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LIMITATIONS TO THE GROWTH
OF PERSONNEL MANAGEMENT IN LEBANON
AND EGYPT

BY
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OF PERSONNEL MANAGEMENT IN LEBANON
AND EGYPT

B Y
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P R E F A C E

Good management in general means getting the cooperation of other human beings in order to achieve a certain end. It is true that in order to achieve its purpose a business concern has to coordinate certain basic functions such as Finance, Procurement, Production, Sales, etc., yet all these functions are performed by human beings, the whole hearted cooperation of whom for the successful attainment of that purpose cannot be over-emphasized. Reduced to its essence, therefore, good management means getting effective results with people.

Some writers on the subject have even gone further in stating that management is not only concerned with getting good results for the sake of the enterprise alone, but also with developing the innate abilities of the workers whom the enterprise employs. And those who argue that management is an art rather than a science have gone as far as stating that management is the development of people and not the direction of things and have concluded that "Management is Personnel Administration".

The purpose of this thesis is to describe the factors handicapping the growth of Personnel Management in Lebanon and Egypt, the center of our attention being the business enterprise, and to explain how these limi-

tations come into play. The work is therefore divided into the following four chapters:-

- A. Personnel Management: In this chapter the spirit and scope of Personnel Management as understood and applied in modern countries are outlined. A short historical survey, pointing out the features and stages of development bearing on the subject is also included. For the sake of consistency and uniformity, the writer has chosen to draw mostly on the British history of Management.
- B. Factors Affecting Personnel Management Growth: This chapter provides a description of the factors affecting the growth of Personnel Management in Lebanon and Egypt. It should be stated that the major task of the discussion here is not uncovering the causes of existence of the factors but to show how these factors constitute limitations.
- C. Illustrative Study: The above theoretical study is supplemented with a field survey which has been carried out through questionnaires and interviews. Great difficulty was encountered in collecting the data and very often people interviewed were reluctant to give correct information when questioned. In many cases, they were reluctant even to answer at all. Answers therefore had to be weighed with a view to deducing the real situation.

In this chapter a commentary is attempted on the answers using the information thus collected to illustrate as much as possible, the points raised in the previous chapter.

- D. Conclusion: Wherein the writer attempts a summary of the work and offers suggestions which in his opinion will enhance Personnel Management growth in this part of the world.

It is believed that this subject was not attempted before and therefore due to the scarcity of literature thereon, the writer had to draw on whatever authentic sources were available. Also he had to depend a great deal on verbal information obtained from authorities in this field of work such as Dr. Zaki Badawi, consultant on labour affairs in Egypt and Mr. Ibrahim A. Ibrahim (M.B.A.), Secretary of the Institute of Personnel Management of Egypt. To these people and many others who were interviewed whether in Lebanon or in Egypt, the writer is very grateful.

The writer is also specially indebted to Prof. A.E. Mills who gave valuable advice on the accumulation of the data and the writing of this thesis.

Shafiq H. Saba

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CHAPTER I

PERSONNEL MANAGEMENT

- I. Definition
- II. Objectives
- III. Origin and Growth
- IV. Functions

PERSONNEL MANAGEMENT

I. DEFINITION

There have been numerous attempts to define Personnel management. The International Labour Office basing its definition on the findings of an Advisory Committee on management refers to it as "that element of management which is responsible for advising generally on all questions affecting industrial relations within an undertaking, and in particular performs administrative duties relating to the employment, conditions of work and well-being of the employees of the undertaking".(1)

It must be borne in mind, however, that a great difficulty in defining this term arises from the fact that the personnel function is not self-contained but over-laps and pervades other functions of management because it is primarily concerned with human beings and human relationships.

In the following definition submitted by the Select Committee on National Expenditure, personnel management is discussed quite separately from the part played by the Specialist Officer performing this function: " It has been already stated that maximum

(1) Northcott C.H., Personnel Management, London, Sir Isaac Pitman & Sons Ltd., Second Edition, Appendix A, page 320

efficiency cannot be attained until the human factor in production is recognised as being of at least as much importance as the engineering and research sides. Once this principle is accepted, the management, in order to ensure whole-hearted cooperation from the workers, must adopt a clear policy for all personnel and welfare matters. The functions of a personnel officer can briefly be defined as those of a specialist advisor to the management, supervisors, and foremen on all questions affecting relations between the workers and management".(2)

The Chief Inspector of Factories in England follows the same line of approach although not in the form of a definition. He says: "It has been increasingly appreciated that the Welfare of employees implied attention not only to their physical comfort, but to their mental and psychological make-up also, and that accordingly good personnel management in an establishment is the primary object to be aimed at.... Much progress has been made, but that progress is not to be measured by the number of personnel managers or welfare officers..... good personnel management is not simply a matter of using specialist Officers and can often be achieved without making an addition to

(2) Urwick and Brech - Making of Scientific Management, London, Sir Isaac Pitman & Sons Ltd., Vol.II, Chapter XII, page 211.

managerial staff. At the same time, in the larger factories a Specialized Department dealing with personnel is an advantage provided that that Department is in the hands of suitable people who are given by their firms the requisite status and authority".(3)

What the Chief Inspector of Factories means is that every individual who, in the organisation, performs supervisory functions from the top executive down to the foreman, must be a personnel officer in the sense that he must discharge one or more of the personnel officer's functions in promoting good human relationships among the people under his control.

Later in 1944, the Institute of Personnel Management in England thought of moulding into one all the definitions given by other bodies in stating that "Personnel Management is that part of the management function which is primarily concerned with human relationships within an organisation. Its objective is the maintenance of those relationships on a basis which, by consideration of the well-being of the individual, enables all those engaged in the undertaking to make their maximum personal contribution to the effective working of that undertaking".(4)

(3) Ibid., page 211 - 212

(4) Ibid., page 212 - 213

In America also a great many attempts were made at defining personnel management. It is sufficient to quote the following: "Personnel Management is the code of the ways of organising and treating individuals at work so that they will get the greatest possible realisation of their intrinsic abilities, thus attaining maximum efficiency for themselves and the group, and thereby giving to the enterprise of which they are a part its determining competitive advantage and its optimum results".(5)

Reading through the above definitions suggests that exponents of personnel management theory are agreed on the following:-

- 1) That the human element in industry is as important as any other element, if not more important.
- 2) That personnel management is a function concerned with the ways of treating employees. This function should be practised by all supervisory personnel in the undertaking, and if it can be afforded, personnel departments may be created to help line executives in its discharge.

(5) Pigors and Meyers, Personnel Administration, New York, McGraw Hill Book Company, Inc., 1952, 1st Edition, Part I(A), page 4

- 3) That personnel management, in order to be effective, must not only look after the interests of the enterprise, but also after the well-being of the individual in giving him the chance to develop his innate abilities.
- 4) That if personnel management ensures good working conditions and relationships, and creates a feeling of security in the employee, his morale is raised and consequently the enterprise is assured that the people it employs are giving willingly and efficiently the maximum they can give and thereby promoting its competitive advantage.

II. OBJECTIVES

It cannot be claimed that any personnel program is successful, nor can a personnel department justify its existence, unless it has attained its three basic objectives, namely: (6)

- 1) The effective utilisation of human resources
- 2) The maintenance of desirable working conditions and relationships among the different individuals and groups of the organisation.
- 3) Maximum individual development.

(6) Pigors and Meyers, Readings in Personnel Administration, New York, McGraw Hill Book Company, Inc., 1952, 1st Edition, Part I (A), Page 4

In order to achieve these objectives, certain requirements must be fulfilled:-

- a) Obtain Capable people: To obtain capable people, it is essential as a first step to determine what these people will be required to do. Before attempting to employ anybody, therefore, there should be a plan showing clearly the division of tasks into functions and positions in the organisation. Then the duties of each position, thus established, must be defined as to the allocated responsibility and authority in relation to other positions. This, then, would lead to the determination of the qualifications that are necessary for a person to be able to perform the job required for the position. Having established all this, the personnel department can start looking for capable people to fill the positions thus made available. It becomes necessary to recruit and select people possessing the desired qualifications and to secure their acceptance of the terms of employment.

- b) Utilize the selected people's efforts effectively: The achievement of the organisation's purposes renders it imperative for each person to know what is required and expected of him. The scope of his responsibilities must be made clear to him. He must, therefore, be informed of the policies

within the limits of which his responsibilities are to be fulfilled. On the other hand, it has been established in management that responsibility entails authority which a person cannot be deprived of if he is to satisfy the cause for his placement in a certain job. Furthermore, for the discharge of his duties, a person should possess or be given the opportunity to acquire the knowledge and skill and also be given the help necessary for effective performance within his position. Later his work should be appraised periodically and he should be informed of how he stands in relation to the standards established for the post. Success must be rewarded and improvement encouraged. Within the plan established, provision should, therefore be made for promotions. Provision must also be made for transfers and re-training, if need be, in order that the capabilities of the person may be used to their utmost; and also in order that the replacement of the incompetent may be facilitated. This whole process must be dynamic and continuous, in order to ensure the continuity and effectiveness of the organisation.

- c) Maintain willingness to work to achieve the purposes of the organisation: The willingness to work depends primarily on the employee's expectation to earn enough for the satisfaction of his

immediate economic needs and future security. Having assured himself of this, he then tries to work for the satisfaction of his social needs such as prestige, position and a voice in decisions affecting his work. To maintain this willingness, therefore, the individual must be compensated for his efforts and protected as far as possible against insecurity from illness, accidents, old age, unemployment and also against arbitrary actions by his superiors. Then his work must afford him the opportunity to participate in plans and decisions affecting his job and his welfare. Having assured the individual of his economic safety and made him feel that the organisation is his own, by taking his opinion on matters that concern his duties, his morale rises and his services, as a consequence, are also honest and conscientious.

Before any action can be taken, therefore, a definite plan should be drawn up based on an established policy approved and whole-heartedly supported by the Direction. This general policy must embrace also a personnel policy which later is interpreted and implemented by the personnel officer. This personnel policy must be based among other things on general principles of human nature, which include those of rights and responsibilities.

A policy along these lines, once laid down, should not be confined to top executives and the personnel department. It must be made known to all the supervisory personnel.

It must be realized that although a personnel department has been established to advise and assist executives and supervisors in their dealings with their employees, yet the success or failure of the policy rests with the supervisory personnel themselves, and the employees with whom they are continuously in direct contact.

For the employees who do not perform any supervisory function, the real personnel policies are those which are expressed day to day in their personal contact with their immediate supervisors. Some writers on the subject have even gone further in stating that the employee does not have to deduce what the policy is from his contacts with his immediate supervisors, but these policies must be conveyed to him through normal channels, such as circulars, posters, manuals, etc.. Elton Mayo, the promoter of this idea, said that the Management could not blame the worker for the failure of the policy if he was kept ignorant of what the policy was.

Above all for the policy to be successful, and for the objectives to be fulfilled, the personnel

officer must realise that he is dealing with persons, something which he also has to make clear to all supervisory personnel.

III. ORIGIN AND GROWTH

Management grew with the growth of Business, and so did therefore Personnel Management. The period preceding the Industrial Revolution is not of real interest to this field. That is why it has been chosen to begin this short review from there.

It was due to the inventions of Watt, Hargreave, Arkwright, Crompton and Cartwright that the modern factory system came on to the scene (18th century). In the new system the following great changes were effected:-

- a) Skill was in part transferred from the worker to the machine thus resulting in unemployment because it resulted in more output per worker.
- b) Loss of control over the tools which led to the elimination of many handicrafts thus creating ill-feeling among workers.
- c) It also led to the increase of capital requirements for the enterprise, which has hastened the separation of those who own and manage from those who operate.

With the widespread growth of commerce, large sums of money had to be made available in advance before getting things produced. So managers became more interested in the financial control. The relationship

between master and worker has now lost the personal touch.

When the corporate form of ownership grew the tendency towards extensive integration in production resulted in the separation of control and operation. Thus the offices of the firm may be located in a business center while the workshops may be widespread around the country which has led to the following:-

- a) The high executive has become interested in financial control
- b) The operation of the plants has been entrusted to subordinates, i.e. managing executives or managers.
- c) This loss of touch has widened the breach between executives and employees and thus between owner, manager and operator.
- d) This breach having become wider, the grievances of the employees have become greater until they have become a serious problem. This has led people to deviate their attention to the study of personnel administration and to the establishment of personnel departments.

Records exist to show that interest in the human factor, although not very wide-spread, existed in the 18th century. This is exemplified by the attitude that Messrs. Boulton and Watt adopted towards their

employees in the running of their factory (The Soho Factory). (7). There was an indication of the firm's personnel management from their approach to the problems of labour supply and development. This was found in one of the documents discovered in the archives of the Foundry, namely "Arrangement of workmen and distribution of work at Soho Foundry, Sept. 1801", in which one of Watt's sayings was: "we must have more men, and these we can only have by the sole process of breeding them." Prof. Roll comments that "during the early year of its existence, Soho became the training center for skilled workmen and the laboratory of new processes"(8) As the Factory grew, the partners felt that they could encourage greater keenness on the part of their workers by the introduction of some method of "payment by results". It would be interesting, for instance, to learn that as early as the 18th century the average workman's wages were usually raised at Xmas by 1s. per week.(9)

(7) Urwick and Brech, Making of Scientific Management, London, Sir Isaac Pitman and Sons Ltd., Vol.II, Chapter III, page 27

(8) Ibid., page 29 - 31

(9) Ibid., page 32

Outstanding among the welfare activities was the sickness benefit scheme organised under the name of "the Insurance Society belonging to the Soho Manufactory" (10). The essence of the scheme was a general contribution from all employees to a fund from which sums for sickness benefit would be payable.

The 19th century witnessed another outstanding figure in the world of personnel management, Robert Owen, who lived from 1771 to 1858. Owen preached that investment in improving labour conditions will always pay however great it may be. He wrote in his 3rd Essay on the Formation of Character: "I have expended much time and capital upon improvements of the living machinery; it will soon appear that the time and money so expended in the factory at New Lanark, even while such improvements are in progress only, and by half of their beneficial effects attained, are now producing a rate exceeding 50% and will shortly create profits equal to cent per cent on the original capital expended".(11)

In the particular field of personnel management, Owen believed broadly in the humanitarian basis for industry: the exclusion of young children, shorter working hours, decent surroundings, adequate meal

(10) Ibid., page 33

(11) Ibid., page 57, Chapter IV

facilities and the many other things that enlightened managers have now come to take for granted.

Legislation, due to the writings of social workers, was enacted. In England, the passing of the Factories Act of 1833 was the first great landmark in the story of personnel management. Its title was "An Act to Regulate the Labour of Children and Young Persons in the Mills and Factories of the United Kingdom." It represented a considerable advance on existing standards in several directions. Above all else it set in motion one piece of machinery namely the factory inspectorate which was to prove of the highest importance to subsequent progress.(12).

Later, progress was mainly based on the findings of the factory inspectors and also on the pressure which their writings exerted on social reformers.

Parallel to these moves two groups sprang up, namely the Employers' Associations whose aim was self-defence against the increasing demands of the workers, and the Trade Unions whose aim was to unite the wage-earning classes in order to make their demands more forceful. It was inevitable for

(12) Ibid., Chapter XII, page 174

the bargaining procedure to spring out of a situation of this sort.

Around the end of the 19th century Trade Unions supported by several Acts became so powerful that they could claim to be, with the employers organisations that have sprung as a corollary, an essential part of the mechanism for the maintenance and development of the conditions of employment in the trades which they covered (13).

In this turmoil, an enlightened view sprang up, namely "The Welfare Concept". Factory schools became increasingly common. One or two cases are known of works doctors being appointed. Other welfare activities during the middle decades of the century were reading rooms and musical societies(14).

This Welfare Concept was enhanced by the change in England's economic position during the last quarter of the 19th century. With the growth of industry in Germany, France and America, England was already beginning to lose her unique position as "Workshop of the World", and the improvement in technique alone was not sufficient for her to keep the lead. (15) Thus

(13) Ibid., page 178

(14) Ibid., page 179

(15) Ibid., page 181

attention had inevitably to be directed to the improvement of working conditions, the raising of employee morale and the development of personnel standards. Moreover, employers felt the need of introducing systems to stimulate the labourer's will to work. Gradually, in the engineering industries, piecework and output bonus systems became the recognised bases of payment.

History is not silent about the presence of people such as Edward Cadbury, who published a study of his firm's methods early in the 1900's under the title "Experiments in Industrial Organisation". Very impressive is the statement which Prof. Ashley made in his preface to Cadbury's 1912 edition of the above work which runs as follows: "...for in the long run, awkward as the fact is from a purely business point of view, human beings will insist on being treated as human beings and not as imperfect machines. The care of the human aspect of management cannot be left to subordinates: It must be made the main concern of one of the heads of the business; and even then there will be large questions of policy which will need to be anxiously and laboriously considered by the whole board".(16) Cadbury himself defines the aim as being "to develop the social sympathies and moral

(16) Ibid., Page 184

character of the employees as well as their intelligence and initiatives" (17), which he said could be achieved as long as the conditions of work and wages offered facilities for the development of a well-balanced and healthy physical condition.

Two other important causes helped progress in Personnel Management:-

- a) The widespread growth of the corporate form of enterprise which brought the "large firm" into existence.
- b) The first World War, during which the belligerent countries found themselves compelled to keep up production for the war effort with a limited and depleted personnel. Hence they had to divert their attention towards getting the maximum output from existing personnel.

After the War several Englishmen made great efforts to introduce more equitable and stronger foundations of human management. This is evidenced by the establishment of Boards, Institutes and Societies such as the Industrial Health Research Board, the National Institute of Industrial Psychology, the Industrial Welfare Society and the Institute of Labour

(17) Ibid., Page 184

Management. Also the establishment of Management Research Groups is a proof of the effort that was exerted in these directions.

Worth mentioning also is the contribution which was made in 1919 in the form of a Summer School on industrial administration held at Cambridge under the auspices of the University Psychological Laboratory. This study led to the discovery of the poor foundation on which war time developments of human management were based (18).

In America parallel developments were taking place. On the research side, the progress was even wider and more rapid. Taylor's philosophy, and later that of Mary Parker Follet, was that a mental revolution should take place among employers and workers. M.P. Follet also emphasised that consideration must be given to the human factor which according to her should be integrated into the process of Management itself (19).

It fell to a great American Company the Western Electric Company, in the 1920's and 30's to apply this principle. At its Hawthorne plant, this Company engaged in serious research into the physical factors of the working environments in its factories.

(18) Ibid., page 189

(19) Ibid., page 207

The research program was originally intended to ascertain the effects of the physical working conditions on the employee such as factory lighting, ventilation, etc.. The initial experiment was to lead in time to an unprecedented study of the human factor at work, because as Elton Mayo said "Somehow or other that complex of mutually dependent factors, the human organism, shifted its equilibrium and unintentionally defeated the purpose of the Experiment". (20)

The Business Scientists who were handling the experiment therefore had to divert their attention to other factors such as supervision, prestige, the feeling of importance, economic security, etc., which led to the establishment of the work that has since become known as the interview program which had these aims:-

- 1) To learn from employes their likes and dislikes relative to their working status.
- 2) To provide a more definite and reliable basis for supervisory training and for added control of proper working conditions, placement and efficiency
- 3) To supplement and verify conclusions reached from the test studies.

Research has gathered intense momentum and efforts are being exerted in these directions

(20) Ibid., page 207

all over the modern world up till the present day.

The above review was given to expose the several factors which have enhanced the growth of Personnel Management and which will throw some light on the discussion in the following chapters.

IV. FUNCTIONS

The Personnel Department in justifying its existence performs and coordinates certain functions. For the purpose of this paper, these functions are divided into three parts based on the parties with which the Personnel Department deals, namely: line management, non-supervisory personnel and external and internal bodies.

1) Functions Relative to Line Management:

Management here includes all personnel who perform a supervisory function from the top executive down to the foreman

- a) Interpretation and implementation of the Personnel Policy
- b) Advising line officials on the best methods of applying the policy
- c) Supervisory training.

2) Functions Relative to Employees: The functions that relate to employees may be divided into three types:-

a) Bringing and Maintaining Work Teams:

within this the following functions are performed:-

- i) Recruitment, selection and placement.
- ii) Employee induction and training
- iii) Employee rating and promotion
- iv) Transfers, downgradings and lay-offs
- v) Discipline and Discharge

b) Wages and Hours:

- i) Wage Policies and administration
- ii) Methods of wage payment and output standards
- iii) Hours of work and shifts

c) Employee services and programs

3) Functions Relative to Internal and External Bodies

- a) Joint Consultation
- b) Negotiations with trade unions and taking cases to Arbitration.

C H A P T E R I I

FACTORS AFFECTING THE GROWTH OF PERSONNEL MANAGEMENT

- I. The Social Factor
 - A. Remnants of Feudalism
 - B. Social Conditions of workers
 - C. The Family

- II. The Economic Factor
 - A. Agricultural Versus Industrial Economy
 - B. Mechanization of Industry
 - C. The Size of the Enterprise
 - D. Employment Productivity and Wages

- III. The Legislative Factor

- IV. The Professional Factor
 - A. Professional Status
 - B. Unions and Unionization

FACTORS AFFECTING THE GROWTH OF
PERSONNEL MANAGEMENT

The Growth of Personnel Management in any area is dependent on several intermingled factors and their resultant effects. Such factors may be grouped into the Social, the Economic, the Legislative and the Professional.

It must not be understood from the above grouping that each of the factors is independent. As a matter of fact they are inter-dependent and in some instances even dove-tailed. Thus the social factor gives rise to certain economic, legislative and professional conditions which are here classified as factors and which in turn help to intensify the social factor.

Moreover, the legislative factor, being affected to a great extent by the social structure, has brought into effect certain economic conditions which together have ultimately played a big role in bringing the professional factor into being.

In this chapter a discussion of these factors in as much as they constitute limitations is attempted.

I. The Social Factor

The social set up in this part of the world, is such that, unless considerable changes take place, it will always constitute a basic limitation to the full application of personnel management.

The big land holdings and the land tenure system have brought about several social, political and economic conditions, together with an autocracy whose attitude towards the working class is as that of the master to the serf.

Moreover, the deplorable social conditions of the working class such as the low standard of living, the bad state of hygiene, nutrition and shelter and ignorance have all led to the creation of a class of people whose immediate worry is to satisfy their basic economic wants. This situation has prevented the devotion of even part of their attention to the satisfaction of social needs.

A. Remnants of Feudalism

Big landholdings mostly owned by absentee landlords still exist in the Arab world. In Lebanon for instance no less than 135,000 hectares are held by 171 large landowners (1). In

(1) Donato, J. "Lebanon and its labour legislation" International Labour Review, Vol. LXV, No.1, January 1952, page 66.

Egypt 12 landowners held 2,128,000 feddans in 1948 (2).

The share tenancy system, which is a remnant of the feudal regime, is the method most commonly used.

