

The Role of Human Relations in Alleviating Work Stress in University Libraries

دور العلاقات الإنسانية في التخفيف من الضغوط المهنية بالمكتبات الجامعية

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Abstract :

ملخص :

Human relations are a sort of the informal organization inside the organization overall, where individuals have hopes, ambitions goals they seek to fulfil and achieve. Human relations look after creating an atmosphere of trust and mutual respect among individuals. Thus the organization shifts from just a symbol of profit and exploitation to a humanitarian organization that takes into consideration the workers' needs and tendencies what effects one aspect inside any organization, performance. Performance is the net fruit coming out of the efforts made by the worker towards his job in order give a good performance through which we assess or estimate the organization's performance as a whole, and due to its importance, almost all organizations pay attention to track and measure it more than any other goal to know the extent of work efficiency and effectiveness in the organization. At most, the individual performs his job among a network of relations, responsibilities, and procedures and most important among a human environment that its incentives, expectations and reference frame vary. So naturally in such circumstances, the individual faces behavioral attitudes and responses not acceptable for him, so they become a source of stress. Some of sources of stress are a lot of work, the accuracy of completion dates, the difficulty of making relations with managers and colleagues, and the rapid and continuous change at work environment.

In this regard, this study comes to shed light on the extent to which human relations contribute to alleviate work stress.

Keywords: Human Relations, Work stress, University Libraries

تعتبر العلاقات الإنسانية كشكل من أشكال التنظيم غير الرسمي داخل التنظيم، إذ الأفراد لهم آمال وطموحات وأهداف يريدون إشباعها، وتحقيقها، فالعلاقات الإنسانية تهتم بخلق جو من الثقة والاحترام المتبادل بين الأفراد، بحيث تتحول المؤسسة من مجرد رمز للربح المادي والاستغلال إلى بيئة إنسانية تضع في اعتبارها حاجات العاملين وميولهم، وهذا ما سيمس أحد الجوانب داخل كل مؤسسة وهو الأداء الذي يعتبر بمثابة الثمرة الصافية للجهود التي يبذلها العامل اتجاه عمله ساعيا بذلك تقديم أداء جيد من خلاله نقيم أو نقيس أداء المؤسسة ككل، ونظرا ما له من أهمية بالغة، فإن أغلب المؤسسات تهتم بمتابعته وقياسه بصورة أكثر من الاهتمام بأي هدف آخر، وهذا لمعرفة مدى كفاءة وفعالية العمل بالمؤسسة. وفي الغالب يؤدي الفرد عمله ضمن شبكة من العلاقات والمسؤوليات والإجراءات والأهم من ذلك ضمن محيط بشري تتباين دوافعه وتوقعاته وإطاره المرجعي، زمن الطبيعي في مثل هذه الظروف أن يواجه الفرد مواقف واستجابات سلوكية لا تلق القبول عنده والتي تتحول إلى مصادر الضغوط بالنسبة له، ومن مصادر الضغوط التي يواجهها العامل كثرة العمل، دقة مواعيد الانجاز، صعوبة إنشاء العلاقات مع الرؤساء والزلاء، والتغير السريع والمستمر في بيئة العمل.

لذلك جاءت هذه الدراسة لتسلط الضوء على مدى مساهمة

العلاقات الإنسانية في التخفيف من الصغوظ المهنية.

الكلمات المفتاحية: العلاقات الإنسانية، الضغوط المهنية،

المكتبات الجامعية

1. INTRODUCTION:

working environment in our contemporary organizations is generally characterized by features that have forced the worker to produce more, work longer, and to compete harder to remain in job, especially in the light of knowledge explosion, uncertainty and environmental disturbance. All these have negative consequences on the psychological and physical health of the worker and his mental clarity. All of which cause pressures varying in their level of strength from one person to another as a result of the situations they are exposed to and the attendant status of anxiety, frustration, tension and anger, which influences negatively their performance at work and their attitudes towards it. It is not weird in this changing world that work becomes the major source of stress in general, and in man's health, stress represents a large proportion of diseases that people suffer from like heart attacks, blood clots, gastric ulcers, colon and others. We usually choose challenge when we feel pain resulted of work stress, therefore, the worker is between two choices: whether he let his accumulating work and responsibilities disappoint and frustrate him and make pain at both physical and psychological levels, or he makes that pressure as a way to succeed in his life through following accurate and systematic instructions. Pressures express themselves in many ways: a lot of work and less energy, or misguidance (like what occurs with those working under the command of a bad manager), or the job does not match the worker's capacities and skills, or when the job is appropriate is but oppresses the worker and blackens his health, or he works in more than one unharmonious discipline, or he makes efforts doing his job perfectly but he does not find a proper appreciation for his work so he remains under the pressure of frustration and work pressure. For all this, we intended to address the issue from a certain point of view by dividing it into three parts:

- What is work stress?
- Causes and stages of work stress
- Human relations.

