs beyond material compensation. Furthermore, Taylor's approach involved continuous monitoring and supervision of workers, which, while intended to ensure efficiency, often results in significant workplace pressure for employees working long hours. This persistent oversight, coupled with the fatigue and exhaustion it induces, can exacerbate stress and resistance among workers.

In Scientific Management Theory, risks arise from the imbalance between the tasks assigned to workers and their intellectual and physical capacities. Performance cannot be reduced solely to financial compensation while neglecting the worker's abilities.

3.2 Bureaucratic Theory: Max Weber's Model

Max Weber likened public administration to life in a swamp, marked by ambiguity and instability. Traversing such a swamp is unsafe; the path is unclear, the ground is unstable, and the crocodiles are restless and hungry. To "drain the swamp," Weber introduced the concept of bureaucracy to make administration more productive, neutral, lawful, and rational. In its positive sense, bureaucracy is seen as the most rational method of accomplishing tasks, making it an indispensable part of modern society (الصرن، 2007، صفحة 32).

Max Weber's ideal model of bureaucracy is based on the concept of legitimate authority, which he divided into three primary types, each grounded in specific foundations:

- Charismatic Authority: This type of authority derives its legitimacy from the extraordinary traits of the leader or ruler. Individuals obey the commands of the charismatic leader due to their belief in and faith in the leader's exceptional qualities, which distinguish them from others.
- Traditional Authority: This authority is rooted in customs and traditions. The leader inherits their position, and followers demonstrate loyalty to the leader's exercise of authority based on established practices (علام، 1994، صفحة 149).
- Legal Authority: Legal authority derives its legitimacy from established rules and laws. Etzioni emphasizes the need to draw clear boundaries between these three types of authority in their actual practice. He also notes that some organizational structures may exhibit semi-traditional or semi-bureaucratic characteristics (علام، 1994، صفحة 150).

Weber's concept of bureaucracy is based on the organization of positions following a hierarchical structure, where lower offices are subject to the authority

and supervision of higher offices. This structure facilitates a coordinated division of labor, with each office having a clearly defined scope of responsibilities. Employees within the same organization are selected based on their technical qualifications, and their position within the organization is expected to be their primary professional focus, shaping their career trajectory.

Promotions are determined by either seniority, the employee's achievements, or a combination of both. Furthermore, a clear separation must be maintained between an employee's official duties and their personal life (الصرن،

2007، صفحة 4).

Max Weber's bureaucratic theory is founded on a set of principles, which he referred to as the "ideal model." These principles are inherently idealistic and, therefore, challenging to implement in reality, particularly given that organizational structures are composed of human elements. Among these principles is the concept of speed in execution, which Weber deemed essential for employees. However, this requirement can sometimes pose significant challenges, especially for workers who exceed 12-hour shifts or work during night hours. In such cases, the demand for speed in execution becomes a stressor for the employee due to the extended duration of work, resulting in substantial pressure and an overwhelming workload.

Moreover, this principle is difficult to achieve as it can lead to social pressures, anxiety, and stress for employees. Human beings are inherently social and prioritize fulfilling their social and familial needs, which can conflict with the relentless demand for efficiency and speed in their professional responsibilities.

According to bureaucratic theory, the conflict experienced by workers arises from the idealism pursued by the organizational structure of an institution, which, in certain instances, does not align with the human nature of the worker. This misalignment results in risks that pose a threat to the employee.

3.3 Human Relations Theory

The roots of this theory trace back to Elton Mayo's research on production rates, conducted between 1927 and 1932 at the Hawthorne Telephone Factories. Initially, Mayo's research focused on the impact of physical factors (lighting, ventilation, humidity) on workers' productivity. However, the scope later expanded to include morale, motivation, group dynamics, values, and attitudes.

Mayo and his colleagues concluded that worker productivity is influenced by factors beyond physical conditions, such as psychological needs, informal groups, leadership styles, moral incentives, and levels of supervision and

management. This discovery underscored the significance of social and psychological factors in motivating employees toward greater productivity.