Such systems of big landholding and share tenancy have resulted in disastrous social, economic and political evils, which may be summarized as follows:-

1- The poor income of the tenant due to: (3)

(a) his reluctance to introduce any capital or non capital improvement on the land, knowing that his tenancy is short and unstable

(b) his exploitation of the holding to the maximum thus rendering the land incapable of producing in a very short time which ultimately reduces the crop to a minimum.

2- With the feudal system still in existence and with a few families owning a very large proportion of the land there results a dependence of a great number of the population on a few landlords.

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- (2) Issawi, C. Egypt at Mid-Century, Oxford: Oxford University Press, 1954 Chapter VI, page 126
- (3) Himadeh, S. Economic Organization of Syria and Lebanon, Beirut: The American Press, 1936, Chapter III, page 59

- 3- The landlord is usually keen on keeping his tenants in complete ignorance which renders them unable to realize their deplorable conditions. Moreover this keeps them under the impression that these conditions are the best they can get and consequently they will not think of any move for the amelioration of their status.
- 4- Furthermore ignorance keeps down the tenant's earning power which leads to his heavy indebtedness to the landlord. The ultimate result is an economic dependence which the landlord is keen on preserving "ad infinitum"
- 5- A political interdependence is another outcome of the above system. The number of serfs which the landlord is able to gather under him, forms his political strength in municipal and governmental elections. In return for this the landlord normally intervenes to solve his tenants' problems with the government and other public bodies. Moreover, very often he uses his influence to place his tenants' children in a job with his wealthy friends who may be owning a factory or running a commercial concern. The result is that the tenants and their dependants end by being the landlord's "protégés".

The above aspect of social life in both Lebanon and Egypt has worked in the following manner to retard progress towards creating the spirit and clearing the way for the application of Personnel Management:-

- 1- The master and serf attitude which was created by the existence of big landholdings and such a tenure system has become so deep rooted that both landlord and tenant have taken this for granted to be the natural relationship.
- 2- Most of these landlords are also owners of business enterprises and every often industrial concerns. This attitude, which they have inherited from their fathers and forefathers, was carried by them to the commercial enterprise and the factory.
- 3- On the other hand, this situation has created a feeling of dependence and fatalism among the labouring class. They have become used to this form of life and reluctant to change it. This explains partly why people in this part of the world normally do not look at any change with a keen eye. Furthermore, the labouring class is afraid to gamble for fear of failure when their masters will abstain from giving them the necessary

and usual living support. Thus they prefer to keep the "Status Quo".

- 4- Bearing the above in mind, the labouring class is reluctant to ask for better treatment while the landlord is not willing to give away any privileges which he has always considered his right. He therefore neglects his duties towards the employee.

Such duties, which actually constitute the employee's right, may be grouped as follows:-

- a) Every employee is a human being and has the right to be treated as such
- b) If the above is recognized then every employee has the right to be given the chance of developing his innate abilities which are at the same time relevant to the organizational purpose.
- c) He has the right to hear and be heard about what vitally concerns him.
- d) He has the right to be given due recognition for services rendered and appropriate assistance in meeting those needs and responsibilities that are central to his life as a whole.

Changing these attitudes needs great effort until the owning class is really convinced that parallel to the rights it has over the

workers, it also has duties, based on sound social principles, which the employer should learn are advantageous for himself in the long run.

- 5- It is worth mentioning also that Religious fanaticism which is common in this part of the world leads to discrimination among employees and therefore prevents the free application of personnel management principles.

B. Social Conditions of Workers

1- Standard of Living

Salaries and wages in Lebanon and Egypt are in one way or another based on personal bargaining between the employer and the employee. Due to the abundant supply of unskilled labour, the weakness of union pressure and collective bargaining techniques and at the same time his urgent need, the worker usually finds himself compelled to sell his services for a cheap price which is hardly enough to meet his bare necessities. This meagre remuneration has resulted in a low standard of living, deplorable conditions of hygiene and a degeneration in morale and physique. Table I based on a research undertaken in 1940 by the Association of Social studies, gives an idea

T A B L E I

INCOME OF THE DIFFERENT CATEGORIES OF THE EGYPTIAN
WORKING CLASS IN EG. PIASTERS (4).

Type of Expense	Very Poor Family of 5 - 6 persons living in one room having work for 7.5 weeks/year	Middle Class Family of 5 persons living in 1.6 rooms having work for 37.2 weeks/year	Well to do family of 5 - 6 persons living in four rooms having work for 52 weeks/ year
Food	52	121	241
Rent	10	25	90
Clothing	8	23	60
Distraction	4	4	28
Medical Expenses	-	4	18
Miscellaneous	<u>9</u>	<u>18</u>	<u>8</u>
Total per month	83	195	445
Or	or LE.9.090/year	or LE.22.400/year	or LE. 53.300 / year

(4) Badawi, Z. Les Problemes du Travail et les Organisations Ouvrieres en Egypte:
Alexandrie, Société de Publications Egyptiennes, 1948, Titre II, page 62

of the income of the working class in Egypt.

In the Lebanon no such statistics exist but the following table shows the average income of industrial workers per month in the various Mouhafazats:-

T A B L E I I
AVERAGE INCOME FOR INDUSTRIAL WORKERS PER
MONTH IN THE MOHAFAZAT OF LEBANON IN LL
(5) 1951

Muhafazat	C A T E G O R Y		
	M e n	Women	Children
Beirut	124	67	40
Mt. Lebanon	116	47	39
North	137	51	26
South	87	-	22
Beka'a	<u>91</u>	<u>32</u>	<u>32</u>
Average	122	53	38

Comparing the income of the different categories of the working class in Egypt with the average income of industrial workers in the Lebanon it would appear that even the average income of children in the Lebanon compares favourably with the category classified as the well-to-do family in Egypt(6)

(5) Ministry of National Economy, Bulletin Statistique Trimestriel, 4th Quarter 1951, Vol.II, No.4, page 45

(6) For the sake of comparison the rate of exchange used is LL.8 to LE.1.

The tables above, however, show that the average income is very low in both cases.

It has been said that poverty is the main and most challenging social problem in this part of the world (7). Its effects may also easily be felt in working to retard the growth of personnel management. For with an income such as the above the worker will hardly have enough to meet his bare necessities and therefore his economic security becomes by far the first item on the list of his worries. Being in such a situation, he cannot start worrying about satisfying his social needs. Consequently he is far from being in a position to fight for his social rights.

The remuneration of an employee or worker in modern countries today comprises more than the price of his labour. The salary or wage must take into consideration the satisfaction of the earner's economic as well as

(7) Himadeh, S. "Economic Factors Underlying Social Problems, Lectures, Discussions, Reports in the Second Social Welfare Seminar for Arab States in the Middle East," Cairo 22 November - 14 December 1950 (Taken from original collection of papers)

social necessities such as the education of his children, the cost of his leisure and his future security.

It is only when the individual has assured himself of his and his family's present economic safety and future security that he will start working for the satisfaction of his social needs such as prestige, position and a voice in decision affecting his work.

2- Conditions of Hygiene, Nutrition & Shelter

The health of the employee is the capital on which he depends for earning a living. If he grows weak his earning power decreases, his income falls and ultimately his standard of living drops. Health is therefore a form of national capital which is worth safeguarding, because national production and national wealth are directly dependent among other things, on the capacity of the worker to produce.

Conditions of hygiene in Egypt are deplorable. The average ratio of mortality has attained 26.5 per thousand in 1940, 25.9 in 1941, 28.7 in 1942 and 27.3 in 1943 (8)

(8) Badawi, Z. Les Problemes du Travail et les Organisations Ouvrieres en Egypte, Alexandrie: Société de Publications Egyptiennes, 1948 Titre II, page 64

In this connection it is worth mentioning a number of what could be called national diseases such as the ophthalmic diseases, bilharsios, ankilostomasis, intestinal parasites and malaria. The total number of cases mentioned by Dr. Abdel Wahed el Wakil in his speeches in the Academy of Scientific Culture in 1940 amounts to 50,000,000 which if divided by the total number of the population would constitute around 2.5 diseases per person (9).

In Lebanon the situation is better but it is far from being ideal. The average ratio of mortality although lower than Egypt is still high. It has attained 5 per thousand in 1950 and 6.5 per thousand in 1951 (10).

Under-nourishment is another characteristic of both countries either because of the quantity or poor quality of food. The elements of nutrition consist normally of bread, vegetables such as onions, olives and tomatoes and some dairy products such as cheese. The masses rarely eat meat or drink milk. Such types of food

(9) Ibid.

(10) Ministry of National Economy, Bulletin Statistique Trimestriel, 4th quarter, 1951, Vol.II, No.4 the average ratios shown above are calculated from figures on pages 3 & 4.

are insufficient to provide the necessary calories which the worker needs in discharging his duties.

Living accommodation also exercises an important influence on the person. The effects of filth and disorder, the lack of drainage and running water cannot be exaggerated. In Egypt there are about 4000 villages which have no running water and drainage (11). In Lebanon although the number is not known, yet the same situation can be said to exist and the names of many villages especially in the South can be cited where the inhabitants still use rain-water-drained pools for all purposes.

The conditions of hygiene, nourishment and shelter described above are the result of the low standard of living which in turn is affected by such conditions. It is therefore unnecessary to mention again the mode in which this factor limits the growth of personnel Management. Suffice it to say that when the worker is physically weak his resistance to sickness and disease is very low which reduces his earning power. At that stage a fiercer battle for bare existence is characteristic.

(11) Badawi, Z. Les Problemes du Travail et les Organisations Ouvrieres en Egypte, Alexandrie, Société de Publications Egyptiennes, 1948, Titre II, page 65

3- The Cultural Situation: Education is very important for all classes of the population. The uneducated individual is handicapped in his struggle to improve his lot.

The proportion of illiterates in Egypt is very high and has attained 79% among males and 95% among females and, if Cairo and Alexandria which are the centers of education are excluded, the percentage is even higher (12).

In the Lebanon on the other hand, the percentage of illiteracy is estimated at 20% (13), and therefore there is a more enlightened community in Lebanon than in Egypt. But the fact that there is a diversity of educational systems in both countries should be recognized (14), although to a lesser extent than there used to be in the past through the establishment of an increasing number of state run schools.

The systems that do exist are under the direct or indirect control of politico-religious sects, each exerting as strong an influence in matters of education as in the other spheres of life.

(12) Ibid., page 83

(13) United States Operations Mission to Lebanon, 1955 Progress Report, Basic Statistics, page 6

(14) Dodd, Stuart Carter, Social Relations in the Middle East, the American Press, Beirut 1946, Part II Chapter 8 page 114.

Each one has its own systems and aims differing from the other. The result is that the curricula, management, spirit, aim and methods are different. This situation produces a social problem because men of tomorrow, that is the school children today, are not thinking of learning or developing in a manner that will produce common standards of high character, cooperative action toward social progress or intellectual thinking towards a common ideal.

Furthermore, with the wide class differences in both Lebanon and Egypt there result differences which are not only economic and social but also educational.

Due to the unequal distribution of income and wealth, the distribution of education and knowledge has been uneven. Consequently, a small category which has attained a very high standard of education exists at the same time as the masses of the population have either remained in complete ignorance or attained only the standard of being able to read and write.

Such a situation has the following effects:-

- a) Ignorance weakens the individual's power to earn by rendering him unable to attain the standards required of him in the performance of his work. In Lebanon for instance a glance at table II

shows that the lowest average of income is in the Muhafazat of the South and Beka'a which are the most underdeveloped areas in which the highest percentage of illiteracy exists.

- b) The class differences explained above have created a feeling of suspicion and lack of confidence on the part of both employer and employee. This has led to centralization and therefore a reluctance on the part of the employer to delegate responsibility and authority.
- c) With illiteracy and the lack of National educational guidance the public will not have the necessary background for utilizing its leisure time profitably. If the means by which leisure time can be usefully spent were made available and the employees were given the correct guidance regarding the utilization of those means, then their standard would be higher.

It is true that hours of work are long, yet it is very rare that the Lebanese and the Egyptian workers utilize their leisure time fruitfully. They normally leave their work to sit in coffee houses where they listen to the radio and play cards. This has led to the adoption of very bad habits such as alcohol drinking in Lebanon and inhaling narcotics in Egypt. Both these habits are destructive of health and especially

narcotics manifest themselves on the descendants by either reducing their number or affecting their constitution. Gambling which leads to a loss of time and money is another outcome of the above norm of life. Those who practise gambling usually end by neglecting their work which is their sole source of income.

- d) When the mass of the population is ignorant it is not aware that along with its rights there are duties which must be fulfilled to make the community a well organized and ordered society.

Along with his social rights (15) the worker as a member of the enterprise has duties and responsibilities such as:-

- i) To meet quality and quantity standards of job performance
- ii) To maintain a responsible attitude towards the enterprise and towards his fellow employees.
- iii) To participate in the enterprise performance by making constructive suggestions and when necessary sound official complaints.
- iv) To abide by mutual agreements, policies and rules as long as they are in force.

When the rights and the responsibilities are recognized by the employer and also the employee,

(15) Supra, page 22

then mutual service and joint responsibility make the enterprise a well ordered community.

In Lebanon and Egypt, however, in the majority of cases neither the employer has the social education, nor the employee has any education at all to become aware of these.

The employer, on the one hand, very often recognizes some of the employee's responsibilities and wholly neglects his rights. The employee, on the other hand, although recognizing his rights and very often exaggerating them ignores many of his duties. The result is an unbalanced community in which Personnel Management cannot flourish.

C. The Family

The family is the most important social group in this part of the world. The characteristics of this group which affect this discussion most are the following:-

1- The Authoritarian Nature of Family Discipline

Adherence to the ideals of complete obedience to parents is characteristic of these countries (16). The child is taught that whatever his father or his mother says should be taken as a dogma. The result is that the child is

(16) Dodd, Opcit, Part II, Chapter 3, page 40

normally not given the chance of using his mental powers in vetting the ideas which he should accept as his ideals and the ones he should reject. He therefore grows up with the habit of taking for granted all that his elders or superiors decide. This authoritarian discipline is reinforced by a similar type of discipline in schools where teaching methods in the majority of cases are based on memorization of ideas to be taken for granted rather than understanding and digesting. The result is that initiative is removed and the individual considers the existing situation as the best that can possibly be offered. Such attitudes are carried over to the factory and office.

2- Family Ties

In Western countries family responsibility for dependents in the case of death is normally left to the state in some kind of poor relief if they had no income. In these countries however, the nearest kin, no matter how distantly related, feels responsible for taking care of those orphaned children (17); which shows how strong family ties are here. This

(17) Ibid.

situation leads to the following:

- a) Members of one clan or family cling together not only as social and political groups but also as economic groups and therefore business in the Middle East acquires some sort of family outlook which affects employers and employees conception deeply.
- b) The outcome of the above is family preference in all walks of business life.

The result is discrimination among personnel whether in the factory or office which deeply affects attitudes and again handicaps the application of Personnel Management.

II. The Economic Factor

The economic factor plays a very important role in the growth of Personnel Management. This role is both direct and indirect in the sense that in itself the economic factor forms a limitation and at the same time it gives rise to the other factors which in turn have their own effects.

Hereunder are the aspects which have bearing on the subject:-

- A - An Agricultural versus an Industrial Economy
- B - Mechanization of Industry
- C - The size of the Enterprise
- D - Employment, Productivity and Wages.

In the following pages the above are discussed in so far as they affect Personnel Management+

A. Agricultural Versus Industrial Economy

Lebanon and Egypt are agricultural countries, i.e. their industry and exports depend mainly on agricultural produce and the majority of the population is engaged in agriculture.

In Egypt for instance the 7,555,000 engaged in agriculture constitute 53% of the working population. These produce a net output to the value of LE. 349 million. On the other hand compared to the above there are 835,000 people engaged in industry who constitute only 5.6% of the

working population. They produce a net output of LE 82 million (1).

In Lebanon it is estimated that about 185,000 are engaged in Agriculture of whom 115,000 are owner cultivators and 70,000 hired hands (2). The income arising from agriculture was estimated at LL. 168.5 million in 1948 and LL. 158.8 million in 1949 (3). On the other hand the industrial sector offers employment to 22,000 wage earners and some 10,000 odd people in handicrafts, producing an income of 138 million in 1948 and LL. 136 million in 1949(4).

If not income-wise, at least occupation-wise, Lebanon and Egypt fall under the category of agricultural countries, and therefore they would naturally not feel the effects of personnel management in the same manner as if they were more industrialized.

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- (1) United Nations "Review of Economic Conditions in the Middle East", 1951-1952, New York, United Nations Department of Economic Affairs, March, 1953, page 38
 - (2) Elie Gannagé "La redistribution des Revenus au Liban" in L'Economie Libanaise et le Progrès social page 193
 - (3) U.N. "Review of economic Conditions in the Middle East" Opcit, page 42
 - (4) Badre Monograph No.3

The reason is that personnel management has not yet been applied to this phase of economic life even in the most advanced of capitalistic countries. Thus, even if other things were equal, it would not be applied to agricultural institutions in these countries.

B. Mechanization of Industry

A characteristic which is common to Lebanon and Egypt is the coexistence of both the handicraft and the modern factory side by side. While modern industry is flourishing yet the handicrafts play a relatively important role in the industrial output of the two countries. One still can see the hand loom which is the remnant of the Middle Ages and a short distance away find a weaving plant equipped with up-to-date machines (5)

In the Lebanon for instance statistics show that in 1950 there were 1285 industrial establishments excluding mining, quarrying, fuel and power as well as handicrafts. Of these 415 had a capital of less than LL. 5,000, 630 establishments had a capital of LL. 5,000 - 25,000 while

(5) United Nations "Review of Economic Conditions in the Middle East", Opcit, page 35

only 99 had a capital of over LL. 250,000 (6).

In Egypt, table IV below shows that out of 67,769 industrial establishments 814 had a capital of LE 2,000 and above while only 312 had a capital of LE 10,000 and over. The number of small establishments constituted 98.8% (7).

In countries where the great majority of industrial establishments' capital is so small and where labour is cheap, one cannot expect mechanization to be advanced.

The effect of this situation on personnel management may be epitomized as follows:-

Looking back over the history of personnel management it will be realized that it has always been introduced in the last resort. In Europe and especially in England after the industrial revolution, all efforts were concentrated on the improvement of machinery and techniques in order to increase production, reduce costs, compete in the foreign markets and thus increase profits. Whenever an entrepreneur realized that his fellow industrialists became equally strong, he immediately began to think of better mechanical devices. When in the last quarter of the 19th century England started to lose

(6) Ibid., page 42

(7) The percentage has been calculated from figures shown in table IV.

her title as "Workshop of the World" due to the rapid growth of industry in other European countries, in America and in Japan, she had to find other means than mechanization in order to keep the lead. Thus attention began to be diverted to the improvement of employee conditions and morale and to the introduction of incentive systems (8).

This is in no way more true than in the Arab World to-day, Lebanon and Egypt being the center of our attention in this paper. There is much room for mechanization and the introduction of modern techniques. The Lebanese and Egyptian entrepreneurs have several means of mechanical improvement to think about in order to enhance their competitive power before they revert for this to the improvement of personnel conditions and raising their morale.

It is not at all inferred however, that the entrepreneur in these countries should not also take the human element into serious consideration. The aim behind the above review is only to say that if history has proved this to be the logical course of events in other parts of the world, it is also most likely that these countries should undergo the same tests and development.

(8) Supra , page 13

C. The Size of the Enterprise

For the purpose of this paper the size of the enterprise is measured by the amount of capital invested and the number of employees and labourers engaged.

1- Capital

Capital invested in industry depends among other things on its availability and a market which can absorb the goods produced, both of which are limited in Lebanon and Egypt. Add to these the competition which local products have to face from foreign articles emanating from long established and more mechanized industries.

In Lebanon for instance, table III shows that only 7.7% of the number of establishments included in table V had a capital of LL. 250,000 or over.

In Egypt, table IV shows that 98.7% of the number of establishments were run with a capital of less than LE 2,000 and that only 0.5% of the number of establishments were run with a capital of over LE 10,000.

T A B L E III

DISTRIBUTION OF INDUSTRIAL ESTABLISHMENTS IN
LEBANON BASED ON CAPITAL INVESTED (9) 1950

<u>B r a c k e t</u>	<u>No. of Establishments</u>	<u>Percentage of Total</u>
Less than LL. 5,000	X	X
5,000 - 10,000	249	19.4
10,000 - 25,000	381	29.7
25,000 - 250,000	X	X
250,000 - 500,000	45	3.5
500,000 - 1,000,000	29	2.3
1,000,000 or over	25	1.9
Total	<u>1285 +</u>	<u>56.8</u>

(9) United Nations "Review of Economic Conditions in the Middle East" OpCit,
page 42

Note: + This represents the total number of industrial establishments in 1950, see table V, excluding Mining and Quarrying, Fuel & Power industries.

X There are no statistics to show the number of establishments under these categories.

T A B L E IV

DISTRIBUTION OF INDUSTRIAL ESTABLISHMENTS IN EGYPT BASED ON CAPITAL INVESTED - 1947 (10)

Bracket	No. of Establishments	Total Capital Invested in LE	Percentage of Total
Less than LE. 1	5,834	2,292	8.6
1 - 49	49,355	355,740	72.8
50 - 99	3,089	170,653	4.5
100 - 199	2,915	346,374	4.3
200 - 499	3,748	1,029,347	5.5
500 - 999	1,422	839,699	2.1
1,000 - 1,999	592	734,163	0.9
2,000 - 4,999	350	1,052,139	0.6
5,000 - 9,999	152	1,049,288	0.2
10,000 and over	312	25,802,363	0.5
	<u>67,769</u>	<u>31,382,058</u>	<u>100.0</u>

(10) Ministry of Finance & Economy - Department of Statistics and Census Egypt. Annuaire Statistique, 1949 - 1950 et 1950 et 1950 - 1951. Caire, Imprimerie Nationale, 1953, page 472 and 473

2- Number of Employees:

The size of the enterprise also depends on the number of people employed. In the two countries under study the majority are small. There are no statistics to show the actual distribution of industrial establishments based on the number of employees per establishment in the Lebanon. Using averages and available statistics, however the following may be deduced.

The total number of people engaged in the industrial sector is estimated at around 32,000 (11). Table V shows that in 1950, ²⁰⁸⁵²~~20986~~ people were employed in industrial enterprises employing an average of more than 10 people each.

Moreover, a glance at the table shows that the highest bracket of average number of employees per firm is 84 while the next highest is 75 which is low compared to the number of firms involved.