First : what is work stress?

H.Selye is one of the leading pioneers who discovered this phenomenon, identified its concept and gave it its current name (job stress, many studies have emerged and centered on knowing the levels of job stress, its causes and effects on the performance and compatibility of the working individual. The theory of Hans Selye comes from a postulate saying that stress is a dependent variable, a response to a stressor that distinguishes and describes the person according to his response to the stressful environment, so there is a response or certain types of responses can be inferred that a person is under a troublesome environmental impact. Selye, therefore, has identified three stages of defense against stress: an initial alarm phase followed by a stage of resistance or adaptation and, finally, a stage of exhaustion (بن عزيزة، وز عيبط، 2014، ص. 4)

Selye concludes the theory by defining stress as: "a condition of an organism that forms the basis for interactions in which it shows adaptation or mal adaptation." In addition, Sizelagi and Wallace see stress as "a subjective experience that causes a psychological or organic disorder in the individual and results from factors in the external environment, organization or the individual itself". Stress elements can be identified by three:

A-stressor: it includes the initial stress and influences resulting from the feelings of stress. These elements may come from the environment, organization or individuals.

b- **Response:** this element consists of physiological, psychological, and behavioral reactions to stresses such as frustration and anxiety.

c- **Interaction:** it is the element that causes full interaction between stimuli and responses.

From the above, it can be said that job stresses are a subjective experience resulting from factors in the individual, or the environment in which he or she works, including the organization," as these factors have physical, psychological or behavioral implications for the individual affecting his or her work performance.(برسولي، و عمري، 2014، ص.6)

Second: Causes of work stress:

The sources of work stress vary according to the environment, individuals and occupations, in addition to the ability and willingness that make such pressures vary from one individual to another. Work stress do not necessarily come out from one single reason, but many reasons may cause it where some of them are derived from the individual's personality and some from the work environment, or from the interaction between the two (رشيد، 2016، ص. 69)

Thus, a study cannot contain all sources of work stress and cannot be applied to all occupations, because there are differences in the influence of those sources, depending on the different functions and occupations in which these pressures take place, and the individual differences, because some pressures are related to the profession or occupation, others related to the individual himself, and others are external .

The general causes of stress in the context of profession can be determined by (رشيد، 2016، ص. 69)

1. **Organizational problems:** among the general sources of work stress, the poor system that causes delays in important decision making, the individuals inability of the individual at work to determine who is directly responsible for decision-making, the persistent lack of physical capabilities and necessary equipment , and the system inability to develop a specific production plan .

2. **Lack in professional competences:** This means lacking skills and competences among a number of workers, so it puts a greater burden on the one who enjoys such competences.

3. **Feel of lower position and inappropriate reward:** the individual's sense of the importance of his role in the work that is reflected in his sense of himself, and his desire to assert himself through the existing importance of his role in the work, so he is affected if he feels an inappropriate position.

4. **Unnecessary tasks and procedures.**

5. **Instability and insecurity:** this causes rigidity and negativity to the worker, so he stops planning or committing to certain procedures, thus it causes the person to feel psychological pressure.

Third: Stages of work stress:

There are several stages that precede the stage of stress, its stages and its health and psychological symptoms, as follows: (حسين، 2014، ص.108)

First stage: Exposure to stress

It is called the early alarm stage or the feel of danger and begins when the individual is exposed to a specific stimulus, either internal or external, which leads to certain stress when the endocrine glands secrete certain hormones that result in some

manifestations, the most important of which are: increased heart rate, insomnia, tension, hysterical laughter, misuse of time, sensitivity to criticism, accident targeting.

Second stage: Dealing with stress

This stage begins immediately after the previous events happen, as it leads to provoke defensive processes in the body trying to deal with these variables and the reaction takes one of two directions, either confrontation in an attempt to overcome, or escape and get rid of it quickly, and that makes the individual back to a state of balance. If he does not succeed in this, he will move to the next stage, when he is already exposed to stress or has been stressed.

Third stage: resistance and attempt to adaptation

At this stage, the individual attempts to treat the effects that have already occurred and to resist any further deterioration or developments, in addition to his attempt to adapt to what actually happened. If he succeeds in doing so, the matter is settled to this extent, and the chances of returning to equilibrium are increased.