Several factors contributed to the emergence of this theory, including:

- The poor industrial conditions prevalent at the time, characterized by declining productivity, low performance rates, high employee turnover, absenteeism, monotony, and numerous workplace problems.
- Through the experiments conducted by Mayo and his colleagues, scholars in management and organizational studies realized that worker behavior is complex and that employees are not merely organizational variables. Instead, they have needs, desires, opinions, and ideas that must be considered (غيات، 2006، صفحة 22).

The risks in the workplace, according to Human Relations Theory, can be summarized as the neglect of the psychological and social aspects of employees, limiting their needs to physical and material factors.

3.4 Structural Theory and Functional Concepts by Robert Merton

Merton is regarded as one of the prominent scholars in functional structuralism. However, he did not strictly adhere to the organic analogy in his analytical studies of organizations. Instead, he proposed a significant theoretical framework by developing a mid-range theory. This theory is based on three key concepts and their opposites for analyzing organizations:

- Latent (or unintended) functions versus manifest functions.
- Dysfunctions versus functions.
- Functional alternatives versus the traditional hypothesis, which asserts that no society can perform its functions better under new patterns of relationships than it currently does.

Through these concepts, Merton critiqued Max Weber's ideal model of bureaucracy, though he did not outright reject it. Instead, he provided a distinct contribution to understanding social structures in general and organizational structures in particular. His work, as reflected in organizational literature, revolves around the relationship between organizational systems and individual personality.

(علام، 1994، صفحة 159).

3.4.1 Manifest and Latent Functions

Merton divided functions in society into two categories:

- Manifest Functions: These are the intended and explicit objectives aimed at achieving social organization.
- Latent Functions: These are unintended or unanticipated outcomes.

3.4.2 Dysfunctions

One of Merton's notable contributions was his discussion of dysfunctions, introducing the concept of "non-functionality" as opposed to functionality. He emphasized that an organization might be functional for one group but not for another. In developing this concept, he drew inspiration from Tocqueville's insights into the dysfunctions of democratic systems in the United States and the threats they faced. Additionally, he referenced Veblen's critique of the inadequacy of trained capacity. Veblen argued that while individuals may be trained to utilize their skills efficiently in a specific role, changing circumstances can render these skills unsuitable for new tasks. This concept of "trained incapacity" helps explain how workers might commit errors in their roles due to their inability to adapt to new demands. (علام، 1994، صفحة 159) .

Merton also utilized the concept of "occupational psychosis," previously introduced by Dewey, to describe a mental condition affecting workers due to routine tasks. This condition manifests as a sense of dullness and apathy toward certain activities. Merton's perspective on dysfunctions can be summarized as the tendency of organizational members to respond in a fixed manner to similar situations, without accounting for differences between one context and another—a phenomenon referred to as "response rigidity." (علام، 1994، صفحة 160) .

Organizations exert various forms of pressure on their members to ensure adherence to predetermined behavioral patterns aimed at achieving maximum efficiency. To maintain consistent behavior and ensure its predictability, continuous monitoring of this behavior is required, alongside strict oversight of the application of rules and procedures. This approach often leads to the following outcomes: (علام، 1994، صفحة 161) .

- The erosion of informal relationships, which can lead to conflict in areas where such relationships exist.
- The transformation of legal rules from a means to an end, as individuals become overly focused on their application.
- The increasing mastery of legal rules by individuals, enabling them to manipulate these rules to serve their personal objectives.

According to Merton, the organizational structure proposed by Weber inherently contains triggers for dysfunction. It also contributes to a decline in organizational efficiency, as evidenced by the following:

- Division of labor: This may result in individuals becoming unable to grasp the overall and true objectives of the organization, leading to a sense of alienation.
- Abstract legal rules: These are designed to address various organizational situations, yet individuals are compelled to adhere to them strictly. This rigidity is not without dysfunction, as circumstances sometimes necessitate adapting or bypassing these rules to achieve efficiency.
- Hierarchy of authority: This structure emphasizes specialized expertise and technical knowledge concentrated at the top of the organizational pyramid. While this approach is effective in stable environments, it may hinder organizational efficiency in unstable conditions. Concentrating expertise at the top can lead to dysfunction, particularly when leadership insists on loyalty and compliance from subordinates (علام، 1994، صفحة 162).