In Egypt on the other hand, Table VI shows that in 1947, 87.3% of the total number of industrial establishments employed less than 10 people each, while 0.52% employed over 250 people each and

(11) Supra , page 34

T A B L E V

LIST OF LABOUR AND CAPITAL PER ESTABLISHMENT FOR THE
DIFFERENT INDUSTRIES IN LEBANON (1950) (12)

(a) Industry	(b) Number of Establishments	(c) Number of Labourers	(d) Average No. of Labourers per Establishment	(e) Capital Investment ('000)	(f) Capital Investment per Establishment ('000)
Food	455	5404	12	24934	54.8
Beverages	123	1292	11	10654	86.6
Textiles	60	5040	84 x	32584	543.1 x
Weaving Apparel	15	1036	69 x	3281	218.7 x
Wood & Cork	48	241	5	1410	29.4
Furniture	95	1211	13	4593	48.3
Paper	9	91	10	475	52.8
Printing	100	855	9	8606	86.1
Leather	64	737	12	4554	71.2
Rubber	6	447	75 x	965	160.8 x
Chemicals	64	1104	17	5937	92.8
Non Metallic Minerals	156	2768	18	35530	227.8
Metallic products	30	639	21	2649	88.3
Machinery	27	590	22	3237	119.9
Electrical	4	217	54 x	1560	390. x
Miscellaneous	29	367	13	6462	222.8
	1285	22039		147434	

(12) Badre, A.Y. National Income of Lebanon, 1950, monograph No.3, Beirut, May 1953, page 6.

N.B. x: The averages in column (d) have been arrived at by dividing column (c) by column (b); and the averages in column (f) have been arrived at by dividing column (e) by column (b)

T A B L E VI

DISTRIBUTION OF INDUSTRIAL ESTABLISHMENTS IN EGYPT BASED
ON NUMBER OF EMPLOYEES/ESTABLISHMENT (1947) (13)

I n d u s t r y	Total No. of					O v e r
	Establishments	than 10	10-49	50-249	250-499	
Agriculture	84	3	18	41	17	5
Extraction of Minerals	5	-	3	1	1	1
Extraction of Petroleum & Natural gaz	1	-	-	-	-	2
Quarries	21	11	6	2	-	9
Food Industry	5983	4680	1192	94	8	2
Drinks	277	197	58	15	5	2
Tobacco	61	28	18	11	2	2
Textiles	12400	11755	515	94	16	20
Manufacturing of Clothes & Shoes	1998	1813	173	10	2	-
Wood Industry	222	196	25	1	-	-
Furniture	1491	1374	100	17	-	-
Paper & Paper Articles	161	114	30	12	3	2
Printing	382	259	98	21	4	-
Leather & Leather Articles	408	331	67	9	1	-
Rubber	7	1	1	4	1	-
Chemical Articles	310	197	75	27	5	6
Petrol & Coal derivatives	2	1	-	-	-	1
Iron Metallic Mines	963	761	161	32	4	5
Metallic Industries	76	50	21	5	-	4
Fabrication of Metallic Products	1436	1211	182	33	6	-
Manufacturing of Machines	6	3	2	1	-	2
Construction of Transport materials	49	46	1	-	-	-
Miscellaneous	353	323	26	3	1	2
Electricity and gaz	10	1	4	3	-	2
Water & Sanitation Services	31	7	19	4	-	1
Entertainment Services	2	-	2	-	-	-
	26739	23362	2797	440	76	64

(13) Ministry of Finance and Economy, Department of Statistics and census Egypt, Annuaire Statistique, Opcit page 478

only 0.24% employed 500 or over each (14).

This situation has the following effects:-

- a) In countries where the great majority of establishments are small, the employment of personnel and welfare officers cannot be afforded except in the minority of cases. The reason is that if such officers are really qualified they will not accept employment for less than LE. 75-100 per month or LE 900-1200 per annum which is equivalent to LL. 600-800 per month or LL.7200-9600 per annum.

In Egypt for instance the only establishments which are likely to be in a position to employ such officers are those run with a capital of over LE. 10,000. Such establishments, as mentioned above form only 0.5% of the total. Capital alone however does not justify the employment of a personnel officer, there must be also a sufficient number of employees to warrant such a venture. Assuming that around 250 employees per establishment is the minimum number to justify the employment of such a full time officer, then only 140 establishments presumably forming part of the 0.5% of the total of those which have a capital of over LE. 10,000 can afford to do so.

(14) The percentages are calculated from figures in Table VI.

In Lebanon on the other hand, assuming that the capital requirement is LL. 250,000 per industrial establishment, then the number of such establishments constitutes 7.7% of the total. However based on figures in table V, the establishments where the average capital and the number of employees are likely to warrant the employment of a personnel officer, are those engaged in the textiles, weaving apparel, rubber and electrical industries. By all means, not all the establishments in such industries have both the capital and the number of employees required to engage such an officer because the table shows averages and therefore only very few of the 85 establishments marked on table V possess the necessary requisites.

- X b) The factory is the place where a number of people get together. Through history the factory and the workshop have proved to be the most effective means of labour unification. The bigger the factory or workshop the greater the number of people and therefore the more forceful is their voice for the recognition of their rights.

The scarcity of big factories in Lebanon and Egypt, therefore, forms a weakness which handicaps the growth of Personnel Management.

Normally, the smaller the size of the enterprise, the more direct and personal the relationship

between the employer and the employee. The fact that the great majority of enterprises in Lebanon and Egypt are small may lead the reader to conclude that this relationship is human. Yet this is not the case, for however intimately an employer knows his employees, however sincere his enquiries about their families, this does not prevent him very often from compelling them to work in unwholesome conditions, to put in destructively long hours, to forgo many of the benefits of civilized life and to fight for every piaster of every wage increase.

- c) When the majority of enterprises have a working capital as small as the one shown above, they cannot afford to introduce employee services and programs nor can they afford in the majority of cases to fulfil the requirements of labour legislation regarding terminal indemnities, compensation in case of accidents, etc..

D. Employment, Productivity and Wages

Unemployment is an acute economic problem. In Lebanon the estimated number of unemployed persons is 40,000 (15). In Egypt there were 376,000 unemployed persons in 1947. For the period 1947-57 it is estimated that hired hands have increased by 130,000

(15) United States Operation Mission to Lebanon, 1955 Progress Report - Basic Statistics, page 6

every year but there is no evidence that business activity has widened enough to absorb all this number (16).

Mention also should be made of the employment of women and children in industry. In Lebanon for instance, 5,045 women and 1,945 children were employed (17) in industries shown in table V out of a total of 22,039, which is around 32%. Moreover 2,283 women (18) out of 5,045 work in the textile industries which forms 45%.

In Egypt around 10% of industrial workers are women and around 15% children which gives a total of around 25% of the total number of industrial workers. Of the total number of women industrial workers 35% are engaged in the spinning and weaving industries(19).

On the other hand low productivity leads to low wages. In Lebanon, stop watch readings have shown that the output per worker is low and that his

(16) The Permanent Council for the Development of National Resources. Egypt, 1955, Factors affecting Economic growth, page 5

(17) Ministry of National Economy, Bulletin Statistique Trimestriel, 4th Quarter 1951, Vol. II, No.4, page 43

(18) Ibid.

(19) Badawi, Z. Les Problèmes du Travail et les Organisations Ouvrières en Egypte, Alexandrie, Société de Publications Egyptiennes, 1958. Titre II, page 46-47

productivity is 1/5 of what it could be (20).

In Egypt statistics show that the output per worker is nearly 1/4 and 1/8 of what it is in United Kingdom and the United States respectively (21).

With such a productivity wages are naturally low. In Lebanon the average monthly income among industrial workers, in 1951 was LL. 122, LL.53 and LL.38 per worker for men, women and children respectively (22). In Egypt the average wage in 1951 among industrial workers was 183.5 piasters per week or LE.7.340 per month per worker (23).

The problem of unemployment forms one of the limitations to the application of personnel management. When labour is abundant the employer knows that the employee is aware of this fact and that if he leaves his job there are thousands of others

(20) Fairfield, H. "Needed good Industrial Management" Al Kullyah, Vol.XXX, No.5, May 1955, page

(21) United Nations "Review of Economic conditions in the Middle East", 1951-1952 New York, United Nations Department of Economic Affairs, March 1953, page 47

(22) Supra, page 24

(23) Ministry of Finance and Economy, Department of Statistics and Census, Egypt, Annuaire Statistique, 1949-1950 et 1950-1951. Caire, Imprimerie Nationale, 1953 page 585

Note: For the sake of comparison the rate of exchange of the LE to LL is 1:8 from which it could be seen that the average income among industrial men and women workers in 1951 compares favorably with that of industrial workers in Egypt.

waiting to fill it and ultimately it will be very difficult to place himself elsewhere. He is therefore certain that the employee cannot think of revolting to obtain better conditions.

This is intensified by the employment of women and children in that:-

- a) It increases competition for employment because their wages are usually lower than those of men and thus wages tend to decrease further
- b) The type of work in the spinning and weaving industries, where a great number of women and children are employed, has a worse influence on the child's physical development and on the women's health than on the man. This reduces the individual's output and earnings as a result decrease.

With such meagre wages and a large number of dependants to support, the employee is most unlikely to be able to put a part of his wages aside for emergencies and therefore he is compelled to accept whatever conditions he is offered.

History has proved that giving consideration to the human element becomes urgent when a country is faced with limited labour and in both Lebanon and Egypt it is abundant.

III. The Legislative Factor

Legislation to regulate employer - employee relationships in this part of the world was dormant for quite a while. It has always been dominated by influential landlords or capitalists whose interest was to keep the law silent on this phase of life. Quite recently however this relationship was given the attention of the Legislator.

It is true that certain laws had been enacted from time to time but it was not until 1944 in Egypt and 1946 in Lebanon that a body of permanent rules to govern labour conditions was established.

In the following pages we shall quote some of these laws pointing to the loopholes that exist and at the same time show how this factor forms a limitation to the growth of Personnel Management.

In Egypt, Law No.21 published on May 15th, 1944 dealt with contracts of work (1). It aimed at the determination of the rights of employers and employees and also their reciprocal duties. Of the articles of this law the following are worth citing: (2)

- a) Payment of the salary or wage to the worker directly, at specific dates and in money which is in circulation

(1) Badawi, Z. Les Problèmes du Travail et les Organisations Ouvrières en Egypte, Alexandrie, Société de Publications Egyptiennes, 1948, Titre II, page 52.

(2) Ibid., page 53

- b) Determination of that part of the salary which the employer may retain on account of all sorts of fines which are to be rightly imposed.
- c) The obligation of each of the two parties entering into a contract for a determined period, to notify the other party of its intention to break the contract through a notice of three days to one month, during which the worker can absent himself from work. Failure of either of the parties to adhere to this condition puts it under obligation to pay to the other party, for damages, an amount equivalent to the worker's monthly salary.
- d) The obligation of the employer to pay half a salary to the worker in case of sickness for a period not exceeding 30 days a year and an indemnity upon discharge.
- e) The obligation of establishments employing more than 100 workers each to introduce regulations regarding the free treatment of employees in case of sickness and also to make food supply and convenient lodging available when the establishment is outside the city.
- f) The obligation of the employer to grant paid leave for a period varying between one and two weeks per year depending on the kind of work:-

- i) 7 days per year for daily workers
- ii) 10 days per year for daily workers whose work is dangerous or is such as to affect their health.
- iii) 15 days per year for monthly paid employees

There are many social gaps which this law did not fill such as:

- a) It did not abolish the system of recruitment through contractors, who in many instances tried to evade payment of accrued wages to the labourer and very often found themselves incapable of indemnifying him in case of accident.
- b) Since the employee or worker is usually ignorant, the government in collaboration with the syndicates, should have drawn up standard formats of the contracts to be used by the employer. By not doing so the government has left the worker at the mercy of the employer's honesty or crookedness in drawing up such contracts.
- c) The terms of the above law should also be applied to small establishments. Since these establishments are financially weak, then special funds to safeguard the worker against different risks, should be established with the participation of both the government and the employer.
- d) The regulation of disciplinary fines should be approved by the syndicate and when the number of

workers in an establishment exceeds 100 then they should have the right to be represented on disciplinary committees.

This law has also provided for the payment of indemnities in cases of accident as follows (3):-

- a) A sum equal to the salary of 1000 days when the accident entails total and permanent incapacity.
- b) A sum equal to 800 days' salary to be paid to the worker's legal beneficiaries in case the accident leads to death.

Again here considerable improvement can be made some of which are cited below:-

- a) Although the system of pensions is losing ground these days because of the heavy administrative expenses involved, yet in a country where Legislation has provided for such meager indemnities, it would be preferable to provide the incumbent with a continuous small income as long as he lives.
- b) Moreover, the evaluation of the indemnity does not take into consideration the profession of the accidentee. Nor is any distinction made between the worker, who after the accident is obliged to change the line of his initial profession and the worker who does not.

(3) Ibid., page 57

- c) Provision must be made for the re-employment of workers who as a result of an accident, suffer partial incapacity, in which case such establishments must be subsidized as an inducement to give light jobs to such persons.
- d) The Law of Compensation must also be extended to cover professional sicknesses.
- e) Exemption of small employers from the payment of such indemnities on condition that the government bears the responsibility.

In Lebanon, the Labour Code (Act of 23rd September 1946) has also covered the contracts of employment in a more comprehensive manner than before. Contracts were divided into those for a definite period and those for an indefinite period (4).

The second type involves many obligations on both employer and employee in connection with either resignation or termination. It entitles the employee to an indemnity in case of termination or a compensation in case of retirement after reaching the age limit or after 25 years service, or in case of resignation on account of misconduct by the employer(5). In the event of death, compensation goes to the legal heirs of the deceased. The terminal indemnity or compensation

(4) Donato, J. "Lebanon and its Labour Legislation" International Labour Review Vol. LXV, No.1, January 1952, page 82

(5) Ibid., page 83

represents a month's wage or salary per year of service.

The law also provided that in the case of wrongful termination of a contract the injured party was entitled to claim damages. This claim represented an indemnification for injury suffered. This kind of indemnification was later replaced by compensation for dismissal. This compensation comprises a predetermined amount paid to the employee in case dismissal is not due to a serious fault on his part (6).

The nature of this sort of compensation arrangement has the following consequences:-

- a) It creates some sort of suspicion on the part of both employer and employee in putting each on the alert watching the moves of the other so as to put the blame on him and thus benefit from the law. This definitely deepens the inherited misunderstanding between employer and employee.
- b) It does not provide the required security for the employee who on the spur of the moment may be deprived of his livelihood for committing the minutest mistake
- c) Moreover when the employer bears in mind that the basis of calculating the compensation is the last month's salary, he is reluctant to give increments (7)

(6) Ibid.

(7) Ibid., page 84

Thus the employee automatically becomes the victim of a law which is primarily intended for his protection.

The Lebanese Labour Code has also provided for a minimum wage which must be sufficient to ensure the indispensable needs of the employee and his family, with due regard to the nature of the work (article 44) (8). This however, is not enforced. The actual salary or wage is a matter of bargaining between employer and employee which depends on the need of the employee for the work and on the employer's need for such an employee. It also depends on the supply of that particular type of labour.

Regarding compensation for accidents the number of days paid was fixed. For instance in case of permanent disability it is inversely proportional to the age of the injured, i.e. 1800 days if the person is up to 35 years, 1200 days between the age of 35 - 50 and 1000 days when the injured is over 50 (9).

In case of intentional injury on the part of the employer or the employee the compensation is increased or decreased accordingly. Here again there is a weakness in the law as it makes security dependent on a question of blame (10).

(8) Ibid., page 88

(9) Ibid., page 80

(10) Ibid., page 81

Law in both Egypt and Lebanon has regulated the work of children and women although many improvements can still be introduced.

In both countries law has enumerated the industries in which children are forbidden to work and also those industries where they are allowed after presentation of a medical certificate. However, in both countries the law should not have allowed the work of children under 14 years of age in order to encourage them to complete their elementary education.

Women are also not allowed to work in dangerous industries.

Legislation regarding the employment of children and women in both countries is not strict enough. This weakness has been taken advantage of by employers who prefer to hire women and children at lower wages than men. The result in the long run is the increase in competition for employment and thus wages decrease. Moreover the type of work in certain industries has a worse influence on the child's physical development and on the woman's health than on the man's which ultimately reduce the individual's output and as a result his earning power decreases.

There is a contrast between the Lebanese and Egyptian Labour Codes regarding maternity leave. While the Egyptian labour law provides for a maternity leave of 45 days at half salary, the Lebanese labour law

provides for 40 days at full salary.

The provision of sick leave is inadequate in both countries. In Egypt the employee is paid a half salary for a maximum of 30 days per year (11). In Lebanon paid sick leave has been provided for on the following basis (12):-

- a) When an employee has completed two years of service and not more than four, he is entitled to one month with full pay followed by a month on half pay.
- b) Between four and six years service, 1 1/2 months of full pay followed by 1 1/2 months half pay.
- c) Between 6 and 10 years service, two months full pay followed by two months half pay.
- d) For 10 years or more of service, 2 1/2 months full pay followed by 2 1/2 months half pay.

It is noticed from the above that in Lebanon an employee is entitled to sick leave only after completion of two years' service. Furthermore although the situation afterwards is better than in Egypt, if we take the longest period on which sick leave is paid which is 5 months for an employee having more than 10 years service, this is not sufficient for recovery

(11) Supra, page 49

(12) Donato, J. "Lebanon and Its Labour Legislation" International Labour Review, Vol.LXV, No.1, January 1952, page 87-88

from long sicknesses, which means that the status of employees having less than 10 years service is much worse. Also when it is considered that the wage or salary which does not include any medical allowance, is spent on bare necessities of food and clothing, it will not be adequate to provide for both his family's bare necessities and at the same time, cover his medical expenses.

It should be remembered also that in both countries Legislation has been entrusted to the privileged class. By enacting equitable labour laws the Legislators would be depriving themselves of certain privileges which they have been enjoying for a long time. The result is a labour code which is not perfectly advantageous to the labouring class.

With a labour code where so many loopholes exist, the employer is left with the chance of interpreting it in such a way as to serve his interest while the employee stands helpless.

Furthermore, the spirit in which arbitration in case of dispute is carried out and the fact that law has rendered the verdicts of the arbitration committees final and binding on both parties, have the effect of defeating all the efforts exerted nowadays for making the two points of view meet.

On the other hand, the governments are dormant as far as social insurance is concerned. Govern-

ments in these countries have done nothing in the way of cooperating with the employers nor with the employees for collective protection of workers in cases of sickness, old age, incapacity or unemployment. Moreover, the weakness of the trade unions and syndicates and the lack of awakening on the part of workers have stood in the way of bringing collective contracts and collective bargaining into being in the Lebanon. In Egypt although collective bargaining exists both legally and in practice in many firms yet these same factors have rendered it ineffective.

The biggest handicap to the growth of personnel management in this connection, however, is the unsatisfactory application of the law. Needless to say there is a big difference between the existence of the law and its enforcement. If the law, even though it is defective, were actually applied to all the concerns which it is intended to cover, the employer - employee relationship would be much better now.

Government inspectors exist but they are so few and their salaries are so meager that first they cannot do their job properly and second they are inclined to accept bribes and therefore their reports are normally misleading and far from revealing the actual situation. It is very important to stress the fact that in modern countries the reports of factory inspectors had the effect of bringing about great

improvement in the status of personnel management. For instance one of the sayings of the Chief Inspector of factories in England quoted below gives an idea about the spirit in which the work of these inspectors was carried out: "It has been increasingly appreciated that the welfare of employees implied attention not only to their physical comfort, but to their mental and psychological make up also, and that accordingly good personnel management in an establishment is the primary object to be aimed at..."(13)

It has been said that during the 19th century and the early 20th, all the stages of progress in applying personnel management were based mainly on the findings of factory inspectors and also on the pressure which their writings exerted on social reformers (14).

Before closing this discussion it is important to mention the excessive governmental interference in employer - employee relationships. In Egypt the government of the new regime seems to wish to win the support of the wage-earning classes and the latter being aware of this, have found an opportunity to exaggerate their demands. Consequently the employer has become more reluctant than ever to grant them any more

(13) Urwick & Breck, Opcit, page 211

(14) Supra, page 12

privileges or effect any improvement in their status for fear that this may be taken as a precedent.

From a talk with Dr. Zaki Badawi, an expert on labour affairs, I gathered that the Egyptian labourer or employee has been given to understand that he has the right to obtain whatever he demands, which has led to a situation more unbalanced than ever before. Dr. Badawi has cited two instances to prove his saying:-

- a) In 1953, the Board of Directors of a well-known industrial establishment, decided to give a bonus of 5 piaster per working day for the year to every labourer. That was due to high profits realized by the concern during that year. In 1954 the bonus fund was also passed, but due to a fall in the profit figure a bonus of 3 piasters was given instead of 5. This normal change led to discontent, complaints and finally to a strike. The result was that the Government intervened and the labourers got what they wanted.
- b) Another firm, the Khedival Mail Line, due to redundancy decided to discharge 250 labourers, which is perfectly permissible as long as the company meets its obligations toward these labourers by paying their terminal indemnity and compensation. As a matter of interest the

labourers won the case in court and only one fifth of the original number were discharged.

Interference by the government to such an extent without subsidising the firms concerned is unfair. The obvious result of such a policy is to increase the hatred between the two parties. Instead of preparing fertile ground for an equitable treatment, such a policy widens the gap between employer and employee, which personnel management philosophy is trying to remove.

IV. The Professional Factor

The professional factor may be considered as an outcome of the preceding three factors which together have produced a low professional status, for both employers and employees, and also weak Labour Unions. These two results in themselves have also worked to retard the growth of personnel management.

A. Professional Status

Discussion of this heading may be divided into the technical and the industrial relations aspects:-

1- The Technical Aspect

A vocation is the natural disposition of the individual to undertake the type of work or profession to which he is inclined. Professional and vocational training is that kind of education which leads the individual to acquire some technical notion or practical skill irrespective of whether this training is undertaken at school or at work.

From talks with persons well versed in the subject in Lebanon and Egypt, the general trend of training among children and youths can be summarized as follows:-

- a) Most children and youths do not engage in a certain type of work because they have the inclination to do so but because their parents have placed them where an opportunity has offered itself.

b) The factors affecting the vocation of children or youths are:-

- i) The profession exercised by their parents
- ii) The work for which a higher salary can be obtained
- iii) The work which is easy to perform
- iv) A job in an establishment located near their domicile.

c) Children or youths who show some inclination towards a type of work or profession encounter certain obstacles to their admission to that work or profession. Among these obstacles, we may cite:-

- i) Their constitutional and mental weakness
- ii) The low salary given for that particular type of work during the apprenticeship period while the incumbent may be in need of a higher salary for the support of a whole family sometimes.
- iii) The intervention of the family especially when the work is of a dangerous character.
- iv) The lack of vacancies in the industry in which they are interested

d) Furthermore, even if the above were overcome and children or youth were admitted into the industry to do a type of job to which they are inclined, yet:

- i) They do not normally receive a regular special training but a general training on the job

which is usually done by watching.

- ii) Their engagement in small industries on the other hand is normally translated into nothing more than the performance of simple services for either the manager or the boss. The attitude of the parents, however, is that engaging their children in small industries tends to occupy their time, give them some training and a salary, however small, which will help in supporting the family.