Fourth stage: Fatigue and exhaustion stage:

Based on the Selye theory, McShane explained that the phenomenon of work stress is an organic response which is called the general simultaneous adaptation that occurs through three stages.

The reactions exhibited by the individual in the face of the stimuli help him achieve adaptation in dealing with the causes of those stresses. The man's reactions to work stress pass through three stages:

1. Alarm stage: It is the primary reaction of the individual when he feels danger or challenges or threats, i.e. after being exposed to a set of internal or external variables, and it results in some aspects like fast heartbeat, increased breathe rate, nervous tension ... etc.

2. Resistance stage: after the first shock, the individual regains efficiency, i.e., acting defensive behaviors to overcome or remove stress sources, or to deal with them calmly and adapt to or ignore them. If this defense exercise succeeds in reducing stress, so this is the last stage. If it fails, the individual will move to a stage of exhaustion.

3. Exhaustion stage: individuals have a limited energy to resist, and because of the persistence of the stress source for a long time, one will suffer from exhaustion by repeating resistance and attempts to adapt. It shows some psychological and organic aspects such as thinking to quit, and a large decrease in motives and performance rates.

Fourth: Effects of work stress

Work stresses have positive and negative effects: (بن الضب، 2013، ص.11)

1. Positive effects: some of which are:

- Motivation to work
- The individual is more focused on work and looks at his work with distinction.
- Focus on expressing emotions, feelings and a sense of pleasure.
- Sense of achievement.
- Provide the individual with vitality, vigor, confidence and an optimist look to the future.
- The ability to return to the normal psychological statue when an unpleasant experience is faced.

2. Negative effects: the most important of which are:

•Stress effects on the individual:

Behavioral effects: like suffering from insomnia, excessive smoking, weight disturbance and appetite loss, sleep disorders, aggression and disrespect the rules and laws of the organization.

Psychological symptoms: sadness, depression, feeling anxious, looking at future with pessimism, behaving with extreme nervousness, the inability to focus ... etc.

Physical symptoms: headache, stomach ulcers, diabetes, heart disease and blood pressure.

Stress effects on the organization: They can be summarized as follows:

- Increased financial costs (the cost of late work, absenteeism and layoffs, additional workers, machinery failure and repair.)
- Career leakage and a sense of failure.
- Inaccuracy in decision making.
- Disaffection with the work environment, low vibes, job dissatisfaction, such as absence, late work, and a high rate of complaints.

Fifth: Human Relations:

Human relations are defined as "one of the important factors of the successful management which works on raising the individuals' morale as it satisfies their needs and improve their performance and develop a sense of belonging to the organization" (محمود، 2015، ص.11)

Scott believes that human relations refer to "the processes of motivating effectively individuals in a specific situation what leads to a balance in goals that gives more human satisfaction and helps achieving the legitimate demands" (خدراوي، 2015، ص. 11)

Human relations are "human behavior within organizations in the field of work, and it is based on mutual respect appreciating the individual and his talents."

Sixth: The pioneers of Human Relations School

1. Mary Parker Follett

Although Mary Parker Follett is concerned with the various phenomena of managerial operations, her basic theory is that the main problem for any organization or system is building and maintaining active and homogeneous human relations.

Mary Follett emphasized the importance of allocation, democracy, and humanitarian cooperation in organization, as she diagnosed work and group thinking as right models of behavior in management. She called that the organizations have to unify management interests with the ones of workers, and in order to solve these problems she claimed integration as a practical idea to reach a solution that satisfies the conflict in the organization rather than control and compromise.

Follett summarized her ideas in six points:

- Presentation and Integration Law
- Situation Law
- Confusion between power and authority
- Cumulative responsibility
- Planning law as a form of coordination
- The Law of administration profession under formation

2.Elton Mayo

The starting point adopted by Mayo is the search for productive sufficiency, as he was concerned with some aspects such as : professional diligence, occupational accidents, and work turnover rate, physical and moral conditions of workers.

Human Relations school originated at the hands of Alton Mayo and his colleagues and most experiences took place in Hawthorn factories, where many intellectual, ideological, and theoretical trends prevailed in various sciences. Thus, the management was affected by behavioral sciences such as psychology and sociology that focus on studying the individual and groups.

-The importance of the human element in the organization as the basic element in it .
-The focus on emotional and emotive factors which have a significant impact on the determination of services and labor performance rates.

-Work groups have a major impact on workers 'performance and improving services. The worker is sociable by nature, thus it is necessary to integrate into a group.

-Human Relations School focuses on moral incentives rather than material ones.