At the organizational level, Merton noted that actions previously successful due to training and skill might lead to inappropriate responses in changing circumstances.

3.4.3 Functional Alternatives:

Merton emphasized the concept of functional determinism, which can result in rigidity. To address this, he introduced the idea of functional alternatives, proposing that a single goal can be achieved through multiple approaches. If an organization fails to accomplish its objectives using a specific method, its subsystems will quickly generate alternative methods to achieve the same goal. This adaptability underscores the organization's capacity for adjustment, demonstrating that regulation is not solely reliant on legal frameworks (علام، 1994، صفحة 163).

Robert Merton introduced the principles of dysfunction theory, through which he critiqued, though did not reject, Max Weber's ideal model of bureaucracy. Merton made a notable contribution to understanding organizational structures, particularly with his concepts of manifest and latent functions. He argued that any organizational system could simultaneously deliver its intended, explicit objectives (manifest functions) and unintended outcomes (latent functions), which he described as unforeseen or unintended results.

For example, some institutions may adopt specific work systems, such as shift work or extended working hours, with the primary objective (manifest function) being to increase productivity or maintain 24-hour service. However, these systems may inadvertently generate latent functions, such as employees experiencing work-related stress or other challenges. While such systems aim to fulfill their intended purpose, they may also lead to dysfunctions, or what Merton referred to as dysfunctional outcomes.

This dysfunction becomes evident in cases where extended work hours lead to non-functional outcomes, such as heightened stress and pressure among workers within the organization. These unintended effects illustrate the risks associated with certain work systems, highlighting how they can become counterproductive for both employees and the organization as a whole.

Among the concepts through which Merton contributed to understanding organizational structures is the concept of functional alternatives. Merton argued that functional determinism—the necessity of performing tasks in a specific, predetermined manner—can lead to rigidity and stagnation. This rigidity, in turn, may create pressure on workers and result in inflexibility within the organization.

For instance, workers operating under a shift system, who often suffer from its associated negative effects, exemplify the need for organizations to develop alternatives to such systems. By doing so, the organization can reduce workers' stress and alleviate the burdens of routine tasks, fostering a more adaptable and sustainable work environment.

In this theory, risks in the workplace arise from monotony, routine, and conflicts stemming from personality traits that are incompatible with or unable to adapt to the nature of the work.

3.5 The Cooperative System Theory (Chester Barnard)

Barnard's theory is one of the most significant and influential organizational thought theories in the field of management. His ideas were presented in two of his primary works:

- *The Functions of the Executive*, first published in 1938.
- *Organization and Management*, published in 1948.

Barnard based his writings on his experience working at a telephone company and incorporated research from sociology, statistics, and psychological sciences into his exploration of management theories. He argued that organizations operate on the foundation of intentional and purposeful cooperation, functioning as a subsystem within a larger system. Furthermore, he conceptualized organizations as open systems, interacting with three key elements:

- The presence of a shared objective that unites members and drives them to achieve it.
- The existence of an efficient communication system among organizational members.
- The sincere willingness of members to work and contribute actively.

According to the Cooperative System Theory, workplace risks stem from the conflict between formal and informal organizations in which the worker is a participant.

3.6 Abraham Maslow's Hierarchy of Needs Theory

Maslow's theory is grounded in the assumptions of Theory Y, which views humans as distinctive beings driven to achieve meaningful goals, with self-actualization being the most important. Maslow is best known for his Hierarchy of Needs, which identifies multiple needs that workers seek to fulfill. He posited that once one need is satisfied, another arises in its place, a process that persists throughout life.

These needs are organized into a hierarchical structure, starting with basic physiological needs at the foundation. Maslow argued that individuals must first satisfy their need for sustenance, such as food, to survive. Once these needs are met, the individual begins seeking higher-order needs, such as safety and security, which provide protection from harm, fear, and deprivation. This need, referred to as the need for security, arises from the fear of threats and instability.