The above has led to the lack of mechanical ability and technical skill and therefore to low productivity with the normal resultant which is a low standard of living and a community, the first and foremost worry of which is to satisfy its economic wants.

Furthermore, the master philosophy has left the entrepreneur with the attitude that the worker is something which is not worth looking after. His work therefore is not worth being measured with a view to either improving the method or making it easier. In the Western world, work and time study is undertaken either by means of the stop watch or through the recent methods of time measurement techniques. Moreover the ratio of supervisory personnel to operation is normally such that each worker may be given due

attention.

No enterprise in Lebanon or in Egypt uses such systematic methods. This, over and above the foregoing reasons, is due to:-

- a) The existence of very few production engineers and technicians;
- b) The existence of very few skilled supervisory technicians. The meager percentages showing the proportion of the population enjoying professional education of some sort, in table VII prove the above statements.

2- Industrial Relations

The human aspect of management is becoming more important than the technical aspect. For man is inscrutable, his actions are much less predictable than those of mechanical elements and much more varied. Because he is vital and dynamic, he responds to his human, material and mechanical environments. The management and his fellow workers are his human environment. The foreman, in whose sight he carries out his work, the men and women around him whose happiness may increase his and whose discontent and suspicion may stir him to revolt, all affect his attitudes and actions. Neglect of these may lead to discontent and strikes, both of which are objective demonstrations of friction. As these human facts

T A B L E VII

SUMMARY OF ENROLLMENT IN VOCATIONAL AND
TRADE SCHOOLS 1953/54 (1)

	<u>Egypt</u> ----- -----	<u>Percent</u> <u>of total</u> <u>Pop.</u>	<u>Lebanon</u> ----- -----	<u>Percent</u> <u>of total</u> <u>Pop.</u>
<u>Total No. of Students</u>	<u>40,427</u>	<u>0.2%</u>	<u>1,285</u>	<u>0.1%</u>
<u>University total</u>	<u>16,671</u>	<u>0.084%</u>	<u>404</u>	<u>0.033%</u>
Engineering	4,486	0.022%	201	0.017%
Agriculture	2,093	0.012%	73	0.006%
Commerce	10,082	0.05%	74	0.006%
Public Health	-	-	56	0.004%
<u>Secondary total</u>	<u>20,170</u>	<u>0.1%</u>	<u>271</u>	<u>0.022%</u>
Mechanics & Crafts	8,853	0.045%	57	0.005%
Agriculture	4,080	0.02%	-	-
Commerce	7,237	0.035%	150	0.014%
Nursing & Public health	-	-	64	0.003%
<u>Primary total</u>	<u>3,586</u>	<u>0.016%</u>	<u>610</u>	<u>0.045%</u>
Mechanics & Crafts	2,007	0.01%	610	0.045%
Agriculture	971	0.004%	-	-
Commerce	184	0.0005%	-	-
Nursing & Public health	424	0.0015%	-	-

Note: The table above includes most of major schools for each entry but because of lack of information does not include all schools.

(1) Quarterly Bulletin of Economic Development, United Nations Relief & Works Agency for Palestine Refugees, No.10, September 1954, page 79.

become clear to the thoughtful executive, he realizes that cooperation between workers and management is the key to the successful working of a business.

It has been said "Modern establishments need to introduce to their organisation a skill in human relations, comparable to the skill which they introduce when they hire an engineer. And as a very large part of this skill there is required on the part of the group charged with this responsibility 'a sense of the whole', a concept of inter-relatedness of the phenomena with which they are trying to deal"(2).

The above principle is not recognized in either Lebanon or Egypt. Neither experts in personnel management exist in these countries, nor are the employers enlightened enough socially to pay even slight attention to the human machine. Thus the employer expects much from the employee without in return giving him a decent remuneration, while the employee for reasons previously discussed is not in a position to ask for better status.

Exploiting the human machine so badly wears it out and in the end renders the morale very low so that the whole-hearted cooperation of the employee becomes more difficult to achieve. This

(2) Pigors and Meyers Opit p. 83

situation defeats one of the major purposes of personnel management.

Due to the lack of appreciation of this aspect of management in this part of the world, very few concerns have engaged a personnel or a welfare officer, and when they have, the duties of such an officer do not exceed keeping records of absenteeism, leave requests and statistics of engagements and lay offs. On the other hand if it happens that this officer is ever called upon to attend to a dispute between management and employees, he is sure to take the management's side for the obvious reason that he wants to keep his job.

Moreover, none of the universities which are comparatively numerous in both Lebanon and Egypt, has instituted any school of personnel management. This is understandable because such professional courses depend on demand. According to Dr. Zaki Badawi, a school of Business Administration was established in the University of Alexandria in 1951, but had to be closed in 1953 because of the lack of sufficient demand. Quite recently however, the departments of Commerce and Public Administration of the American University of Beirut have started giving courses in Scientific Management and Industrial

Relations. It is understood also that some reorganisation is envisaged with a view to widening this curricular field. In the long run such a move will inevitably enhance good industrial relations.

Furthermore our social workers have not yet started to give this subject its due consideration. Nor has the idea of forming institutes of personnel management become concrete in the minds of our businessmen. It should be mentioned that an Industrial Institute has been established recently in the Lebanon and it is hoped that its existence will enhance better industrial relations. On the other hand an Institute of Personnel Management exists in Egypt but takes no active role in business life nor is there evidence that participation of individuals in it has been able to change any of their attitudes. It can safely be said that the Institute is dormant.

B. Unions and Unionisation

Labour Unions and/or syndicates are forms of association, the object of which is the recognition of the social and economic rights of the labourers.

1- Number of Syndicates

In both Lebanon and Egypt Legislation has permitted the formation of syndicates and unions. Such formation is subject to the 1946 Labour Code in Lebanon and the 1942 law in Egypt.

As a result of the law launched in 1942 regarding the formation of syndicates in Egypt, registration started that year. Table VIII shows the number of syndicates registered. It is noticed that in 1947 the number of syndicates registered fell from 529 to 441, i.e., by about 17% and the total in 1946 was not attained again.

T A B L E VIII

NUMBER OF SYNDICATES REGISTERED IN EGYPT 1942/52(3)

<u>Year</u>	<u>Number of Syndicates Registered</u>
1942	66
1943	312
1944	399
1945	512
1946	529
1947	441
1948	428
1949	465
1950	491
1951	488
1952	473

(3) Badawi, Z. Opcit, page 105 Years 1942-46. Annuaire Statistique, 1949-1950 Opcit, pages 3, 4, 7, years 1947-1951.- Arthur D.Little Inc., Opportunities For Industrial Development in Egypt, Government Press, Cairo 1955, page 38 for 1952.

This is due to the following reasons:-

- a) The policy of the government to creat obstacles in the way of syndicate registration
- b) The dissolution of a number of syndicates by the government
- c) The cooling down of the zeal of the labouring classes for syndicate formation especially when they found that those syndicates already in existence were unable to realize any tangible improvement in their situation.

In Lebanon no such statistics exist but in 1954 there were 50 Labour Syndicates and unions with a total of 26465 members (4).

It should be mentioned that out of these unions the following eleven represent employers and/or self employed:-

- Butchers
- Tailors
- Barbers
- Bakery Owners
- Vegetable & Fruit Salesmen
- Cabinet Makers
- Carpenters
- Foundry Operators
- Construction Skilled workers
- Machinists
- Shoemakers

The number of registered members is 4750. These should be excluded as their interests do not fall within those of the employee group.

(4) American Embassy [REDACTED] Documents, 1954
See Appendix I

2- Types of Syndicates

The following types of syndicates exist in Lebanon and Egypt:-

- a) Those of workers belonging to the same profession. The number of such syndicates is comparatively small and their effect is therefore insignificant.
- b) Those of workers in one establishment. The majority of this category are weak because of the obstacles which employers always try to create for them. Such obstacles may be the following:-
 - i) They may buy or bribe the chief and a few members of the syndicate committee by either raising their salaries or advancing money to them thus destroying the "esprit de corps"
 - ii) They can discharge the head and members of the syndicate council, thus destroying the morale of the workers and ultimately leading to the fall of the syndicate.

A third type of syndicate which is not found in Lebanon but found in Egypt is that of workers of more than one establishment irrespective of their professions. This type is the result of the law which stipulates that "no syndicate can be formed unless the number of

adherents is 50 or above" (5). Thus workers of more than one establishment cling together in order to attain the required minimum of 50.

In Egypt this type is the most powerful because:-

- i) although an entrepreneur may win to his side one of the leaders who happens to be working for him, others working in other establishments could at the same time continue their struggle.
- ii) It can assemble a great number of members and affect more establishments.
- iii) It has a greater choice of leaders.

The disadvantage on the other hand is that such a syndicate is more difficult to organize and also more exposed to dislocation because:-

- i) Members work in different firms
- ii) Members belong to different professions

This tends to produce divergent interest which may lead to lack of cohesion.

Weaknesses common to all are the following:-

- a) The neglect of members to adhere to the syndicate
 - i) Many of the members evade paying their membership fees. Thus after sometime their names

(5) Badawi, Z., Opcit, Chapter III, page 109.

are struck off the list. Later when they realise they have a problem, they join again for that particular purpose.

- ii) Many labourers do not pay their membership fees because they do not see any tangible benefit from being members. Thus they are struck off the list. Later when elections are due, certain leaders convince many of these workers to subscribe again and go as far as paying their fees and arrears in order to win their votes.
- b) The lack of follow-up: Many members violate the syndicate regulations. Some for instance do not pay their fees and remain inscribed as members. Consequently they enjoy the same rights as regular members which affects the prestige of the syndicate and creates a feeling of resentment among the paying members.
- c) The weakness of leaders: It is important to realize that the role played by the syndicate does not depend on the number of its members or its aims only, but also as much on the dynamism of its leaders. Leaders in both Lebanon and Egypt are weak due to their personal and political whims and also to the fact that they are easily bought by either the employer or the government.

3- Federations of Syndicates and Unions

Syndicates or unions are normally inclined to unite into federations. The bases may be location, occupation or industry. The advantages of federations may be summarized as follows:-

- a) They are usually more powerful in taking up the problems that interest their members than each syndicate taken separately.
- b) They can form a more effective driving force in the promulgation of labour legislation.
- c) They can negotiate better with entrepreneurs to improve conditions of work.
- d) They can undertake social activities which the syndicates singly cannot do in view of their limited resources.

In Egypt although the Law of 1942 allowed the formation of professional federations it did not authorize general ones and the government opposed very strongly the formation of such federations (6). A solution however was found in the establishment of leagues and committees to replace such federations which again were opposed by the government. In spite of this the leagues and committees continued to

(6) Ibid., page 161

exist and the most important are: (7)

- a) The Congress of Labour Syndicates of Egypt
- b) The Committee of Labour Syndicates of Cairo
- c) The United front of Labour Syndicates of Alexandria

Unfortunately these federations followed different political lines and forgot the aim to which they owed their existence. Moreover, the leaders, instead of uniting with a view to becoming recognized by the government were guided by their personal interests.

It is worth mentioning that plans for a large national federation were drawn up in January 1952 but such plans were actively discouraged prior to the new regime which shows that the government played an active role in retarding the formation of federations (8).

In the Lebanon on the other hand Unions are allowed to form federations, subject to prior licensing by the Ministry of Social Affairs.(9) The 50 Unions existing in the Lebanon are weakened by being split into three groups:-

- a) One group is the League of Unions. It is

(7) Ibid.

(8) Burns N. "Lectures in John Hopkins University", 1953 - 1954

(9) Ibid.

composed of around 13 individual unions, such as the seamen and stevedores, commercial employees, pharmacy assistants, cinema workers and employees, tobacco salesmen, Socony Vacuum Oil Co. workers, I.P.C. workers and employees upholstery workers, etc.. (10) There is a tendency on the part of the government to give more support to the League than to the other groups.

- b) A second group is the Federation of Unions which consists of around 20 unions not legally federated but which work together. As a result of Communist infiltration into these unions, they tend to support Soviet policies and oppose the government. These unions include the printers, hotel workers, carpenters, tanning workers, construction workers, etc.. (11)
- c) The third group consists of the Independent Unions not dominated by the government and opposed to the Federation of Unions. They include the Régie workers and employees, the DHP workers and employees, the Port Company workers and employees, Electricity Co. workers and

(10) American Embassy, ~~SECRET~~ Documents, 1954, App. I

(11) Burns, Opcit

employees, Bank employees, etc.. (12)

In September 1949, six independent unions sought a licence from the government to federate into "Les Syndicats Unis des employés et ouvriers au Liban"(13). The government has thus far refused to grant such a licence preferring the weak government supported league to a really independent free trade union movement.

Over and above government opposition, the federations are weakened by their opposition to each other's movements and the fact that they neglect the original purpose to which they owe their existence.

Furthermore, in both Lebanon and Egypt the existence of strong employers federations which have great influence in government circles has played a big role in weakening the employees federations.

In both countries however there is a gradually strengthening will shown by several unions. In Egypt the move is mostly due to government interference as already illustrated above. In Lebanon on the other hand it is believed that

(12) American Embassy, ~~XXXXXXXXXX~~ Documents 1954, Appendix I

(13) Burns, Opcit

it is due more to awakening on the part of the labourers than to any other causes. In 1956 for instance there have been several important strikes wherein the workers have won their demands, at least partially. Worth mentioning are the strike of Arida workers, the weaving workers in Essely weaving factory, asphaltting workers, tanning workers, the Chekka workers. The major points were the following:-(14)

- 1.- Protest against lay offs
- 2.- Reduction of number of working hours
- 3.- Payment of overtime
- 4.- Payment of annual leave in accordance with the Labour Law
- 5.- Payment of sick leave in accordance with the Labour Law

Inspite of the awakening which has been noticed in both Lebanon and Egypt, Unions are still very weak, although this weakness may be

(14) Arida workers	Al Hayat	of 8.5.1956	No.3072
Essely "	"	18.7.1956	3132
Asphaltting "	"	14.9.1956	3181
Tanning "	"	10.11.1956	3203
Chekka "	"	12.11.1956	3205

partly attributable to causes beyond their control, such as the social and economic conditions prevailing in the country. Therefore unless the unions become fully conscious of the primary purpose for which they exist and honestly and whole-heartedly try to plan for the achievement of that purpose they will not be able to fight successfully for the recognition of their rights vis-à-vis the government and the employer.

S U M M A R Y

"With some critical insight into the affairs of the times, an American philosopher has christened our epoch that of the 'Managerial Revolution'. In contrast to the time when rapid progress in scientific and mechanical invention was the main spring of economic development, the affairs of the modern world depend largely for their advancement on the skill of men and women who can 'organize' and 'manage' the activities of their fellows" (15).

In order to reach a stage where personnel management is applied in underdeveloped countries such as Lebanon and Egypt, various factors have to be surmounted. These are grouped into the social, the economic, the legislative and the professional. In this chapter we have gone over

(15) Brech E.F.L., The Principles and Practice of Management, Longmans, Green & Co., London, Introduction Page 3

each of these factors in some detail but the discussion would be incomplete without a word of evaluation.

The major obstacle which gives rise to all other factors, is the existent social structure and patterns. The feudal system together with the resultant master-serf mentality or philosophy, ethnic discrimination and nepotism are detrimental to high morale. Poverty is another common feature. With a low standard of living the efficiency of the worker is kept at a low level and therefore his productivity is low. This formula however can be turned around and approached more nearly from the point of view of the low-paid workman whereby it appears that low productivity is in turn partly due to low wages and hence poverty (16).

The family outlook in business, which is also an outcome of the social structure, has partly hampered the growth of the corporate system. This characteristic has been in a way the cause of the small size of the enterprise and hence the prevention of mechanization to an appreciable degree.

Furthermore, Society is split into two strata, namely, the wealthy and the poor. This social gap has also resulted in a cultural, educational and professional gap between the two classes. The effect is an absence of technical and managerial proficiency. Again this gap

(16) Moore W.E., Industrialization & Labor, Cornell University Press 51, Chapter 7, Page 108

between the two classes and the political machinery (in Egypt before the new regime) has enabled the rich aristocracy to retain political power and the many privileges which are its bi-products. It is not astonishing therefore to find labour codes which are neither complete nor enforced.

In order to change this situation and create a fertile ground for the application of Personnel Management, a change in the social set up is necessary which should be brought by a new leadership in the political organization. This leadership, by introducing better procedures, will set an example to smaller private institutions.

CHAPTER III

ILLUSTRATIVE STUDY

- General Description of the Survey
- Recruitment, Selection & Employment
- Induction & Training
- Job Specification, Evaluation & Employee Rating
- Promotions, Transfers & Lay Offs
- Employee Services & Welfare
- Communication
- Management & Trade Unions
(Syndicates)

GENERAL DESCRIPTION OF THE FIELD SURVEY (1)

A. Purpose of the Survey

The purpose of the field survey was to establish enough evidence in support of the discussion undertaken and the conclusions drawn in the study of the limitation to the growth of Personnel Management in Lebanon and Egypt. Furthermore, it endeavoured to show the degree of application of Personnel Management in the two countries under study.

B. Description of the Material Covered

The survey centred around business institutions in Lebanon and Egypt although for interest's sake one educational and two United Nations Agencies were also questioned. In carrying out the survey consideration was given to the following:-

1- Representation of activities as much as possible:

Businesses dealing with the following activities therefore were chosen:-

- a) Shipping
- b) Manufacturing
- c) Distribution
- d) Merchandising
- e) Banking
- f) Insurance
- g) Printing
- h) Transport

(1) Statistical Office of the United Nations - The Preparation of sampling Survey Reports - Statistical papers series C No.1(Revised) Lake Success, N.Y. 15/2/1950.

2- Number of Employees:

Only enterprises employing more than 10 persons were surveyed, because it was thought unlikely that enterprises employing less than 10 persons would normally apply detailed personnel procedures.

A total of 28 questionnaires were distributed in the Lebanon as follows:-

a) Two shipping enterprises

The Port Company

Messrs. T. Gargour & Fils

b) Nine Manufacturing enterprises

Shamel Nasr Soap Factory

The Diamond Polishing Company

The National Oil Company - Shiyah

The Eastern Oil & Soap Industries - Hazmieh

The Coca Cola

The Pepsi Cola

The National Weaving Industry - Hadath

Messrs. Jabre & Fils

The Chekka Cement Factory

c) Three enterprises mainly engaged in Distribution

The Shell Company

The Mobil Oil of Lebanon

The Caltex - Lebanese Petroleum Company

d) Four merchandising enterprises

The Contracting & Trading Company

Mr. Michel Andraos

The A.B.C.

The I.C.I.

e) Two Banking Institutions

The Arab Bank

The Intra Bank

f) Two Insurance Companies

The Assicurazioni Generali de Trieste

The Arabia Insurance Company

g) One Printing Press

Al Manar Printing Press

h) Two Transport Companies

The M.E.A.

The Tapline

i) Three Non-business institutions

The A.U.B.

U.N.R.W.A.

U.N.I.C.E.F.

In Egypt the approach was different due to its not being the country of the writer's domicile. A total of 34 questionnaires were launched as follows:-

- a) 25 questionnaires were handed to the Secretary of the Institute of Personnel Management in Cairo with a view to passing them to the different

members of the Institute. This was done on the understanding that the 75 members of the Institute represented some 25 establishments.

- b) 9 questionnaires were distributed in Alexandria, some by the writer himself and some through the writer's friends. These questionnaires were distributed to the following:-

The Khedival Mail Line
Alexandria Engineering Works
Jiryas Imad & Sons
Lebon Gas Company
Pentilides Soap Factory
United Spinning Industry
Cotton Weaving Company
Mahmoudieh Milling Industry
Zakhari Mechanical Workshops

Fair representation was also aimed at in the case of Egypt and had the members of the Institute of Personnel Management filled the questionnaires a fairer picture of the situation would have been obtained. Furthermore in Alexandria although most of the establishments to which the questionnaire was distributed were manufacturing concerns yet the ones mentioned above comprise establishments engaged in the Distribution, Merchandising and Transport Activities.

C. Methods of Follow-up

In order to secure as many answers as possible the following methods were used:-

- 1- Personal Contacts
- 2- Intervention of Friends
- 3- Letters

In the Lebanon the methods used were personal contacts and intervention of friends. Both were used here because the writer is on the spot. The first method was used whenever it was possible to have access to either owners or managers of firms to be questioned. Whenever no access to the above was possible then influential friends were approached to intervene with the responsible persons so that at least the questionnaires may be filled. The following firms were questioned through personal contact:-

<u>N a m e</u>	<u>No.of employees</u>	<u>No.of Labourers</u>
1- The Contracting & Trading Co	Not disclosed	
2- U.N.R.W.A.	400	46
3- The Middle East Airlines	240	190
4- The Socony Vacuum Oil Co.	150	250
5- T. Gargour & Sons	28	31
6- The Arab Bank	50	8
7- The National Oil Co. Shiyah	4	26
8- The Easter Oils & Soap Industries Hazmieh	3	20
9- U.N.I.C.E.F.	22	None
10- Al Manar Printing Press	2	14
11- The Diamond Polishing Co.	2	12

The following firms were questioned through friends:-

1- The Port Company	300	500
2- Caltex Lebanese Petroleum Co	Not disclosed	
3- The Coca Cola	53	50
4- Michel Andraos	53	6
5- Shamel Nasr Soap Factory	2	30

In Egypt, over and above the two methods mentioned above, correspondence was another method used. This was due to the distances involved. The following firms were questioned through personal contacts:-

<u>N a m e</u>	<u>No.of employees</u>	<u>No.of Labourers</u>
1- Khedival Mail Line	150	840
2- Alexandria Engineering Works	220	350
3- Lebon Gas Company	32	215

The following were questioned through friends

1- Jiryas Imad & Sons Factory	20	380
2- Pentilides Soap Industry	Not disclosed	
3- United Spinning Company	"	
4- Cotton Weaving Company	"	
5- Mahmoudieh Milling Industry	"	
6- Zakhari Mechanical Works	"	

D. Method of Collecting Data

The method selected for collecting data is the written questionnaire. In drafting the questionnaire the following was aimed at:-

1- Simplicity:

Straight forward questions were put in both Arabic & English and ambiguity was avoided as much as possible.

2- Comprehensiveness:

The questionnaire was intended to cover all the headings of Personnel Management functions and procedures. The result was that 99 questions

were put. It should be admitted that the questionnaire was long, i.e. the number of questions was big yet it was hoped that this would be counterbalanced by characteristic -3- below.

3- Short Answers:

The questions were formulated in such a way that the answers in most cases acquired one word and in certain cases one sentence.

Bearing in mind that the questionnaire above is not an adequate method of obtaining information, it was therefore supplemented with personal interviews in many cases. All the questionnaires which, it was stated under section "C" above, were filled through personal contacts, were actually filled in the course of one or more interviews, with the persons concerned. Furthermore, when in certain cases, the writer was not convinced of the correctness of the Managers' statements, interviews with foremen and employees were sought.