-It also focuses on the worker's sense of belonging to his work and his work group, and as such he works happily, he raises his performance level.

-The focus on less severe supervision over the worker.

By this has been proven to us that Human Relations School emphasized the emotive behavioral aspect of the worker, which is the basis of his actions in the workplace, whether negative or positive, and which controls his job performance

3. Douglas McGrear:

Douglas Mc Gear contributed to the human relations movement with his theory known as X in which he called for the necessity to change the basic concepts on individuals in the light of traditional management.

"Douglas" theory summarizes that there are two distinct opinions about the human existence, one of which is negative, which is known as X theory, and the other is already existing and known as Y theory.

This theory is based on the assumption that his managerial philosophy and his own hypotheses which affect his behavior are preceded by a specific nature. The theory also assumes that the behavior of non-management members of the organization is determined to a large extent as a type of response or reaction of managerial behavior.

4. Herz Birrge and the two factors:

Herz-Berg's theory is that he divided the influencing factors into two factors
External factors: which are related to the content and nature of the worker and work to protect him from dissatisfaction of his work. They include the internal system, communication relations and the sense of security. They also contribute to build good relationships that an individual can benefit from with others.

Incentives and motivating factors (internal): which are represented in respect, organization, appreciation, promotion opportunities and the interest in the future of the worker. Herz Berg believes that with the participation of the two types of factors, it facilitates the process of motivation and pushes the individual to work and achieve satisfaction what affects positively work performance(48-47. ص. 2017، دربال،)

Seventh: human relations goals in the work field

Hussein Abdel Hamid Rashwan refers to a number of goals that human relations seek to achieve, namely: (رشوان، 1997، ص. 222)

-Human relations pay attention to workers in the work field , as well as focus on technical aspects.

-Human relations aim to form productive and close individuals within the organization through their common tendencies, and meeting their needs, which is done by developing and consolidating their relationships.

-Human relations aim to strengthen the bonds between workers, what pushes their morale and enables them to achieve the best possible production in terms of quantity and quality and makes them feel growth, upgrade and happiness.

-Human relations work on solving work and production problems and solve the personal, social and professional problems of workers.

-Human relations aim to improve relationships between managers and supervisors.

The main goal at work is about meeting two points: satisfying the human and humanitarian needs of the workers and organization goals. Therefore, the main goal of human relations includes satisfying human needs and the associated motives and informal organization, raising morale and improving working conditions and the financial situation of workers.

Eighth: The role of management in establishing and improving human relations

Human relations exist wherever there are individuals who collaborate in the pursuit of common goals. Relationships are also the most important problem of modern management. The results of traders and research carried out by Mayo and his colleagues were a significant turning point in opening the way to human relations, which are considered the primary target of people's transactions during work not as individuals but rather as members in groups that perform specific functions. So the performance is achieved only if the members of the group have a humanitarian atmosphere that allows them to cooperate and understand each other. "The human relations movement emerged as a reaction to the scientific management principles and notions that focused on the material aspect of production and neglected the feelings and needs of the human in the field of management and, thus, the human relations school succeeded in the diagnosis and analysis of new influencing factors and variables on the individual behavior in the organization. Field and scientific studies have demonstrated the importance of these variables in the study of human behavior and managerial operations.

Therefore, if the management wants to practice human relations successfully, it must strive to raise the morale of individuals through creating positive relations and friendly friendships among them. These relations make the work environment lovely and acceptable, and as pleasure and satisfaction enter into them, they accept to work with high vibes and great vitality.

Hence, managers must not neglect the human occupation because it is considered essential in the dedication and spread of human relations among individuals, and neglecting such occupation leads the organization they manage to pay costly in strikes and loss of a considerable human effort.

Djamal Abu Shanab referred to this by saying - If the person in charge feels that the work group is working to fulfill his desire in the first place and does not exercise arbitrary decisions on him, then he will automatically coordinate his individual tendencies and the public interest, and the process of tension between him and himself and his colleagues and his supervisors or managers will end.

(بن عقيل، 2006، ص. 22)

Ninth: The positive effects of human relations on the work field:

The most important positive effects of human relations can be summarized as follows (الدوي، 2015، ص. 19)

-Raise the morale of workers.

-Bring reassurance and stability to workers

-Reduce labor disputes, in light of good human relations, the rate of turnover decreased which is represented in a decrease in the number of workers and employees who leave their jobs to work in other places. The reason of the workers adherence to their work not leaving it to do other work is due to the appropriate repletion they obtain financially and morally.