The need for security is particularly significant in the lives of workers, as arbitrary managerial decisions, favoritism, and bias in the allocation of employment opportunities or promotions pose significant risks and obstacles to fulfilling this need. Once the need for security is satisfied, a new need emerges within the hierarchy: social needs.

These social needs include the desire to belong to a group and to form friendships. In the workplace, these needs can be fulfilled through fostering team spirit, encouraging communication, and creating a positive work environment.

(القريوتي، 2012، صفحة 56)

Following this, the need for esteem and recognition arises. Esteem needs involve affirming an individual's self-confidence and gaining acknowledgment from others regarding their significance within a community. In the workplace, this need can be fulfilled by recognizing achievements, assigning meaningful tasks, involving employees in decision-making processes, and delegating authority.

Once the esteem needs are satisfied, individuals progress to fulfilling the need for self-actualization. This need pertains to the individual's aspirations to

express themselves, utilize their abilities, and continuously develop their personality through creativity and innovation. As Maslow stated, self-actualization is about "becoming everything that one is capable of becoming."

The hierarchical arrangement of these needs reflects their varying levels of importance. Physiological needs are at the base of the hierarchy and are of utmost priority when unmet. For instance, when basic sustenance, such as food, is scarce, individuals focus entirely on obtaining it. A hungry person cannot be expected to prioritize higher-level needs, such as security or belonging, because the basic need remains the primary motivator until it is satisfied (القريوتي، 2012، صفحة 56).

Abraham Maslow's Hierarchy of Needs Theory emphasizes the importance of satisfying basic needs within an organization to achieve its goals and attain effective outcomes. According to Maslow, workers must fully satisfy one level of need before progressing to the next. In the context of the studied topic—the relationship between shift work systems and work stress—workers employed under such systems, particularly those exceeding 12-hour shifts, must have their basic needs addressed as outlined in Maslow's theory.

For workers in these systems, physiological needs take precedence. Meeting these needs ensures that employees can perform their duties effectively without succumbing to exhaustion or fatigue. The extended work hours inherently involve substantial tasks and dynamic conditions, necessitating the satisfaction of the need for security. Workers must feel secure while performing their duties; otherwise, the absence of this security may lead to work-related stress and other organizational challenges.

Additionally, considering human nature, the fulfillment of social needs is essential to mitigating various forms of stress. Human relationships within the organization are central to achieving objectives and avoiding issues. Building and maintaining these relationships fosters a supportive environment, enabling workers to address challenges effectively and reduce organizational pressures.

On the other hand, it is equally important to recognize that workers engaged in long working hours with demanding tasks require acknowledgment and appreciation. Such recognition helps alleviate feelings of being overburdened, which, if neglected, may lead to stress, a desire to quit, workplace bullying, and increased risk of occupational accidents.

Thus, based on this theory, the worker's internal and external unmet needs may result in psychological conflict, becoming a source of risk for the employee.

4. Key Psychosocial Risks in the Workplace

Based on studies such as Fatima Zahra Douar's (2018) research titled *Factors of Psychosocial Risks and Their Relationship with Musculoskeletal Disorders*, and Ahmed Qorinaei's (2017) study titled *A Proposed Model for Evaluating Psychosocial Risks in the Work Environment for Medical Staff*, psychosocial risks in Algerian organizations can be understood and summarized as follows:

- Occupational Stress
- Job Dissatisfaction
- Workplace Violence
- Sexual Harassment in the Workplace
- Professional Misalignment
- Job Insecurity
- Tribal Discrimination
- Modern Technologies

5. Dimensions Measuring Psychosocial Risks in the Algerian Context

Based on the COPSQ scale (Dupret & B., 2012, p. 189), as well as the original COPSQ scale for measuring factors of psychosocial risks and work-related stress, and considering the key psychosocial risks discussed earlier, the main dimensions present in the Algerian workplace environment can be summarized as follows:

- Quantitative Demands
- Work Pace
- Cognitive Demands
- Control Over Work Time
- Role Clarity
- Role Conflict
- Social Support from Supervisors
- Social Support from Colleagues
- Job Insecurity
- Uncertainty Regarding Working Conditions
- Organizational Justice
- Sleep Disorders
- Stress
- Physical Stress
- Cognitive Stress
- Social Inequity