E. Information to be Collected

The intention was to seek information on the mode in which Personnel Management functions and procedures were carried out and applied in Lebanon and Egypt.

The questionnaires was therefore divided into the following headings:-

- 1- Recruitment
- 2- Employment
- 3- Selection
- 4- Induction
- 5- Training
- 6- Job specification, evaluation and employee rating
- 7- Promotions, transfers and lay offs
- 8- Welfare
- 9- Communication
- 10- Management and Trade Unions (Syndicates)
- 11- General

F. Date & Duration

The survey started in June 1954 and continued until the end of 1955.

G. Cost

The cost of the Survey consists of the following:

- 1- Paper and Stencils
- 2- Four trips to Egypt with a duration of one week each.

H. Personnel

The survey was totally undertaken by the writer. Help was obtained from friends in both Lebanon and Egypt.

In Lebanon, the help of friends who happened to be employed by the firms or organizations to be questioned was sought. This help consisted of following up the people concerned in the organization so that the questionnaire might be filled.

In Egypt help was sought from Dr. Z. Badawi consultant on Labour affairs and Ibrahim Abdel Kader Ibrahim former Secretary of the Institute of Personnel

Management, for advice and general ideas regarding the overall situation. One other friend helped in the follow up of questionnaires.

I. Assessment of the Results

1- The purpose of the survey was to cover each business activity and therefore gather enough information on as many enterprises engaged in each activity as possible in order to produce a reasonable sample. This aim was not attained for the following reasons:

- a) The survey was undertaken by one person although some help was secured from friends at random. A purpose such as the one aimed at is very difficult to attain by one person especially when only a small part of his time is devoted to this task. Therefore the period of 1 1/2 years (June 1954 - December 1955) was not enough to carry a reasonably thorough study.
- b) Normally such type of survey is carried by organized teams. The personnel necessary for such teams was not at the disposal of the writer.
- c) Normally such surveys are more appropriately carried by an organization, institution or specialized Agency. These are in a better position to acquire support from official and semi-official bodies for the execution of their task. Furthermore, they have better financial and

equipment facilities than any one person.

2- People normally evade answering questions. Those firms which did not answer the questionnaires were approached two to five times on appointments. Some of them refused the writer politely and other were rude. The reasons for evading questions are the following:-

- a) Lack of interest: People usually find themselves giving information for a scheme in which they have no interest and they cannot see how any benefit can be drawn from it. There is therefore no incentive.
- b) People are afraid that information be divulged which could be used for income tax purposes. Therefore they are reluctant to answer and when they do answer it is not sure that the information given is correct.
- c) Fear of competition is also another reason. Firms are afraid of the infiltration of information to other organizations which are engaged in the same type of business.
- d) Certain questions were of the type which is strictly confidential; that is why some of the questions were stamped as impertinent by many employers.
- e) In this part of the world people are not accustomed to questionnaires unlike Western court-

ries. Yet this mode of collecting data was chosen because it is the most convenient for the writer given his time, personnel and equipment potential.

3- It is difficult to establish the accuracy of the information collected to any reasonable degree:

- a) Although simplicity was attempted in drafting the questions, the answering was done carelessly in general. Contradiction is easily noticed in the same questionnaire.
- b) Many questions in each set were left unanswered and therefore it was not possible to decide whether they did not apply to the respective firm or whether they were deliberately overlooked.
- c) Although in many of the cases the questionnaires were filled during one or more interviews with the managers concerned yet due to a) above it was felt that managers' statements should be checked.
- d) Due to lack of time it was not possible to question an appreciable number of operators in order to check the correctness of managers' statements and therefore the writer had to assess the information obtained from each questionnaire in order to deduce a fairly logical situation.

In conclusion, no generalisation can be made on the degree of application of each function of Personnel Management but the survey heretofore described may give a general idea of the situation. It will be endeavoured therefore to use the information gathered, simply as illustrations wherever appropriate.

In the following few pages a commentary on the questionnaires is attempted along with which the appropriate factors discussed in the previous chapter are pointed out.

such a source and 50% on contacts with colleges and universities.

In Egypt on the other hand 6 of the 9 firms surveyed depend on both contacts with individuals and contacts with government labour bureaus while 3 depend solely on contacts with individuals on their own. It should be mentioned that in Egypt, most firms depend greatly on government labour bureaus as a source of supply of manual labour and also on labour contractors, while for clerical employees "individual contacts" is the normal procedure followed.

With very few exceptions there is no follow up system to keep enterprises in the picture for possible sources of labour and employees. Many of them depend on acquaintances to point to one person here and another there.

The majority of the firms surveyed give tests before employment and in most cases to applicants for clerical rather than manual jobs. It is rare that a person is subjected to an intelligence test, which shows that:

- a) The employer's foremost interest is in whether the applicant knows the technicalities of the job.
- b) The employer does not normally try to find out whether the employee has initiative and thus is able to handle problems outside routine. This quality is neglected in both Lebanon and Egypt.

A method through which such quality may be detected is the interview. Although most of the firms questioned do interview the applicant more than once before employment, yet the questions during the interview, are normally confined to finding out the technical qualifications. Modern hiring procedures include a type of interviewing that requires familiarity with up-to-date psychological knowledge. It cannot be proved that interviewers in enterprises in both Lebanon and Egypt have this qualification.

As already mentioned, before attempting to recruit people it is necessary to know why they are being recruited. Therefore when properly prepared, job descriptions are of considerable value to the management in the hiring of new employees. In both Lebanon and Egypt it is rare that an enterprise has a written description of every job existing in the organization. The reason for this assumption is that none of the firms surveyed in Egypt has them. In Lebanon on the other hand, although several of the firms surveyed said they had written job descriptions, yet the fact that they did not use them in the interview and that no mention was made of their use in the job evaluation suggests the contrary.

It is general practice in both Lebanon and Egypt to require written testimonials from applicants. If the purpose is a confirmation by the previous employer of the applicant's statement of ability and good

character, it is not difficult to obtain such a certificate. The reason is that the previous employer either wants to get rid of an inefficient employee or he normally does not want to stand in the way of his future. In my opinion, the future employer will do much better to contact personally the applicant's previous employer.

The questionnaires denote that generally among the firms surveyed, the head of the branch or section where the vacancy exists has a great say in the selection although exceptions exist where employees sometimes are imposed on heads of branches.

Moreover, although most of the firms surveyed said that the selection was done purely on the basis of the applicant's merits, yet it is doubtful whether those who are recommended by influential people are not preferred to those who depend solely on their own qualifications. Add to that the religious and family preferences which play a fairly big role in the selection.

Several of the firms surveyed do not encourage existing employees to apply for vacant posts nor do they allow them to recommend applicants whom they know, for vacant posts although most of the firms surveyed do so.

The advantage of allowing existing employees to apply for vacant higher posts is to keep up their morale. In many cases an employee may have been stagnant in his

post for years because no promotion has offered itself in the section in which he works. Allowing him to apply for vacant higher posts in other sections or branches of the organization means giving him the chance of advancing, hence enhancing his initiative.

On the other hand there are those who argue that this procedure entails the training of two persons instead of one. This argument is not very sound if it is borne in mind that training in any establishment should be continuous and that a greater loss is incurred by destroying the morale of the people employed than by undertaking such training.

Furthermore, firms which allow their employees to recommend people they know for vacant posts help to build an "esprit de corps", and cooperation among such people is easier when they already know one another. On the other hand it is argued that firms which follow this policy are apt to develop the reputation that employment in them is restricted to a certain group or sect of people, which in the end produces external resentment. Such a disadvantage, however, is far more than counterbalanced by the advantage of the resultant cooperation which is produced by following this procedure.

The factors which have helped in bringing about the general situation described above are the following:-

- a) The size of the firm: It is notice from the answers that the use of employment techniques is directly proportional to the size of the firm. As already stated in the previous chapter, the size of the enterprise for the purpose of this discussion, is measured by the amount of capital invested and the number of people employed. Bigger organizations therefore can afford to utilize employment techniques such as special application forms, follow-up systems which enable them to be always informed of the sources of supply of their labour and employees.
- b) The greater interest in technicalities rather than in the human factor: There is much room for the improvement of techniques before the entrepreneur may think of diverting his attention to the improvement of employee conditions and morale. Therefore the employer's foremost interest when new people are to be recruited is to make sure that they master the technicalities of the job rather than anything else.
- c) Lack of proficiency in Human Relations: It has been said that Modern establishments need to introduce to their organization a skill in human relations comparable to the skill which they introduce when they hire an engineer. With the absence of such skill the employing officer cannot be expected

to be familiar with up-to-date psychological knowledge which is required for certain types of interviews in modern hiring procedures.

- d) The Social Set Up: Due to the social set up discussed in the preceding chapter influential members of the community have gathered around them as many people as possible whose support they seek in governmental and municipal elections. In return they try to place them in jobs with their wealthy friends who may be running a factory or a commercial concern. Add to this the family ties and family outlook of business in this part of the world together with the religious preference. With all these factors prevailing, selection for example cannot be made on a purely merit basis.

EMPLOYEE INDUCTION & TRAINING
(See Appendix V & VI)

Employee induction & training are important procedures in building an effective work team that will reach a high level of productive efficiency.

Before a newly hired employee is trained in the company for a specific job, he should be welcomed as a new member of the organization. The first day of employment is long remembered by most people. Initial impressions and information count heavily in later attitudes toward the job and the company. Proper induction therefore is an integral part of the training process, for experience with well-planned employee - induction programs in industry has shown so favorable in terms of employee satisfaction and performance that no organization, except possibly a very small one, can afford to omit this procedure from its personnel program. A good induction program has three parts:- (1)

- a) Introductory information given informally or in group sessions in the personnel department.
- b) Further information given by the new employee's supervisor in the department about departmental facilities and requirements.
- c) A follow-up interview several weeks after the employee has been on the job, given by either the

(1) Pigors & Myers Opcit, pages 192 and 193

supervisor or a representative of the personnel department, to answer further questions that the new employee may have and to repeat some of the earlier information for emphasis.

In the Lebanon most of the establishments surveyed have answered that they do give such an explanation to the newly employed person, while in Egypt the answers were in the negative. In the Lebanon the type of induction they give is an introduction to the specific job which the new employee is hired to perform.

In both Lebanon and Egypt the employee is given no account of the general policies of the firm, its history, the goods it is producing or the processes it is performing. It is also doubtful whether the new employee is even given an account of the work performed by the section in which he is placed. Furthermore it is rare that an employee is told why he is asked to perform a certain type of work and why he is asked to do it in one way rather than in another. The result of all this, is that the employee cannot be expected to do his job intelligently. For Key posts, however, the situation is different and the new recruit is normally given the necessary induction.

It is interesting to note that most of the firms surveyed hire their employees for a probationary period which varies between one week and one year. The length of the probation period is usually less for daily paid

workers than for monthly salaried employees.

Training, on the other hand, is not something that is done once to new employees. It is used continuously in well run establishments. It has been said "Every time you get someone to do work the way you want it done, you are training. Every time you give directions or discuss a procedure you are training" (2).

When training is discussed, mention must be made of two types:-

- a) Supervisory training
- b) Training of operatives

The methods most commonly used for the above two are the same although the material differs. These methods are:-

- a) Public Vocational Schools and Colleges or Universities
- b) Lectures
- c) Conferences
- d) Visual Aids
- e) On-th-job training

Nine out of the sixteen firms surveyed in the Lebanon, for instance, answered that they undertook a training programme for their employees. What was actually meant on the whole was not a "programme" but as was correctly expressed by other firms, a provision of some sort of training on the job. It is interesting to

(2) Pigors & Myers, Opcit, page 185

mention that many of the firms who said they had a training programme, also said that they did not have a follow-up system to find out whether the trainees applied what they learnt to their jobs.

In Egypt the same situation exists generally as understood from the answers of the Egyptian firms surveyed. Although this represents the general situation yet statistics exist to show that in 1952, seventeen establishments employing 34,000 people organized technical training programmes for their employees (3).

Some firms use training methods such as lectures, conferences and visual aids; yet these are the small minority and in general they are foreign establishments.

Eleven out of the sixteen firms surveyed in Lebanon and one of the nine in Egypt do encourage employees to take courses in educational institutions in their spare time. Only three in Lebanon said that they financed the courses partly.

The questionnaires denote that certain firms in Lebanon provide advanced technical training to their employees by sending them on scholarships abroad either in sister firms or in technical institutes. Of the firms surveyed the bigger companies bear the expenses

(3) See Appendix XIII, Report of the Ministry of Social Affairs Egypt 1952, (mimeographed)

of the employees sent for training abroad either partly or totally. It is not uncommon that the principal company abroad shares the expenses with the employing company. In Egypt information is available about seven establishments which do follow the procedure of sending people for training abroad (4).

Supervisory training on the other hand is neglected in both Lebanese and Egyptian establishments. Although ten out of the 16 establishments surveyed in the Lebanon showed their keenness on training some of those thought to be promising individuals for potential top executive posts yet this does not prove their interest in supervisory training which is necessary at all levels down the line. In Egypt the answers of the firms surveyed showed no interest at all in this aspect of training. This shows that the stress is therefore still on the technical rather than the industrial relations aspect.

The discussion above illustrates the following factors:-

- a) The attitude of the employer that the employee is there to do a job and that all other related operations are not his concern. This boils down to be the result of the feeling of suspicion and lack of confidence on the part of the employer

(4) Ibid.

which has led to centralisation.

- b) The size of the enterprise plays a big role again in not enabling entrepreneurs to afford incurring additional expenditure for organizing training programmes.
- c) Entrepreneurs are not enlightened enough socially nor do experts in Personnel Management exist to realize that the after effect of training is beneficial not only to the trainee but also to the enterprise.
- d) There is much room for improving the technicalities of the job before thinking of attending to the problems of supervision and its improvement. This is proved by the fact that those of the firms surveyed which provide some sort of training at all to their employees do provide technical training.

JOB SPECIFICATION, EVALUATION & EMPLOYEE RATING
(See Appendix VII)

Monetary income is the most important phase of the employer - employee relationship. As prerequisites to sound industrial relations, the individual employee:

- a) Should receive an income sufficient to sustain him and his dependents adequately and
- b) Should feel generally satisfied with the relationship between his income and the incomes of other persons performing the same class of work in the concern and in the community or industry.

The absolute amounts of money available within any firm for distribution as wages and salaries during any given period of time are influenced by many factors, prominent among which are the following: (5)

- a) The general economic conditions prevailing in the country or area.
- b) The amount per cent of profit of the concern
- c) The customs of the concern or industry.
- d) Legislation, especially as affecting wages and hours
- e) Taxation
- f) Collective bargaining.

(5) Smyth & Murphy, Job Evaluation & Employee Rating, First Edition, Mc Graw-Hill Book Co. Inc. N.Y. 1946, Chapter I, page 3

The primary objective of a wage and salary determination and administration programme is to ensure the equitable distribution of what is available as a result of the operation of the items mentioned above. To put it more specifically, the programme has the objective of seeing that each employee is equitably compensated for the service he renders to the organization on the basis of:-

- a) The nature of the work performed
- b) The current competitive value of that type of work
- c) The effectiveness with which the work is performed.

Broadly speaking the first two are closely related to job evaluation while the third is essentially synonymous with merit rating.

The first question asked under this heading was:- "Are jobs studied in view of improvement and specifications drawn ?".

All the firms surveyed in Egypt with the exception of one said "No" while in Lebanon 14 out of 16 said "Yes". Of these fourteen only four proved that they did. With the exception of one, they are all foreign enterprises which normally receive established specifications from their Headquarters either in England or America, for the obvious reason which is consistency and uniformity.

Only two of the enterprises surveyed in both Lebanon and Egypt use recognized methods of job evaluation. These methods are the factor comparison and the points evaluation. Furthermore, 10 out of the 16 firms surveyed in Lebanon have established a manning table and a salary scale while none of the Egyptian firms has done so.

In a situation such as the one described here, the bargaining power of the applicant and the backing which he may have from influential people have a greater effect in fixing the salary or wage. As an evidence seven Lebanese firms frankly stated that the salary or wage depended both on the value of the job plus the bargaining power of the applicant and/or backing which he may have from external parties. In Egypt eight out of the nine establishments surveyed made the same statement.

When job specifications are not drawn up then it is rare to find any sound rating system applied. Therefore a logical situation follows which is the absence of recognized rating systems in Lebanese and Egyptian enterprises for measuring the achievements of each employee with the standards required of him in the performance of his job. Only four out of the sixteen firms surveyed in the Lebanon and none of the Egyptian firms said that they had a rating system. Instead enterprises usually depend for this, on the personal opinion of the employee's direct supervisor. When there is no scienti-

fic method then such opinions are normally subjective and very often carelessly expressed so that they do more harm than good.

Furthermore, it is important that the employee be told from time to time how he stands in the performance of his duties.

Most of the enterprises surveyed said that they followed such a practice. From certain answers and several talks with entrepreneurs and supervisors however, it appeared that normally the employee's performance is discussed only when he fails to attain the standard required of him. It is also not a common practice for the management to dig into the causes of the employee's failure unless it had adverse effects on the operations of the business. If as a result of the investigation, it is found that the reason is a weakness in the procedure then some effort is exerted to correct it. If on the other hand it is due to the employee's inability he is served with a warning and when the result is very bad he is discharged. This failure to investigate the employee's shortcomings is not commendable because very often the employee may be disturbed by causes which are outside the sphere of the business. The employee's failure may also not be due to his inability to do the job but to family, social or psychological disturbances which if removed may render him an efficient worker. No enterprise as far as I know has as

yet given attention to the employee's personality.

The situation above may be related to the following:-

- a) The master and serf attitude which was created by the existence of big land holdings and the share tenancy system has been transformed into a belief that the employee is something to which it is not worthwhile paying attention.
- b) The non-existence of personnel experts makes it difficult to instal proper job evaluation and employee rating systems.
- c) The financial status of the overwhelming majority of enterprises and the number of people employed therein does not warrant the importation of such experts from abroad.
- d) Unemployment is another factor to be considered. As it has already been explained in the previous chapter the employer is in a much stronger position to impose his conditions and the employee is more compelled to accept knowing that if he does not there are many people who are prepared to take the job.

PROMOTIONS, TRANSFERS & LAY-OFFS
(See Appendix VIII).

This function of management is very closely related to that of job evaluation and employee rating.

With the absence of a formal employee rating plan in the great majority of cases the following is not available:-

- a) A uniform and systematic judgement by the supervisor of the performance and conduct of the employee.
- b) A record of progress or difficulties which can be discussed with the employee.
- c) Comparable information that can be used in selecting employees for promotion.

When the above are absent the decision depends totally on the supervisor's personal opinion which normally results in haphazard and careless or biased decisions on matters of promotion and lay-offs. This situation is injurious to employee morale and efficiency.

In Lebanon several firms surveyed declared that they had a system of promotions when in the previous section they said they did not have any proper rating system. This promotion system is therefore not a system but a practice which is wholly dependent on the supervisor's personal judgement. In Egypt the firms surveyed declared that they did not have any promotion system in the real sense.

The second question in this part of the questionnaire ran as follows: "It has been said that in well run organizations when a manager retires, a new office boy is recruited. How far is this true of your organization?"

This question was put to test whether enterprises normally give a chance of advancing to all their employees in case opportunities present themselves. Only two in Lebanon gave a satisfactory answer while the rest said that they had not had to face such a situation yet. In Egypt this question was left unanswered. This in my opinion shows a lack of a sound planned personnel policy in general.

Transfer is a method used by management to place an employee in a position where he will contribute his best efforts to the organization. The most general bases of transfers therefore are:-

- a) Promotion: Where the employee has proved capable of doing a more important job than the one he is performing and thus gives more benefit to the enterprise.
- b) Placement in accordance with capabilities: Where it is found that the initial placement of an employee does not suit his qualifications such as employing a chemist to do the work of an economic analyst
- c) Meeting Grievances: When the employee is not satisfied or thinks he is not treated fairly by his

supervisor he cannot give his best performance to the enterprise.

In Lebanon the great majority of firms surveyed answered that the bases were 'a' and 'b' above while few transferred their employees for meeting grievances. In Egypt on the other hand, all the firms surveyed declared that the basis was promotion. A minority declared that it was for placement in accordance with capabilities while all replied 'NO' for meeting grievances.

Credit must be given in both Lebanon and Egypt for the use of the first two bases of transfers but the fact that employee grievances are not yet being taken into serious consideration leads to the result that the employee's psychological well-being is still not yet given due attention and that the aim of the management is still primarily the welfare of the enterprise.

In dealing with lay-offs the great majority of firms surveyed in Egypt as well as in the Lebanon take both seniority in rank and in length of service into consideration although in some establishments it is done haphazardly. Some firms evaded the question by saying that the situation where lay-offs on a large scale were necessary was not faced yet. It is obvious that such establishments deal with the problem when it arises which again shows a lack of a predetermined policy.

EMPLOYEE SERVICES AND WELFARE
(See Appendix IX)

In order that the enterprise may keep up the morale of its employees and let them feel that they form an important part of the organization it is necessary that their welfare and security be recognized and that therefore certain programmes be installed. Such services and programmes may comprise recreation, health and safety, economic security, participation in the organization programme, etc..

In Lebanon, there is a tendency to introduce some of the above services in comparatively sizeable firms. For example in six of the firms surveyed, there is a canteen where refreshments are served at reduced prices. Four of the surveyed firms have their own clinics while seven firms have running contracts with physicians. Furthermore when the firm is situated out of town employees are normally given board and lodging facilities. Transport facilities are also provided for employees and in some cases transport allowances.

It is very rare, however, for firms to establish cooperative stores for the use of their employees, but normally when the organization is engaged in the production of consumable items, these are sold to the employees at reduced prices. Most manufacturing firms make baths and lockers available for their employees. Some firms have established libraries and clubs.

A minority of firms have established saving, loan, insurance and bonus funds for their employees. The common practice however, is to give bonuses at the end of the year in the form of an extra month's salary.

All firms surveyed said that they did grant leave to their employees in accordance with the law but that the number of days varied between the monthly and the daily paid staff.

It is to be noted however, that the facilities described above are granted only by the comparatively sizeable firms which are the minority.

In Egypt, the statistics below from the report of the Ministry of Social Welfare in 1952, Appendix XIII (such statistics are not available for Lebanon) show the number of firms which make services, facilities and programmes available for their employees together with the number of employees involved.

1. Food and Refreshments

The Ministry of Social Welfare has brought to the attention of some entrepreneurs the necessity of establishing restaurants or canteens where a clean hot meal is served to the labourers and employees. The contribution of the employees to the cost of these meals varies between 15 - 25 milliemes. As a result of this, the number of enterprises which have established restaurants has attained 58 employing 85,000 people. Those which have established canteens

are 50 enterprises employing 50,000 people.

2. Health Care

There are 83 enterprises employing 101,637 people which run a clinic, 63 enterprises employing 82,893 people which run a hospital while there are 14 enterprises employing 42,963 people which have agreed with some outside hospitals for the free treatment of their employees.