-Workers enjoy a good mental health: there is no doubt that one of the positive effects of human relations which can be achieved is the ability of workers to enjoy good mental health, because one of the most important goals of modern societies is that workers enjoy a degree of mental integrity and psychological wellbeing.

"Ammar Kachroud" stresses that the establishment of social and honest relations with others in the business organization increases the chances of social support when passing through the experience of psychological stress and pressure, and that enables to endure and overcome stress inside and outside work.

The best evidence of the importance of social and emotional support says that it is a psychological factor rely on to relieve life pressures when they happen and intensify, which brings us back to what was recommended by our Islamic religion of family and social solidarity and compassion. Prophet Mohammed peace be upon him : "The believers, in their mutual love, compassion, and sympathy are like a single body; if one of its organs suffers, the whole body will respond to it with sleeplessness and fever." He said also: " A faithful believer to a faithful believer is like the bricks of a wall, enforcing each other".

If the human relations in the way preceded; observing the conditions of workers and solving their problems, and improving the atmosphere of understanding, cooperation and sympathy among them what leads to increase the worker's morale, thus the modern management must encourage and maintain such relations in the organizational circles to be able to achieve positive results in the work field through using a set of means and policies that focus on the care for the human factor in the organization (بن عزيزة، 2014، ص.12).

Tenth: Factors that contribute to the improvement of work performance according to Human Relations School : human relations contributed to the development of many factors that themselves contribute to elevate the job performance of workers' performance in the organization, including (دغوش، 2016، ص.55)

1 .Change in the supervision orientations:

They saw that supervision should take on an informal nature which does not depend on the official authority and in which supervisors take into account humanitarian considerations. Such a supervisory pattern will reduce employees 'concerns to the minimum degree of job satisfaction and thus increases positive interactive relationships between the management body and workers, so it helps the worker to perform his work well.

2Change in the level of morale satisfaction

The degree of satisfaction is not related to one individual but to a group of working individuals and the organization they work in. So it is dynamic in the balance and between individuals and their organization. "Thus, we see that job satisfaction is a key factor in the development and improvement of the worker's performance."

3. Collective change at work

The status of individuals is determined by their compliance with group situations where the role of informal groups' impact in influencing work and its determinants is highlighted .

We see, therefore, that work performance is affected by many factors, so the organization must provide these factors that help to have a good and high labor performance.

Eleventh. Criticism of human relations theory

We summarize the most important criticisms of the human relations theory in the following: (سلاطينية، 2004، ص.15) :

1-The famous Hawthorne studies conducted by Mayo came in a historical time period in which the features of industrial problems had not yet crystallized, especially the study of the working class, since most of them were from the first and second generation of rural immigrants to industrial cities, so his impressions about their situation in their organizations and their opinion of their managers came unrealistic especially that those managers had previously questioned the capabilities, loyalty and affiliation of their workers.

2-The interests of the human relations theory did not give any sort of importance to the conflict between individuals and groups within work and production organizations or the emergence of negative communication patterns and non-specialized administrative supervision.

3- The focus on the study of integration and balance on an ongoing basis, and the non-focus on the non-integration and imbalance patterns, i.e. they followed the same trend line (the ideological impact of Western capitalist theories), with their view of achieving cooperation and harmony without examining competition and conflict in general.

4-The neglect of trade unions and their role in human relations.

5- It did not give a noticeable attention to the relation between the organization and the external society or the social pattern in which it lives.

Results:

Keeping pace with the rapid developments of the external environment imposes on the information organizations at the present time the necessity to take the best methods to manage their affairs and to take the human element into consideration. It is uncountable that the interaction between the individual and his colleagues and superiors makes the sense of human relations which have a great impact on work performance as a major factor associated with and affected by human relations. Thus, each information organization is required to take the optimum approach in order to alleviate occupational pressures or what is called work stress.

The human relations approach is an important and essential element in the information centers. This is what we see through the Japanese managements which have worked to form leaders who interact and care for the psychological and social aspect of the individual.

Good relations between workers themselves or between workers and their superiors are considered a positive motivation for workers to strive to provide their best work performance.

Motivation, also, is not only limited to the material side but it extends to morale aspects that work to enhance the worker's feeling of respect and attention from the management and his colleagues. The individual motivation is neither sufficient nor rewarding, unless it is through a working group in which the worker feels reassurance,

affiliation and commitment, and from this the importance of the group and the relations of its members emerge.

All this led us to provide some suggestions and recommendations:

-To give the human resource a value equals to the most other resources contained in the organization.

-To strengthen the bonding relations between workers, and this increases their willingness and loyalty to their organization, which will inevitably affect their job performance.

- Workers must be involved in decision-making in their organization.

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