- Gender Discrimination
- Cognitive Development
- Defamation
- Digitalization
- Artificial Intelligence

6. Aligning Dimensions Measuring Psychosocial Risks with the Development of the Algerian Institutional System

The Algerian state, through its various structures, particularly the Ministry of Labor and Social Security, has sought to provide a work environment conducive to both psychological and social well-being. These two aspects are inseparable and interdependent. It is important to note that the Algerian institution operates as part of the global economic and industrial system, which has experienced significant and rapid advancements, particularly in structural and organizational aspects.

To keep pace with this acceleration, especially in technical fields such as artificial intelligence and digitalization, Algerian institutions must ensure that workers possess the necessary technical competencies. While institutions have made efforts in this regard, this progression places additional pressure on Algerian workers to balance professional and social responsibilities. These pressures manifest as psychosocial risks, requiring Algerian institutions to leverage psychological expertise both to predict these risks and to identify, prevent, and address them.

In this context, Algerian researchers, particularly psychologists, have adapted foreign tests and scales to the Algerian environment and developed new measurement tools to align with these rapid changes. This adaptation encompasses both the social and professional structural transformations occurring in the workplace. Consequently, Algerian researchers are tasked with preserving some classical dimensions for measuring psychosocial risks while updating and modifying others to reflect the evolving nature of the work environment. Furthermore, they are encouraged to develop and standardize new dimensions to enhance the credibility and reliability of these measurement tools.

This ongoing effort by psychologists aims to create a healthy work environment that minimizes psychosocial risks, ensuring the well-being of workers and the sustainability of organizational productivity.

7. CONCLUSION

Through our study of psychological tests and scales that measure psychosocial risks within Algerian institutions and our analysis of both classical and contemporary dimensions used to evaluate these risks, it has become evident that there is an urgent need to reconsider the philosophy underlying the development of these tests. This reevaluation should focus particularly on defining and adapting dimensions to the psychological, sociological, and anthropological conditions of the work environment.

Relying solely on scales developed in Western contexts, which differ significantly from ours in cultural and anthropological aspects, undermines the credibility of the data collected and, by extension, the research and productivity of Algerian institutions. These tests should not be limited to quantitative and statistical perspectives but must delve deeper to encompass the values and psychological dimensions of workers. This approach allows for a more accurate understanding of the Algerian worker's responses, facilitating the identification, prevention, diagnosis, and treatment of psychosocial risks in Algerian institutions.

The goal is to achieve credible, reliable tools that reflect the professional and social realities of workers, addressing their psychological and social needs. Therefore, researchers must develop methodologies and techniques that enable the creation of psychological tests and scales aligned with advancements in technology and science while accounting for transformations in social structures. This effort must also incorporate ethnographic and anthropological perspectives to ensure the tools are comprehensive and representative of the unique cultural and social dynamics of the Algerian workplace.

Bibliography List:

1. الصرن, ر. ح. (2007). *تطور نظرية المنظمة*. دمشق: المعهد الوطني للإدارة العامة.
2. القريوتي, م. ق. (2012). *السلوك التنظيمي دراسة السلوك الإنساني الفردي والجماعي في منظمات الأعمال* (Vol. 6ط). عمان الأردن: دار وائل للنشر.
3. بلال, م. ا. (2005). *السلوك التنظيمي بين النظرية والتطبيق*. الإسكندرية، مصر: دار الجامعة الجديدة.
4. علام, م. ا. (1994). *دراسات في علم اجتماع التنظيم*. مصر: مكتبة الأنجلو المصرية.
5. غيات, ب. (2006). *مقدمة في علم النفس التنظيمي*. الجزائر: ديوان المطبوعات الجامعية، المكتبة المركزية بن عكنون.
6. لطفي, ط. ا. (2007). *علم اجتماع التنظيم*. مصر القاهرة: دار غريب للطباعة والنشر.
7. Dupret, E., & B., C. (2012). *A New French Questionnaire for Evaluating Psychosocial Risks*. France: Public Health.