3. Recreation

The following shows the number of enterprises which have made recreational services available for their employees:-

<u>Enterprises</u>	<u>People</u>
40 employing	65,000 have sporting clubs
17 "	10,000 are members in sporting clubs
30 "	48,000 have rest houses
17 "	45,000 have cinema houses
7 "	25,000 have swimming pools
5 "	21,000 have libraries

4. Cooperatives

There are 41 enterprises employing 75,000 people which have established cooperatives for the use of their employees.

5. Housing

The following have provided housing facilities or housing allowances to their employees:-

<u>Enterprises</u>	
17	have built houses for their employees
28	have built houses for their labourers
3	give housing allowances

The above 48 enterprises employ approximately 90,000 people.

6. Transport

There are 44 enterprises employing 50,000 people which provide transport facilities for their employees.

7. Funds

The report shows that:-

Establishments people

51	employing	45,000	have established	Saving Funds
14	"	20,000	"	" Insurance Funds
85	"	80,000	"	" grant & loan Funds
40	"	55,000	"	" bonus Funds

The following establishments give all the above services to their employees:-

<u>N a m e</u>	<u>Address</u>	<u>No.of people</u>
The Egyptian Spinning & Weaving Co.	Mehalle El Kouba	15807
The Egyptian Spinning & Weaving Co.	Kafr Dawar	9000
The Beida Dyers	Alexandria	2921
The Egyptian Silk Manufacturing Co.	Kafr Dawar	2344
The Eastern Tobacco & Cigarettes Co.	Gizeh	3726

The first, third and fourth companies above are sister firms and the procedure followed is uniform in the three of them. In the appendix to this thesis there are included some photographs which the writer has obtained from the Personnel Officer in the Beida Dyers in Alexandria after an interview and which show some of the services established by the firm such as workers villages, the cinema, the school, the market, the mosque, etc..

However the total number of establishments which make one or more facilities available is 303 employing 195,000. From this it is noticed that the tendency to introduce employee services and programmes is stronger in big than in small firms.

COMMUNICATION (Appendix X)

In order that every body should know what every body else is doing in an establishment, information must travel from the Management downwards to the rank file and vice versa.

Most of the firms surveyed normally inform their employees of decisions which interest them. This is in general done through posters and circulars. On the other hand except for three of the business concerns surveyed in Lebanon there are no committees to represent the staff and take up any grievances on their behalf with the Management. In Egypt however, although the employees are normally represented through their internal syndicate committees, yet the weakness of syndicates makes this representation ineffective.

Invariably all the firms surveyed declared that the opinion of the foreman was taken into consideration with regard to decisions affecting the labourers under his control. Talking to some foremen in both Lebanon and Egypt however revealed that this was not the case except when the foreman's opinion tallied with that of the Management. The attitude of the foremen interviewed can be revealed from the phrase all of them uttered "They do what they please".

Furthermore except for one or two firms in Lebanon, suggestion schemes have not been introduced as a method to obtain labourers' and employees' participation

in the organizational plans.

The above therefore denotes that although information moves from Management to employees when Management deems it fit to do so, it does not move upwards and in the rare cases where it does, it is not taken into serious consideration.

MANAGEMENT AND TRADE UNIONS (SYNDICATES)
(See Appendix XI)

In modern countries where Personnel Management is recognized, union movement has always been a driving force in the promulgation of labour legislation. In this part of the world however as already explained, such movements are very weak and therefore their voice is not effective.

Of the 16 establishments surveyed in the Lebanon, two have declared that 100% of their employees belonged to trade unions or syndicates while the rest either did not know or did not have any such employees or labourers.

In Egypt however, the situation is quite different where all the establishments surveyed declared that 60 to 100% of their employees or labourers belonged to syndicates. This is understandable in Egypt because nearly every establishment has its own syndicate of employees or labourers.

Only two of the firms surveyed in Lebanon said that they negotiated with syndicates or unions while the rest did not. In Egypt, firms in which syndicates exist do negotiate with them.

Two of the firms surveyed in Lebanon had strikes for a duration of 15 to 20 days while in Egypt strikes were more common but the duration shorter.

In the Lebanon workers in several companies went on strike in 1956. The labourers had several demands and it is understood that these were met partly(6). The factors that stand in the way of labour movements in the Lebanon are:-

- a) The weakness of the syndicates
- b) Governmental interference normally in favour of entrepreneurs

In Egypt however, the situation is different under the new regime, and instances have already previously been cited where the government intervened to help the employees and labourers (7).

Before terminating this chapter it should be mentioned that some sizeable firms in both Lebanon and Egypt, especially the foreign ones, do have an officer whose full time job is to look after the employees. The nomenclature differs in different firms such as Administrative Officer, Personnel Officer, Industrial relations Adviser, Employment Officer, etc.. In the majority of cases however no such officer is appointed and personnel matters are dealt with by the manager or the department head.

(6) Supra, page 73

(7) Supra, page 57

C O N C L U S I O N

- - C O N C L U S I O N - -

Personnel Management is a comparatively new field even in the most advanced countries. In Lebanon and Egypt, for the majority of enterprises, Personnel Management is still unheard of and in the minority of establishments where it is applied, it is found in its elementary stage.

This situation is understandable if reference is made to the history of management. The evolution of this aspect of Management has had to pass through certain stages and surmount certain limitations which are being passed through and have to be surmounted in this part of the world.

The master and serf attitude which is the outcome of a social system originally characteristic of Europe in the Middle Ages is still found here. To change this attitude needs time and effort until it is replaced by a feeling of equity or as F.W. Taylor put it "a mental revolution must take place among both employer and employee, among those who own and manage and those who operate". This mental revolution needs impetus which cannot be very effective as long as ignorance prevails and as long as the majority of the public is struggling at a low standard of living, in deplorable conditions of hygiene and with inadequate nourishment and shelter.

Furthermore, industry and business in the two countries concerned have not developed to such an extent

as to make the application of personnel management seem indispensable to the entrepreneur. The degree of industrialization and mechanization, the size of the enterprise, the big number of unemployed and the low productivity and hence low salaries and wages of employees and labourers are all factors which hamper the application of Personnel Management in the two countries under study. Add to this the agricultural nature of the economies of both Lebanon and Egypt at least occupation wise, bearing in mind that Personnel Management has not been applied to agricultural Institutions even in the most modern of capitalistic countries.

Notwithstanding the fact that lately there has been governmental interference in labour affairs due to political reasons, yet in both countries the governments have not done very much to bring about an equitable situation in the field of industrial relations. It is admitted that there is labour legislation in the two countries but many loopholes exist therein. In addition the lack of enforcement of the law has rendered this legislation not as effective as it should really be.

Labour movements, which in advanced countries have always had a driving force in the promulgation of better labour terms, are weak. This is due to:-

- a) Internal causes in the sense that both the labourers themselves who are members of these unions do not show enough interest and the leaders follow their

different whims and caprices.

- b) External causes such as the lack of sufficient governmental support and the employer's syndicates opposition to the labour movement.
- c) Causes which are beyond the unions and syndicates control such as the low standard of living and the economic conditions prevailing in the country.

The lack of proficiency on the part of employers and supervisory personnel in the techniques of scientific management and industrial relations plus the lack of technical skill on the part of operators have also contributed to the existing situation.

It must be admitted that inspite of all the above there is a tendency on the part of the minority of employers to fall in line with recognized procedures, yet there is still a great deal to be done for the creation of a more equitable situation. The responsibility for this is three fold. It lies with the government, the owners and operators and the Community.

Firstly, the Government can play an important role in effecting some change in the situation. Government interference however must be equitable to both owner and operator otherwise it will paralyze the economy of the country.

Although labour codes are in existence, yet there are still gaps to be filled, and they still have to be enforced.

It has already been mentioned for instance that the Legislation regarding the working of children was inadequate. The child is the nucleus of a country's labour. If he is afforded such an educational level as to be able to differentiate his rights from his duties then the Community becomes healthy and discipline will ultimately prevail.

In the meantime, and until this stage is reached, more immediate measures may be taken such as:-

- a) Fixing a minimum wage and salary based on two elements:-
 - i) the price of labour
 - ii) other allowances such as the education of children, high cost of living, the cost of leisure, etc..

When this is done then the individual will become capable of diverting his attention to the satisfaction of his social needs, such as position, prestige and a voice in matters that vitally concern them.

- b) Establishing a social insurance fund to guard against:
 - i) Unemployment
 - ii) Sickness
 - iii) Accidents which lead to incapacity
 - iv) Old age.

When the individual is given the assurance that

the above are taken care of, then his mind is concentrated on his work, and in turn for this assurance he is ready to give his utmost in both service and performance. As a result his output rises and consequently one of the national factors of production is used fully and waste is eliminated.

- c) Ensuring desirable working conditions for the worker and employee.

Having provided for all the above the governments must see to it that the law is enforced. This may be done in two ways:

- 1) The employment of inspectors who are well educated and specialised in human and industrial relations. Furthermore, they should be well paid. Once this is realised their reports will be substantive and objective. The next step is the implementation of the recommendations.
- 2) Subsidizing small firms so that these may be able to carry their part of the task.

On the basis of the above arrangements, there should be an educational program which will ensure teaching the young generation whether wealthy or poor, the children of a landlord, a businessman, a tenant or an operator that they are all human beings and should therefore expect to be treated as such. In the long run this will create a new generation of politicians, administrators and managers

with a totally different outlook. Thus when the son of the landlord or businessman leaves school for a political or business career, he will remember that his subordinates must receive equitable treatment based on social principles adopted by the world today.

Secondly, the syndicate movement must be encouraged. It is understandable that syndicates and unions should encounter opposition from entrepreneurs but normally there should be no opposition by the Governments. In these countries the explanation of Governmental opposition to syndicates may be found in the fact that the governing class is mostly composed of wealthy land owners and businessmen. These obviously find it in their interest not to help bodies whose aims are opposed to theirs. Some change is noticed in Egypt under the new regime which has been brought about by the new leadership in the political organisation.

In the Lebanon although the change was not radical as in Egypt, yet the government is showing a more favorable attitude towards labour movements.

The Unions and Syndicates themselves must give an impetus to this new situation and supplement the governmental programme by undertaking:-

- a) An anti-illiteracy programme
- b) A training programme to take care of the technical aspects
- c) Medical and social insurance programmes. ✓

Such programmes must be supported by adequate funds. Possible sources of these funds are:-

- a) Membership fees
- b) Returns from social activities undertaken by the syndicates or union
- c) Government subsidies.

On top of all, Federations, should be encouraged for these have more means to carry out social and educational programmes which interest their members than each syndicate separately. Moreover, they are more qualified to negotiate with entrepreneurs for better terms as they represent a greater number of workers and employees.

Permanency of tenure is also an important factor. In these countries individualism is characteristic of every action. Normally when a leader is elected, he tries to carry out his own plan and when he goes the plan goes with him. Therefore there should be a laid down programme and a permanent class of capable employees who irrespective of the leader will stay in office to implement it.

Thirdly, there is much room for social reform which through the ages has been brought about by the driving force of social workers and social writers. Admittedly, there is some awakening on the part of our social writers and workers which has been proved by the several social Seminars held in the different Arab countries. The labour problem has been tackled, to a certain extent, by more than one of the Seminars and evidence exists to

prove the implementation of some of the recommendations (See Appendix XV).

The labour force, being worth preserving, is worth more attention on the part of both employer and Government. The employment of human specialists is as important as the employment of technical engineers. It is true that the enterprise in Lebanon and Egypt is small and the majority neither have the capital nor have enough employees and workers to warrant the engagement of such an officer, yet there is a method well suited for such a situation, mostly used in Northern France namely the Inter-Enterprise Method. This provides for two, three or more establishments to get together and employ one personnel or welfare officer. This officer would on the one hand advise the management or owners of these enterprises on personnel matters and at the same time look after the welfare of the workers and employees by planning social and sports activities, designing a common library so that they may employ their leisure fruitfully.

The entrepreneur's aim is to get the utmost of the worker. He overlooks the fact that the persons he is employing are ends and not means. These persons spend most of their life with him and therefore he has all the means of creating in them a spirit which affects their spirit as parents, voters and citizens. Sheldon says about management:

"It is within its grasp to make the state strong
"because of its citizens, homes happy because of
"their parents, communities high-minded because
"of their counsellors; and it may crush the state,
"home and township under the weight of an apathetic,
"careless, toilsome, degraded and selfish neutrality
"of the masses".

With the existing social traditions and attitudes based on such social relationships and structures, as described in the text, the entrepreneur cannot be blamed entirely for this. There is needed a new leadership in the political organisations which will set an example to smaller private institutions and which can introduce better procedures. This may be brought about by the creation of a new generation of politicians, administrators and managers as explained above, to whom our social writers and workers will act as advisors.

Lastly, effective means of propagating personnel management in this part of the world are the establishment of:-

- a) Schools of Management: It has already been mentioned in the text that none of the Universities which are comparatively numerous in Lebanon and Egypt has instituted any school of Management, although it is understood that some reorganisation in the American University of Beirut is envisaged with a view to widening this curricular field.

It is true that the establishment of such schools depends on demand, yet in the absence of a sufficient such demand, the universities may arrange to hold seminars extending for a period of six months a year wherein representatives of the several industries and business concerns may be invited to take part. This may encounter great difficulties in the beginning but when this is done over and over again, it will ultimately convince the different entrepreneurs of the importance of such a field.

- b) Institutes of Management: Mention has already been made of the existence of an Industrial Institute in Lebanon and of an Institute of Personnel Management in Egypt. It is not certain how much the Industrial Institute in Lebanon is accomplishing, yet its existence may be considered as an important step towards creating an interest in the managerial aspect of industry and business. On the other hand, the Institute of Personnel Management in Egypt is dormant. The Institute comprises 75 members representing 25 establishments and had each of the members devoted his attention to the study of a part of the problem, the institute would have been rich in material for researchers in this subject. All that is there consists of a few lectures given by foreigners. Lecturers are

far from being aware of the country's real problem and it is by far the task of those who live in the heart of the problem to dissert it.

In the Lebanon, an ideal body to start such an institute will be the Alumni Association of the American University of Beirut which enfold members of all categories of people whether Government officials, entrepreneurs, employees, social workers or University professors.

When all these categories get together and discuss matters that concern them all, they will realize that any establishment however big or small is nothing but a composition of the persons who are in it and that it is on this composition that depends the success or failure of the establishment, community and ultimately the nation.

Once all these parties recognize the importance of this element, they will realize that the need is urgent to make leadership in business a reality.

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LIMITATIONS TO THE GROWTH OF
PERSONNEL MANAGEMENT IN
LEBANON AND EGYPT

BY

SHAFIQ H. SABA

1957

(APPENDIX)

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LIMITATIONS TO THE GROWTH OF
PERSONNEL MANAGEMENT IN
LEBANON AND EGYPT
BY
SHAFIQ H. SABA
1957

(A P P E N D I X)

AMERICAN EMBASSY DOCUMENTSORGANIZED LABOR IN LEBANON

July 29, 1954

S T A T I S T I C S

There are now in Lebanon five labor federations. A list of the labor groups and their estimated number of members follows:

Jamiat
(Labor League, I.C.F.T.U. Member)

<u>Unions</u>	<u>Membership Claimed</u>
1. Seamen and Stevedores	1,000
2. Commercial employees	400
3. Pharmacy assistants	60
4. Upholstery workers	350
5. Bakery workers	800
6. Private chauffeurs	2,800
7. Cinema workers and employees	300
8. Tobacco salesman	250
9. Socony Vacuum Oil Co. workers	25
10. Stage and cinema actors	100
11. Cooks	100
12. Iraq Petroleum Co. workers & employees	1,200
13. Gardeners (Sidon)	600
Sub-Total	7,185

United Unions

1. Regie (Tobacco) workers and employees	1,800
2. D.H.P. (railway) workers and employees	1,200
3. Port Co. workers and employees	850
4. Electric Co. workers and employees	1,000
5. Bank employees	600
Sub-Total	5,450

Allied Independent Unions

1. The mechanics	1,200
2. Tailor shop workers	300
3. Barber shop workers	250
4. Vegetable merchant workers	300
5. Petroleum salesman	100
6. Printing and bookbinding workers	250
7. Customs clearing agent workers	300
Sub-Total	2,700

Federation of Labor Unions in Tripoli

1. Tailor shop workers	400
2. Commercial employees	300
3. Barber shop workers	250
4. Shoemakers	200
5. Carpenters	300
6. Electric and radio workers	300
Sub-Total	1,750

+ The Lebanese use of the word "Employee" applies to white collar workers

Unions

Membership Claimed

Independent Unions
(No affiliation)

1.	Taxi Drivers	1,500
2.	Socony Vacuum Oil Co. employees	<u>150</u>
	Sub-Total	1,650

Independent Unions
(under communist influence)

1.	Printers	300
2.	Hotel, restaurant and coffee-house workers and employees	900
3.	Tile construction workers	180
4.	Carpenters	300
5.	Tanning workers	900
6.	Construction workers	<u>400</u>
	Sub-Total	2,980

Artisans Federation
(employers)

1.	Butchers	600
2.	Tailors	1,300
3.	Barbers	800
4.	Vegetables and fruit salesman	350
5.	Carpenters	200
6.	Foundry operators	250
7.	Construction skilled workers	300
8.	Shoemakers	280
9.	Bakery owners	200
10.	Machinists	370
11.	Cabinet makers	<u>100</u>
	Sub-Total	4,750

KYB:sk

(NOT FOR PUBLICATION)

EMPLOYMENT & UNEMPLOYMENT

Employment.

General:

Of Lebanon's 1,346,000 population over 539,000 are urban and 897,000 are rural. Approximately, 160,000 of the total agricultural population are considered as workers or wage earners. The majority of the population or 60% depend upon agriculture for its living.

The following table gives national income and the number of persons employed in the various sectors:

National Income & Occupational Distribution

		1950	
		<u>Number Employed</u>	<u>Value in LL. Million</u>
a)	Agriculture	(2) 160,000	168.5
b)	Industry	22,039	137.3
c)	Construction	-	98.7
d)	Services	16,734	100.5
e)	Government	9,931	71.8
f)	Communication	19,708	74.0
g)	Real estate	-	96.0
h)	Trade	(3) 60,000	-

- (1) A.Y. Badre, Monographs 1-6
- (2) Bureau of Statistics estimates
- (3) " " " " "

The following table is compiled from trade circle sources and checked with the Department of Statistics. The table indicates the number of laborers employed in the principal industrial establishments in several categories:

Estimated Distribution of Labor by Industry

<u>Industry</u>	<u>Number of Laborers</u>
Food	5,500
Cement and clay	2,800
Textiles	5,300
Beverages	1,350
Furniture	1,300
Chemical	1,100
Printing	900
Shoes	1,200
Leather	700
Metal	570
Machinery	180
Wood	200
Electrical	450
Rubber	60
Paper	80
Miscellaneous	<u>420</u>
Total	22,110

The following table presents estimates of the number of employees and workers in certain principal private establishments not included in the above figures on industrial employment:

<u>Name of Establishment</u>	<u>Number of Employees</u>
Regie Tobacco Monopoly	1,900
D.H.P. Railway Co.	1,700
Iraq Petroleum Co.	1,200
Port Company	1,200
Trans Arabian Pipe Line	900
Cement Company	900
Electric Company	900
Socony Vacuum Oil Company	<u>300</u>
Total	9,000

Unemployment

There are no statistics on employment and unemployment for Lebanon. The absence of social security programs which show unemployment insurance claims makes it rather difficult to reach reliable estimates on unemployment. However, estimates by officials of the Labor Department and the Bureau of Statistics would place the figure of those unemployed at about 20,000. This figure was obtained by taking the difference between estimated total labor force and estimated employment. This approach involved series of estimates.

1. In 1949 the government made an effort to register unemployed persons. Only 17,000 persons registered. Based on these figures, the Ministry of Social Affairs estimated that there were 30,000 persons unemployed. However, it was noted by official circles that no real appraisal could be made of the total working population in view of the relatively high level of seasonal employment in activities related to the summer tourist trade and of year-round under-employment in subsistence agriculture. Therefore, while "unemployment" might be limited to a few tens of thousands, many times that number would be available to join the labor force if there were any hope of getting jobs.
2. In 1952, the Ministry of Social Affairs made another effort to make a general employment census. The census was not successful as it received only slight cooperation from the public and was further handicapped by the change of government during its field operations.
3. During the third quarter of 1953 in reply to an inquiry published by the Ministry of Social Affairs for construction workers for a project in Kuwait, more than 10,000 workers registered in a period of two months indicating willingness to accept any kind of employment in neighboring countries.
4. The most serious complaints carried out by the labor class is the employment of foreigners and Palestinian refugees residing in Lebanon who can afford to accept what would be starvation wages for a Lebanese because the former are allocated a regular living allowance by the United Nations.

It is believed that the population of Lebanon is increasing at an estimated 2 percent net per year. Lebanon's capacity to support this population at the present consumption level will depend partly upon an extension of irrigated land but chiefly upon an expansion of industry, trade and tourism. The largest potential expansion involves the Litani. With the advantage of cheaper electricity provided from the Litani, the industrial output would be doubled and would rise to an additional employment of roughly 20,000.

LEBANONPART I - RECRUITMENT.

Name	No. of Employees	Question 2				Question	
		(a)	(b)	(c)	(d)	3	4
Company A	800	-	-	-	100%	No	No
Company B	-	6.5%	0.3%	0.2%	93%	Yes	Yes files Kept
Company C	446	5%	90%	-	5%	Yes	Yes
Company D	430	2%	-	-	98%	Yes	Yes
Company E	400	50%	-	-	50%	Yes	No
Company F	-	-	-	-	100%	Yes	Yes (cor- respondence)
Company G	85	10%	-	-	90%	No	No
Company H	59	-	-	-	100%	No	No
Company I	59	-	-	-	100%	No	No
Company J	58	-	-	-	100%	Yes	No
Company K	32	-	-	-	100%	No	No
Company L	30	-	-	-	100%	No	No
Company M	23	-	-	-	100%	No	No
Company N	22	-	-	-	100%	Yes	No
Company O	16	-	-	-	100%	No	No
Company P	14	-	-	-	100%	No	No

APPENDIX II

E G Y P TPART I - RECRUITMENT

Name	No. of employees	Question 2				Question	
		a	b	c	d	3	4
Company Q	990	-	-	-	Yes	No	No
Company R	570	-	-	-	Yes	No	No
Company S	247	-	-	-	Yes	No	No
Company T	400	-	Yes	-	Yes	Yes	Acquaintances especially for foremen
Company U	--	-	Yes	-	Yes	Yes	
Company V	--	-	Yes	-	Yes	Yes	
Company W	--	-	Yes	-	Yes	Yes	
Company X	--	-	Yes	-	Yes	Yes	
Company Y	--	-	Yes	-	Yes	Yes	

L E B A N O N

PART II - EMPLOYMENT

Name	No. of Employees	Question one	Question 2 a	Question 2 b	Question 3	Question 4	Question 5	Question 6	Question 7	Question 8	Question 9
Company A	800	Yes	for clerks	for Lab	Yes	One or more	Admin. Officer	one	Yes	Yes	NO
Company B	-	Yes	-	Yes	Yes	3 - 4	Employment Officer	1 - 3	Being prepared	No	Yes for clerks
Company C	446	Yes	-	Yes	Yes	3	Placement Personnel Head of Div	1 - 2	Yes	Yes	In most cases Yes
Company D	430	rarely	-	Yes	sometimes	1 - 3	Pers. & Admin Manager	3	Yes	No	Yes
Company E	400	Yes	-	Yes	Yes	Several	Ind. Rel. Adv. & Dept Head	1	Yes	No	Sometimes
Company F	-	Yes	Yes	Yes	Yes	2 - 3	Employment Off. & Head of Division	?	Yes	Yes	3
Company G	85	Yes	-	Yes	Yes	1 - 2	-ditto-	1	Yes ?	Yes ?	For people handling money
Company H	59	Yes	Yes	Yes	Yes	3	The Manager	2	No	No	Yes
Company I	59	Yes	-	Yes	Yes	2 - 3	Owner & Head of Div.	1 - 2	No	Yes ?	No
Company J	58	Not always	No	Yes	Yes	1	The Manager	1 - 2	No	No	Yes
Company K	32	Trial	Trial	Trial	No	-	-	-	No	No	No
Company L	30	Yes	-	Yes	Yes	1	The Manager	1	Yes ?	Yes ?	No
Company M	23	Yes	-	Yes	Yes	several	G. Manager	2	No	No	Sometimes
Company N	22	depends on job	Yes	Yes	Yes	2 - 3	Admin. Off. Head of Div.	2 - 3	Yes	Frequently	3
Company O	16	Trial	Trial	Trial	Yes	1 - 2	Manager or Head Div.	2	not written	No	If possible better
Company P	14	Trial	Trial	Trial	Yes	2	The Manager	1	-ditto-	?	No

E G Y P TPART II - EMPLOYMENT

Name	No. of Employees	Question 1	Question 2	Question 3	Question 4	Question 5	Question 6	Question 7	Question 8	Question 9
Company Q	990	No	-	Yes	One	Head of Department & Manager	One	-	No	No
Company R	570	No	No	Yes	One	Head of Department & Manager	Two	No	No	No
Company S	247	sometimes	specialization test	Yes	One	Head of Department	One	Yes	Yes	No
Company T	400	only for clerical	specialization test	Yes	One	Head of Department	One	No	-	only for clericals
Company U	-	only for clerical	specialization test	Yes	One	Head of Department	One	One	-	only for clerical
Company V	-	only for clerical	specialization test	Yes	One	Head of Department	One	No	-	only for clerical
Company W	-	only for clerical	specialization test	Yes	One	Head of Department	One	No	-	only for clerical
Company X	-	only for clerical	specialization test	Yes	One	Head of Department	One	No	-	only for clerical
Company Y	-	only for clerical	specialization test	Yes	One	Head of Department	One	No	-	only for clerical

LEBANON

PART III - SELECTION

Name	No. of Employees	Question 1	Question 2	Question 3	Question 4	Question 5
Company A	800	Yes	Yes	Sometimes	Yes	No
Company B	-	Yes	99%	for clerical posts	Qualified people automatic	Yes depending on recommender
Company C	446	Yes	Yes plus family responsibility	Yes	Yes	In some cases
Company D	430	sometimes	No	No	No	No
Company E	400	Yes	Yes	Yes	No	sometimes
Company F	-	Yes	Yes	Yes	Yes if qualified	Yes depending on recommender
Company G	85	Yes	Yes	for sales force only	No	Seldom
Company H	59	Yes	Yes for responsible jobs	Yes	Yes	Sometimes
Company I	59	Yes	Yes	Yes	Yes	Yes
Company J	58	Yes	Yes	Yes	Yes	Sometimes
Company K	32	-	Yes	Yes	No	Yes
Company L	30	No	Yes	Yes	-	-
Company M	23	Yes	Mostly	Yes	Yes	-
Company N	22	Most important	Geographical distribution	Yes	Yes	Yes
Company O	16	Yes	Yes	Yes	Yes	Yes
Company P	14	Yes	Yes	Yes	No	Yes

E G Y P T
PART III - SELECTION.

Name	No. of Employees	Question 1	Question 2	Question 3	Question 4	Question 5
Company Q	990	Yes	Yes	in some cases	No	Yes
Company R	570	Yes	Yes	Yes	Yes	Yes
Company S	247	Yes	Yes	depends on vacant post	Yes	Yes
Company T	400	Yes	Yes	Yes	Yes	Yes
Company U	-	Yes	Yes	Yes	Yes	Yes
Company V	-	Yes	Yes	Yes	Yes	Yes
Company W	-	Yes	Yes	Yes	Yes	Yes
Company X	-	Yes	Yes	Yes	Yes	Yes
Company Y	-	Yes	Yes	Yes	Yes	Yes

LEBANON
PART IV - INDUCTION

Name	No. of Employees	Question 1	Question 2	Question 3	Question 4	Question 5	Question 6	Question 7
Company A	800	Yes	No	-	Yes	-	Yes	three months
Company B	-	Yes	depends on post	Head of Dept.	depending on post	depends on his power of absorption	Yes	1 - 3 months
Company C	446	Yes	Yes	Head of section	sometimes	one month	Yes	1 - 3 months
Company D	430	No	No	-	explanation	no special length	Yes	three months
Company E	400	Yes	Yes in Dept. where he works	Immediate Supervisor	Yes	two weeks	Yes	three months
Company F	-	Yes	sometimes	Head of Section	Yes	three months	1)to apply law 2)to test ability	three months
Company G	85	Yes	Yes	his immediate supervisor	Yes	two weeks	sometimes	three months
Company H	59	Yes	Yes	person in charge	Yes	1 - 3 months	Yes	one month
Company I	59	Yes	Yes	immediate supervisor	Yes	no fixed rules	Yes	depending on job 1 week to 1 month
Company J	58	Yes	Yes	sub-manager or controller	Yes	three months	Yes	three months
Company K	32	No	sometimes	owner	instructions given verbally	-	Yes	depending on job
Company L	30	Yes	Yes	Foreman	No	one interview	Yes	one week
Company M	23	Yes	Yes	Section Head	verbal explanation	three days	Yes	two weeks
Company N	22	Yes	Yes	immediate Chief & Adm. Officer	Yes	depends on job	Yes	one year
Company O	16	not necessarily	Yes	Asst. Manager	only explanation	2 weeks to 1 month	Yes	two months
Company P	14	knows them automatically after some time	not necessarily	Managing director	Briefings and Explanations	two months	Yes	1 - 2 months

E G Y P T
PART IV - INDUCTION

Name	No. of Employees	Question 1	Question 2	Question 3	Question 4	Question 5	Question 6	Question 7
Company Q	990	No	No	-	No	-	No	-
Company R	570	Yes	Yes	any person	Yes	one week	No	-
Company S	247	Yes	No	-	No	-	No	-
Company T	400	Yes	sometimes	Manager	No	one day	Yes	6 months
Company U	-	Yes	sometimes	Manager	No	one day	Yes	6 months
Company V	-	Yes	sometimes	Manager	No	one day	Yes	6 months
Company W	-	Yes	sometimes	Manager	No	one day	Yes	6 months
Company X	-	Yes	sometimes	Manager	No	one day	Yes	6 months
Company Y	-	Yes	sometimes	Manager	No	one day	Yes	6 months

LEBANON
PART V - TRAINING

Name	No. of Employees	Question	Question 2				Question	Question		Question 6		Question	Question		Quest.	Question		Question	Question	Question	Question			
		1	(a)	(b)	(c)	(d)	3	4	5	(a)	(b)	(c)	7	8	9	10	11	12	13	14	15	16	17	18
Company A	800	No	-	-	-	-	-	-	-	-	-	?	No	Yes	Engineering	Company	Yes	No	Yes	No	No	unknown	direct chief	
Company B	-	Yes	-	-	-	Yes	Tests	Yes	Yes	-	-	No up to them	Yes	Yes	Admin. & Eng.	Tuition by Co.	Yes (x)	but req. to	Yes	No	Yes	-	-	
Company C	446	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	-	-	No academic	fair Number	sometimes	professional	UNRWA	Yes	No	Yes	Yes	?	-	head of section	
Company D	430	Yes	Yes	Yes	No	Yes	result of performance	Yes	No	-	-	No not appli- cable	very few	No	not appli- cable	-	-	-	No	No	short fami- liarization trips	-	-	
Company E	400	Yes	Yes	Yes	Yes	Yes	not organized	Yes	Yes	-	partly	-	Recognized Institution	few	Yes	their field	Company	Yes	No	Yes	No	Yes	Dept. Head	
Company F	-	Yes	-	-	-	Yes	Tests	Yes	Yes	-	partly	-	American Institute	Yes	Yes	Soc. Sciences & Chemistry	partly Company	Yes	No	Yes	Yes	Yes	not fixed	Dept. Head
Company G	85	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	-	-	No up to them	No	Yes	Sales Adver- tising techn.	Company	Yes	No	Yes	Yes	later	not fixed	Dept. Head	
Company H	59	No program	Yes	No	Yes	Yes	No	Yes	Yes	No	No	No up to them	few	technical training	-	Factory & Co.	Yes	No	Yes	Yes	Yes	not fixed	Dept. Head	
Company I	59	No program	-	-	-	-	No	Yes	not our concern	-	-	No (see(5)	do not know	trips to Germany	Mercedes Benz	the employee times	some-	No	No	No	Yes	-	-	
Company J	58	Yes	-	-	-	Yes	No	Yes	Yes	-	-	No	-	Yes	Yes	train. in M.E. Bank	Bank	Yes	No	Yes	Yes	No	few weeks	head of section
Company K	32	Yes	-	-	-	Yes	performance	-	not our concern	-	-	No	-	do not know	No	-	-	-	-	-	-	-	-	-
Company L	30	Yes	-	-	-	Yes	No	Yes	Yes	-	-	No	-	-	-	-	-	-	-	Yes	No	few days	Chief	
Company M	23	for special- ized workers	-	-	-	Yes	Yes	Yes	Yes	-	partly	-	night school	No	No	-	-	-	-	-	-	-	-	-
Company N	22	No	-	-	-	-	-	-	No	-	-	-	-	-	-	-	-	-	-	Yes	Yes	No	-	Chief
Company O	16	No	-	-	-	Yes	-	Yes	Yes	-	-	No Educati- onal	one or two	No	-	-	-	-	-	-	-	-	-	-
Company P	14	No	-	-	-	Yes	Yes	Yes	Yes	-	-	No Educati- onal	None	No	-	-	-	-	-	Yes	Yes	No	all the time	Senior

50% up to a maximum of LL. 500.-

(x) To cover board & lodging only. During summer they have to work in associate Co.

EGYPT

PART V - TRAINING.

Name	No. of Employees	Quest.	Question 2				Quest.	Quest.	Quest.	Quest.	Question	Quest.	Quest.	Question				Question	Question			
		1	a	b	c	d	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Company Q	990	No	No	No	No	Yes	No	No	No	-	-	-	-	-	-	-	-	No	-	-	-	-
Company R	570	No	No	No	No	Yes	No	No	No	-	-	-	-	-	-	-	-	-	-	-	-	-
Company S	247	No	-	-	-	-	-	-	Yes	No	institution for impro- ving their knowledge	not many	No	-	-	-	-	No	No	No	-	-
Company T	400	No	-	-	-	-	No	-	-	-	-	NO	-	-	-	-	-	Yes	-	not fixed	No	
Company U	-	No	-	-	-	-	No	-	-	-	-	No	-	-	-	-	-	Yes	-	not fixed	No	
Company V	-	No	-	-	-	-	No	-	-	-	-	No	-	-	-	-	-	Yes	-	not fixed	No	
Company W	-	No	-	-	-	-	No	-	-	-	-	No	-	-	-	-	-	Yes	-	not fixed	No	
Company X	-	No	-	-	-	-	No	-	-	-	-	No	-	-	-	-	-	Yes	-	not fixed	No	
Company Y	-	No	-	-	-	-	No	-	-	-	-	No	-	-	-	-	-	Yes	-	not fixed	No	

LEBANON

PART VI - JOB SPECIFICATION, & EMPLOYEE RATING

Name	No. of Employee	Question 1	Question 2	Question 3	Question 4	Question 5	Question 6	Question 7	Question 8	Question 9	Question 10	Question 11
Company A	800	Yes	Manning Table	Yes	Yes	Power of applicant	Yes	Yes	Yes	Yes	Yes	Yes
Company B	-	yes by use of experts	no scientific method on wages paid in the area	Yes	Yes	scale is enforced	Yes	Yes rating card	Yes	Yes	Yes	yes if employee is promising
Company C	446	Yes	points system	Yes	Yes	value of job	Yes	Yes	Yes	Yes	Yes	?
Company D	430	Yes	?	Staff Quota & scaling	No	-	not put in practice	No	No	No	No	Improvised efforts
Company E	400	Yes	Factor system	Yes	Yes	No	Yes	No	once a year.	Yes	Yes	Yes
Company F	-	Yes	?	Yes	both job & employees qualified	job	Yes	Yes	Yes	Yes	Yes	depending on situation
Company G	85	Yes	results personal appreciation	Yes	No	Yes	Yes	No	only when he does not	Yes	small effort	Yes
Company H	59	No	None	No	No	No	No	No	Yes	Yes	Yes	Yes if man deserves
Company I	59	Yes	past experience	No	Yes	variable plus experience	No	No	Yes	Yes	Yes	Yes
Company J	58	No	-	Yes	Yes	as a rule fixed	Yes	No	Yes	Yes	Yes	Yes
Company K	32	Yes	depending on difficulty and specialization	No	Yes	Yes	manning table but no promotion	appears from performance	told when he fails	Yes	Yes	employee warned once
Company L	30	Yes	-	No	usually	both	-	-	Yes	Yes	Yes	Yes
Company M	23	Yes	Trial	Yes	Yes	value goes with job	Yes	No - Section Head opinion	Yes	Yes	Yes	Yes
Company N	22	Yes	importance of job wage survey	Yes	Yes	paid irrespective of person	Yes	yes direct contact	Yes	No	Yes	Yes
Company O	16	Yes	?	No	Yes	both	Yes	no spot observation	Yes	Yes	Yes	Yes
Company P	14	Yes no written specification	Trial	No	Yes	both	in some cases	No	Yes	Yes	Yes	Yes

E G Y P T

PART VI - JOB SPECIFICATION, EVALUATION & EMPLOYEE RATING.

Name	No. of Employees	Question 1	Question 2	Question 3	Question 4	Question 5	Question 6	Question 7	Question 8	Question 9	Question 10	Question 11
Company Q	990	No	Technical importance	No	Yes	job basis	No	No	Yes	Yes	No	-
Company R	570	No	No	No	Yes	both	No	No	Yes	Yes	Yes	yes advice & training
Company S	247	No	degree of responsibility	No	Yes	both	No	No	Yes	Yes	sometimes	No
Company T	400	No	-	No	No	both	No	No	No	Yes	No	-
Company U	-	No	-	No	No	both	No	No	No	Yes	No	-
Company V	-	No	-	No	No	both	No	No	No	Yes	No	-
Company W	-	No	-	No	No	both	No	No	No	Yes	No	-
Company X	try	No	-	No	No	both	No	No	No	Yes	No	-
Company Y	-	No	-	No	No	both	No	No	No	Yes	No	-

LEBANON

PART VII - PROMOTIONS, TRANSFERS AND LAY OFFS

Name	No. of Employees	Question 1	Question 2	Question 3	Quest. 4	Question 5	Question 6			Question 7	
							a	b	c	a	b
Company A	800	Yes	No	No	No	maximum pay of grade	No	Yes	No	Yes	Yes
Company B	-	Yes	everybody given chance	yes and no	Yes	no limit	Yes	Yes	Yes	efficiency	Yes
Company C	446	Yes	does not apply	more responsibility	No	ten years scale	Yes	Yes	?	?	Yes
Company D	430	No	No	sometimes	No	no system	-	-	Yes	H a p h a z a r d l y	
Company E	400	-	True	No	Yes	no limit	Yes	Yes	Yes	-	Yes
Company F	-	Yes	-	no fixed rule	Yes	-	Yes	Yes	yes if in Co.interest	yes and efficiency	Yes
Company G	85	Yes	?	No	Yes	no fixed rule	-	Yes	-	-	Yes
Company H	59	No	a very nasty question	No	Yes	no limit	Yes	Yes	No	No	Yes
Company I	59	rarely occurs	did not happen yet	both	Yes	no limit	Yes	Yes	No	Did not occur yet	
Company J	58	Yes	true to a large extent	Yes	Yes	once a year	Yes	Yes	sometimes	-	-
Company K	32	No	-	No	No	-	-	Yes	-	Yes	Yes
Company L	30	-	-	-	-	-	-	Yes	-	Yes	Yes
Company M	23	-	-	-	Yes	as judged fit	-	Yes	sometimes	Yes	Yes
Company N	22	Yes	does not apply	No	No	-	Yes	Yes	Yes	-	-
Company O	16	Yes	not applicable	both	Yes	no fixed rule	Yes	-	-	?	?
Company P	14	Yes	very far	No	Yes	no limit	-	Yes	-	?	?

E G Y P TPART VII - PROMOTIONS, TRANSFERS & LAY OFFS

Name	No. of employees	Quest	Question	Question	Quest.	Question	Question 6			Question 7	
		1	2	3	4	5	a	b	c	a	b
Company Q	990	No	-	increase in responsibilities	Yes	-	Yes	Yes	No	Yes	Yes
Company R	570	No	-	both	Yes	-	Yes	Yes	No	Yes	-
Company S	247	No	one or 2 posts	increase in responsibilities	Yes	no rule	Yes	Yes	No	No	Yes
Company T	400	No	-	both	Yes	-	Yes	No	No	Yes	Yes
Company U	-	No	-	both	Yes	-	Yes	No	No	Yes	Yes
Company V	-	No	-	both	Yes	-	Yes	No	No	Yes	Yes
Company W	-	No	-	both	Yes	-	Yes	No	No	Yes	Yes
Company X	-	No	-	both	Yes	-	Yes	No	No	Yes	Yes
Company Y	-	No	-	both	Yes	-	Yes	No	No	Yes	Yes

LEBANON
PART VIII - WELFARE

Name	No. of Employees	Question 1		Quest. 2		Question 3	Question 4				Question 5	Question 6	Question 7						Question 8	Question 9				Question 10				Question 11	Question 12	Question 13	Question 14
		a	b	a	b		a	b	c	d			a	b	c	d	e	f		a	b	c	d	a	b	c	d				
Company A	800	Yes	No	Yes	Yes	Yes	-	-	-	-	No	Yes	No	Yes	No	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	00	Yes		
Company B	-	in areas fed by Co.		areas only		Yes	Yes	-	Yes	expatriation	No	not applicable	in areas	-	-	-	-	Yes	in some areas	usually not	No	No	depends on area	Yes	Yes	Yes	15	Yes in areas			
Company C	446	Yes	No	No	Yes	Yes	-	No	Yes	Yes	Yes	No	not relevant	No	No	No	No	No	No	No	certain categories	No	No	No	-	Yes	-	No	Yes		
Company D	430	No	-	-	No	No	Dentist	either	or	-	No	free trips	No	No	No	No	No	No	Basket ball	Yes	No	No	Yes	No	Yes	Yes	15	sometimes			
Company E	400	-	-	Yes	Dispensary & Clinic	Yes	-	-	-	-	no but seasonal products bought (x)	Yes	-	-	-	-	Yes	Yes	football & tennis	certain categories	-	Yes	+	-	Yes	Yes	-	No			
Company F	-	Yes	-	-	Yes	Yes	-	Yes	No	Yes	No	Yes	Yes	-	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	according to working code	Yes			
Company G	85	Yes	-	Yes	No	No	Yes	-	-	-	-	No	Yes	-	-	-	-	Yes	Yes	occasionally	Yes	Yes	Yes	No	Yes	Yes	Yes	-	Yes		
Company H	59	No	-	-	No	No	Yes	-	-	-	-	No	not our case	No	No	No	Yes	No	Yes	No	Yes	No	Yes	Yes	Yes	Yes	-	Yes			
Company I	59	No	up to certain limit	-	No	insured against accidents	No	-	-	-	-	No	Yes	No	No	No	No	No	No	No	certain categories	No	No	No	No	Yes	No	15	Yes		
Company J	58	No	-	-	Yes	No	-	-	-	-	No	-	No	No	No	No	No	No	sometimes	-	Yes	Pay 14 months salaries	Yes	-	-	30 15	No				
Company K	32	No	-	-	No	No	No	-	-	-	-	No	Yes	No	No	No	No	No	No	No	No	Indemnity paid according to law	Yes	-	-	-	No				
Company L	30	-	-	-	-	-	No	-	-	-	-	-	-	-	-	-	Yes	Yes	-	-	-	-	-	-	-	-	-	Yes			
Company M	23	-	-	-	-	-	No	-	-	-	Yes	-	Yes	-	-	-	-	Yes	Yes	-	sometimes	-	Yes	-	Yes	Yes	No	varies with individuals	Yes		
Company N	22	Yes	-	Yes	-	-	Medical insurance	-	Yes	Yes	-	in some areas	-	-	-	-	Yes	-	-	No	-	Yes	No	Yes	No	Yes	No	30 working days	Yes		
Company O	16	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Yes	-	-	-	-	-	-	Yes	Yes	Yes	Yes	-	Yes		
Company P	14	No	-	-	No	No	Yes	-	-	-	-	No	-	-	-	-	-	-	-	No	No	-	-	-	-	Yes	Yes	-	Yes		

(x) like Cereals, olive oil, the price of which is recuperated in 6 months instalments

(+) retirement and death Benefit Plan.

EGYPT
PART VIII - WELFARE

Name	No. of Employees	Quest	Quest	Quest.	Question 4				Quest.	Question	Question 7						Quest.		Question 10				Quest	Question	Quest	
		1	2	3	a	b	c	d	5	6	a	b	c	d	e	f	8	9	a	b	c	d	11	12	13	14
Company Q	990	No	No	Yes	does not apply				Yes	-	No	No	No	No	No	Yes	No	Yes	No	No	No	No	Yes	No	7 days per year laborers 15 days for clericals	No
Company R	570	No	No	Yes	does not apply				No	-	No	No	No	No	No	Yes	No	Yes	No	No	No	No	Yes	No	7 days per year laborers 15 clerical 21 clerical of 10 years service	No
Company S	247	No	No	Yes	does not apply				No	free to top seniors	No	Yes	No	No	Yes	Yes	Yes	Yes	No	No	No	No	Yes	Yes	-	No
Company T	400	No	only clinic	-	No	No	No	No	No	Yes	No	No	No	No	No	No	No	No	No	No	No	Yes	Yes	14 days for less 10 years service 21 for more	No	
Company U	-	No	only clinic	-	No	No	No	No	No	Yes	No	No	No	No	No	No	No	No	No	No	No	Yes	Yes	14 days for less 10 years service. 21 for more than 10 years	No	
Company V	-	No	only clinic	-	No	No	No	No	No	Yes	No	No	No	No	No	No	No	No	No	No	No	Yes	Yes	14 days for less 10 years service. 21 for more than 10 years	-	
Company W	-	No	only clinic	-	No	No	No	No	No	Yes	No	No	No	No	No	No	No	No	No	No	No	Yes	Yes	14 days for less than 10 years service 21 for more than 10 years	-	
Company X	-	No	only clinic	-	No	No	No	No	No	Yes	No	No	No	No	No	No	No	No	No	No	No	Yes	Yes	14 days for less 10 years service. 21 days for more	No	
Company Y	ork-	No	only clinic	-	No	No	No	No	No	Yes	No	No	No	No	No	No	No	No	No	No	No	Yes	Yes	14 days for less 10 years service. 21 days for more than 10 years	No	

LEBANON

PART IX - COMMUNICATION

Name	No. of Employees	Question 1	Question 2	Question 3	Question 4	Question 5	Question 6	Question 7	Question 8
Company A	800	Yes	Yes	No	Yes	Yes	Yes	since the estab- lishment of Company	Yes
Company B	-	Yes	No	Yes	No	Yes	No	-	-
Company C	446	Yes	Yes	?	Yes	Yes	No	-	-
Company D	430	Yes	No	No	sporadic meetings on technical	Chief Engineers opinion is taken	No	-	-
Company E	400	Yes	Yes	Yes	Yes	Yes	Yes	1949	to a certain extent
Company F	-	Yes	Yes	Yes	Yes	Yes	No	-	-
Company G	85	Yes	No	Yes	Yes	Yes	No	-	-
Company H	59	Yes	No	Yes	Yes	Yes	No	-	-
Company I	59	Yes	No	Yes	Yes	Yes	No	-	-
Company J	58	Yes	No	Yes	Yes	-	Yes	1953	Yes
Company K	32	Yes	No	No	No	Yes	No	-	-
Company L	30	Yes	-	Yes	Yes	Yes	No	-	-
Company M	23	Yes	-	Yes	Yes	Yes	No	-	-
Company N	22	Yes	Yes	Yes	Yes	Yes	No	-	-
Company O	16	Yes	-	Yes	-	Yes	Yes	1953	Yes
Company P	14	Yes	-	Yes	Yes	Yes	Yes	1948	Yes

E G Y P T
PART IX - COMMUNICATION

Name	No. of Employees	Question 1	Question 2	Quest 3	Quest 4	Quest 5	Quest 6	Quest 7	Quest 8
Company Q	990	No	Syndicate	No	No	Yes	No	-	-
Company R	570	No	Yes	No	No	Yes	No	-	-
Company S	247	No	Syndicate	No	No	Yes	No	-	-
Company T	400	sometimes	Syndicate	No	No	Yes	No	-	-
Company U	-	sometimes	Syndicate	No	No	Yes	No	-	-
Company V	-	sometimes	Syndicate	No	No	Yes	No	-	-
Company W	-	sometimes	Syndicate	No	No	Yes	No	-	-
Company X	-	sometimes	Syndicate	No	No	Yes	No	-	-
Company Y	-	sometimes	Syndicate	No	No	Yes	No	-	-

PART X - MANAGEMENT & TRADE UNIONS (SYNDICATES)

Name	No. of Employees	Question 1	Question 2	Question 3	Question 4	Question 5
Company A	800	100%	No	Yes	three	15 days
Company B	-	number not disclosed	No	-	-	-
Company C	446	?	No	Yes	once	-
Company D	430	None	No	No	-	-
Company E	400	Syndicate	Yes	Yes	once	20 days
Company F	-	10%	Yes	No	-	-
Company G	85	None	No	No	-	-
Company H	59	None	No	No	-	-
Company I	59	None	No	No	-	-
Company J	58	None	No	No	-	-
Company K	32	-	No	No	-	-
Company L	30	-	-	-	-	-
Company M	23	-	-	-	-	-
Company N	22	-	-	-	-	-
Company O	16	None	-	-	-	-
Company P	14	None	No	No	-	-

EGYPT

PART X - MANAGEMENT & TRADE UNIONS (SYNDICATES)

Name	No. of Employees	Question 1	Question 2	Question 3	Question 4	Question 5
Company Q	990	98%	No	Yes	Twice	one days only
Company R	570	70%	No	No	--	--
Company S	247	60%	No	No	--	--
Company T	400	100%	sometimes	Yes	Twice or Thrice	two or three days
Company U	-	100%	sometimes	Yes	Twice or Thrice	two or three days
Company V	-	100%	sometimes	Yes	Twice or Thrice	two or three days
Company W	-	100%	sometimes	Yes	Twice or Thrice	two or three days
Company X	-	100%	sometimes	Yes	Twice or Thrice	two or three days
Company Y	-	100%	sometimes	Yes	Twice or Thrice	two or three days

LEBANON

PART XI - GENERAL

Name	No. of Employees	Question 1		Question 2	Question 3	Question 4	Question 5		Question 6	Question 7	Question 8	Question 9	Question 10	Question 11
		a	b				a(5)	b						
Company A	800	Yes	Yes	Yes	35 hrs in winter & 32 1/2 in summer	46 hrs in winter & 39 in summer	Yes	Yes	Yes	-	Administrative & Personnel Officer	Yes	Yes	Yes
Company B	-	300 clerical per year	215 per year	yes for costing purposes	depends on area Beirut 44 hrs. per week	depends on area Usually 9 hrs per day.	Yes	-	Yes	-	Employment & Personnel supervisor	Yes	through executives	Yes
Company C	446	10	10	negligible	40 hrs per week winter 15 per week summer	-	Yes	No	Yes	-	Chief Personnel Officer	Two	through executives	Yes
Company D	430	Yes	Yes	Yes	max. 48 hrs. per week	max. 48 hrs. per week	Yes	No	Yes	-	Personnel Manager	None	on pure personnel matters	Temporary Committees
Company E	400	semi annually	-	Yes	35 hrs. per week	48 h. p/week	Yes	Yes	Yes	-	Industrial relations Advisor	Yes	both	yes several
Company F	-	Yes	Yes	Yes	8 hrs. per day	8 hrs. per day	Yes	Yes	Yes	-	-	Yes	through executives on the line	Yes
Company G	85	Yes	Yes	negligible outside sickness	7 hrs. per day	depending on the season	Yes	Yes	no part-time	special Officer part time	Secretary	No	through executives	Yes
Company H	59	-	-	-	48 hrs. per week	48 hrs p/week	Yes	Yes	No	Head of Dept	-	-	Direct	No
Company I	59	No	No	No	45 hrs. per week winter & 41 hrs in summer	8-9 " per day	Yes	No	No	Mr. Gargour	-	-	-	-
Company J	58	-	-	Yes	6-7 hrs. p/day	8 hrs per day	yes	Yes	No	Sub-manager	-	-	Yes	No
Company K	32	No	no	Yes	8 hrs per day	8 hrs per day	No	No	No	owner of business	-	-	-	-
Company L	30	-	-	-	8 hrs per day	8 hrs per day	-	-	-	Manager	-	-	gen. manager	-
Company M	23	-	-	Yes	8 hrs per day	8 hrs per day	Yes	Yes	No	Section Manager	-	No	through executives	Yes
Company N	22	Yes	Yes	Yes	7 hrs per day	7 hrs per day	Yes	Yes	No	Administrative Officer	-	-	direct	Yes
Company O	16	-	-	-	8 hrs per day	8 hrs per day	-	-	-	Asst. Manager	-	-	-	-
Company P	14	-	-	-	8 hrs per day	8 hrs per day	Yes	-	No	Managing Officer	-	-	-	-

EGYPT

PART XI - GENERAL

Name	No. of Employees	Quest 1		Quest. 2	Question 3	Question 4	Quest 5		Quest. 6	Question 7	Quest 8	Quest. 9	Question 10	Question 11
		a	b				a	b						
Company Q	990	No	No	No	6 hrs per day	9 hrs per day	Yes	No	No	Manager	-	-	-	-
Company R	570	No	No	No	7 1/2 hrs per day	8 hrs per day	No	No	No	Head of Department	-	-	-	-
Company S	247	No	No	No	7 1/2 hrs per day	8 hrs per day	No	No	No	Secretary	-	No	through executives on the line	No
Company T	400	No	No	No	7 hrs per day	8-9 hrs per day	Yes	No	Yes	-	-	Yes	through executives on the line	No
Company U	-	No	No	No	7 hrs per day	8-9 hrs per day	Yes	No	Yes	-	-	Yes	through executives on the line	No
Company V	-	No	No	No	7 hrs per day	8-9 hrs per day	Yes	No	Yes	-	-	Yes	through executives on the line	No
Company W	-	No	No	No	7 hrs per day	8-9 hrs per day	Yes	No	Yes	-	-	Yes	through executives on the line	No
Company X	-	No	No	No	7 hrs per day	8-9hrs per day	Yes	No	Yes	-	-	Yes	through executives on the line	No
Company Y	-	No	No	No	7 hrs per day	8-9 hrs per day	Yes	No	Yes	-	-	Yes	through executives on the line	No

تهدف الخدمة الاجتماعيه بنصفه عامه الى تأمين مستقبل الفرد وتقوية دعائم التضامن الاجتماعى وتوفير سبل الحياه الهادئه الكريمة بحيث ينعم كل مواطن بمسكن صالح وقذاق وراحه وصحه جيده كما تمهد له القسط الكافى من التعليم الذى يعود عليه وعلى امته بالخير والفائده .

والعامل فى الصناعه من اهم عناصر الانتاج وعلى اكتافه تقوم النهضه الصناعيه فى البلاد لذلك وجهت المصلحه عنايتها الكبرى لتوفير انواع الرعاية المختلفه فى المؤسسات العماليه سواها من الوجهه الاجتماعيه او الصحيه او الثقافيه حتى ينعم العامل بحظ من الكفايه والسعاده تجعله ليهن صالحه فى المجتمع الذى يعيش فيه .

فلم تكف فى سياستها العامه بالاهتمام بالناحيه التشريعيه بالتفتيش على المؤسسات الصناعيه والتجاره ومراقبه تطبيق القوانين العماليه او السعى الى حل المشكلات التى تقع بين العمال واصحاب الاعمال فحسب بل اضافت على عاتقها مسئولية كبرى لا يتحملها التشريع ولا تفرضها القوانين وهى تلك المسئوليه التى تحتاج الى بذل الجهد فى اقتناع اصحاب الاعمال لرفع مستوى الحياه الاجتماعيه للعمال والاهتمام بهم كأفراد تربطهم معهم علاقات مختلفه من شأنها أن تؤثر فى حاضر الأمه ومستقبلها وما تحققة من فائده مزدوجه لكل من الفريقين . ومن ثم تكون المصلحه قد اتخذت خطوه وقائمه انشائية لتقضى على المشاكل من جذورها .

وقد عهدت للقيام بهذه المسئوليات الى ادارة انشائها لهذا الغرض وهى ادارة المسائل الاجتماعيه وتكون مستقلة فى اعمالها بعيده عن سلطة التفتيش والرقابه وزودتها بعدد من الموظفين الفنيين من ذوى الخبرة فى النواحي الاجتماعيه حيث لا يمكن الجمع بين وظيفه التفتيش والرقابه وبين وظيفه التوجيه والعمل على توفير الرعاية الاجتماعيه فى المؤسسات الأمر الذى تنعدم فيه ثقة اصحاب الاعمال والعمال فى ماهية الخدمة الاجتماعيه .

وقد كانت الفكره من انشاء هذه الاداره هو تحقيق برنامج يرمى الى محاوله رفع المستوى الاجتماعى للعمال ورعايتهم داخل المصانع وخارجها حتى يطمئنون فى حياتهم وتتشرروا بالتعاون والألفه فيما بينهم كما تمهدهم عن الهواجس والافكار الهدامه وترفع حالتهم المعنويه الى درجه يتضافر معها الانتاج وتنخفض نسبة الخسائر الناتجه عن الاهمال والتقشير .

ولتنفيذ هذا البرنامج تقوم الاداره بالنواحي الاتيه :-

١- الاتصال بمختلف المصانع التى يزيد عدد عمالها عن ٥٠ عاملا لاقتناع المشرفين عليها بالتعاون مع الاداره فى ايجاد وسائل الترفيه والرعاية لعمالهم كانشاء مطاعم أو نوادى أو مقلصا أو جمعيات تعاونيه أو صناديق ادخار أو اعانات أو قروض أو غير ذلك من المسائل التى لمست المصلحه أنى العمال فى مسير الحاجه اليها حتى تخلص نفوسهم .

٢- تنظيم هذه النواحي بعد الانتشار على انشائها باعداد اللوائح المنظمه لها حتى يكفل لها النجاح .

٣- الاشراف على تنفيذ الالتزامات الاجتماعيه التى نصت عليها القوانين العماليه واستغلال اموال التزامات الموجوده بهذه المؤسسات فى تحقيق أو تدعيم احدى النواحي الاجتماعيه السابق الاشاره اليها اليها أو توفير خدمه طبيه لأسرة العامل .

٤- دراسة حالات العمال الملجزين عن الكسب بسبب الشيخوخة أو المرض أو الإصلاخ وتقرير امانات ماليه طبقا للقرار الوزاري الصادر في هذا الشأن والاقصال بالهيئات الاجتماعية المعنيه بهذه النواحي لتوجيه هؤلاء العمال واسرهم التوجيه الاجتماعي الصحيح .
٥- الاشراف على استخراج وتجديد رخص توريد العمال طبقا لقانون عقد العمل الفردي والقرارات الوزاريه التي تصدر في هذا الشأن .

٦- توجيه مكاتب العمل توجيهها بمقتضى مع الأسس والسياسه التي تسيرونها الادارة بتحقيق برنامجها الاجتماعي .
٧- اعداد الاحصائيات اللازمه بصفة دورية من جميع نواحي النشاط الاجتماعي بالمؤسسات الصناعيه والتجاريه في انحاء الدوله .
وفيما يلي ملخص من نشاط الادارة في هذه النواحي عام ١٩٥٢

أولاً - النواحي الاجتماعية بالمؤسسات الصناعيه والتجاريه .

نظراً لظروفه الاتصال بالمصانع والشركات فرادى في جميع انحاء الدوله لقله عدد الموظفين الفنيين بالادارة وذلك للوقوف على النواحي الاجتماعيه التي اهتمت بها وما يتطلبه الوقت الحاضر من السعي الحثيث لاتخاذ الخطوات العمليه لتحقيق برنامج الادارة الاجتماعي وايجاد حلول سريعة لترقية الناحية الاجتماعيه التي يمكن ان تووؤى الى رفع مستوى العامل فقد روي ارسال نشرات دورية للمؤسسات الصناعيه والتجاريه في جميع انحاء الدوله والتي يربو عدد عملها على ٥٠٠٠ عاملاً لنشر الدوره وايضا للوعيه الاجتماعيه بين اصحاب الاعمال والمشرفين على هذه المؤسسات وعلى ضوء هذه الردود وبواسطة لجنة تشكل بالادارة يمكن دراسة هذه النواحي بوضع الخطة التي يمكن تنفيذ هذه البرامج .
ويسر الادارة ان تقر انه قد لب هذه الدعوه عدد غير قليل من ارباب الاعمال وقاموا بتحقيق الكثير من الخدمات الاجتماعيه لعمالهم . وفيما يلي سنبين احصائيا ملخصا عن اوجه النشاط الاجتماعي السائد قامت الادارة بتوفيره وحصره في المؤسسات الصناعيه والتجاريه المختلفه .

١- عدد المؤسسات التي توفر نواحي اجتماعيه

بلغ عدد المؤسسات الصناعيه والتجاريه التي امكن للادارة دراسة النواحي الاجتماعيه بها اما عن طريق زيارتها أو عن طريق الردود على منشوراتنا المشار اليها أو عن طريق حضور لجان الفيرامات عدد ٣٠٣ مؤسسه يشغل بها عدد ١٩٥٠٠٠ مستخدماً وعاملاً وهذه المؤسسات توفر نواحيه أو أكثر من النواحي الاجتماعيه المختلفه الاتييه .

١- التغذية

لقد عنت الادارة بهذه الناحيه بصفه خاصه في المؤسسات الصناعيه والتجاريه لما لها من أثر كبير على المستوى الصحي للعمال لما تبين لها اثنا الدراسات التي قامت بها في بعض المؤسسات أن العمال أو العاملات يتناولوا لولا في فترات الغذاء وجبات بارده غير محتويه على العناصر الغذائيه الكافيه مما يجلبونه معهم من منازلهم أو يشترونها من الباعة التجوليين بجوار المؤسسة مما ينشأ عنه بعض امراض سوء التغذية . فوجهت بعض اصحاب الاعمال والعمال الى ضرورة انشاء مطاعم أو مقاصف لتغذيتهم وجبات غذائيه نظيفه مشتمله على جميع العناصر الغذائيه مع ١٠٠٠٠٠ وبتراون مقدار ما يساهم به العامل في ثمن هذه الوجبه من ١١٥ الى ٢٥ مليماً .

وقد بلغ عدد المؤسسات التي يوجد بها مطاعم ومقاصف حسب ما هو موضح بعدد عدد المؤسسات الموجود بها مطاعم ٥٨ مؤسسه تضم ١٥٠٠٠٠ عامل تقريباً .

عدد المؤسسات الموجودة بها مقاصف (كاتينات) ٥٠ مؤسسه تضم عدد ٥٠٠٠٠٠ عامل ترفيهيا
 كما لاحظت الادارة عند دراسة الخدمات الاجتماعيه لاسيما في المؤسسات التجاربه في قسمي عابدين
 والاوكيه وجود عدد كبير من الفتيات اللاتي يعملن بها اذ يبلغ عدد ما ٢٧ مؤسسه تضم ما يقرب من
 ١٢٠٠ فتاه - وقد اقلت فيها مسألة تنظيم تناول وجبه غذائيه وعداد مكان يخصص لقضا فترة الراحة
 لهن + خصوصا وأن الكثير من الفتيات اللاتي يعملن بهذه المؤسسات يقطنن في جهات بعيدة ونائيه
 لذلك اهتمت الادارة بموضوعهن لحدوثه من الناحيتين الخلقيه والصحيه معا فقامت بدراسة واقفيه
 لمعرفة عدد الفتيات اللاتي يرغبن في تناول هذه الوجبه وتكليفها وقد امكنها الاتفاق مع جمعية الشابات
 المسيحيه للتعاون في هذه الناحيه على ان تتولى الجمعيه تقديم وجبه غذائيه مطبوخه ثلاث ايام
 في الاسبوع كما امكن الاتفاق مع بعض هذه المؤسسات في الفناهمه في تكاليف هذه الوجبات + وقد اقبل
 الكثير منهن على تناول هذه الوجبه وقضا مدة الراحة بها .

٢- الناحية اللبنيه

يفرض قانون عقد العمل الفردي على اصحاب المؤسسات الكثيره أن يقدموا لعمالهم بلا مقابل العلاج
 الطبي والدواء اللازم لهذا العلاج
 وقد اهتمت الادارة بهذه الناحيه لما لها من اثر كبير في حياة العامل واستقرت فست لدى بعض
 اصحاب الاعمال في ~~توفير بعض الخدمات الطبيه التي لم يتناولها القانون~~ كما اهتمت برعاية
 اسر العمال وذلك عن طريق انشاء مستوصفات أو عيادات واستغلال اموال الضرامات في هذه النواحي
 وقد بلغ عدد المؤسسات التي بها عيادات أو انشاءت مستوصفات أو مستشفيات أو اشتركت بها لعلاج
 العمال واسرهم حسب البيان الاتي :-

عدد	٨٣	مؤسسه بها عياده	وتضم عدد ١٠١٦٣٧	عاملا
عدد	٦٣	مستوصفات أو مستشفيات	وتضم ٨٢٨٩٣	عاملا
عدد	١٤	اشتركت بها مستوصفات أو مستشفيات	وتضم ٤٢٩٦٣	عاملا

٣- النواحي الترفيهيه

ندرا لما لهذه الناحيه من اثر في حياة العامل الصحيه والخلقيه فقد وجهت الادارة عنايتها
 الي توجيه اصحاب المؤسسات الصناعيه والتجاربه الي اهمية هذه الناحيه والعمل على انشاء الانديه
 الرياضيه المختلفه أو الاشتراك في الموجود منها لشغل وقت فراغهم لما يعود عليهم بالفائده حتى
 ينشأ المواطن الصالح الذي يعود على نفسه واتته بالنفع والفائده .
 وقد بلغ عدد المؤسسات التي اهتمت بالنواحي الترفيهيه لعمالها ومستخدميها حسب ما هو موضح

بمــــ

عدد	٤٠	مؤسسه بها انديه رياضيه	وتضم عدد ٦٥٠٠٠	عاملا	ترفيهيا
عدد	١٧	مشاركه في انديه رياضيه	وتضم عدد ١٠٠٠٠	عدد	عدد
عدد	٣٠	بها اماكن للراحه	عدد ٤٨٠٠٠	عدد	عدد
عدد	١٧	صاله للسينما والتشيل	عدد ٤٥٠٠٠	عدد	عدد
عدد	٧	حمامات سباحه	عدد ٢٥٠٠٠	عدد	عدد
عدد	٣	تنظيم معسكرات صيفيه	عدد ٦٥٠٠٠	عدد	عدد
عدد	١٥	تنظيم رحلات	عدد ٣٧٠٠٠	عدد	عدد

٤ الجمعيات التعاونية

لا تقل أهمية الجمعيات التعاونية ونشرها في محيط العمال عن غيرها من سائر الخدمات الاجتماعية فهي وسيلة للاستيفاء عن الوسيط وهو تاجر التجزئة فتتيح بثمن التجزئة لكي تحصل على فائدة ثم يذهب للعضو وهو ما يسمى بالعائد وبهذه الطريقة يدخر المستهلك بعض أمواله فضلا عن أنها توفر للعضو حاجاته المعيشية الضرورية من مأكّل أو ملابس كما أنها توفر خدمات اجتماعية للأعضاء كصناديق الادخار والاعانات وعلاج أسر العمال وغير ذلك .

وقد بلغ عدد المؤسسات التي أنشأت بها جمعيات تعاونية لعمالها ومستخدميها

٤١ مؤسسه وتضم ٧٥٠٠٠ عاملا تقريبا

٥- المساكن

وقد بلغ عدد المؤسسات التي أنشأت لعمالها ومستخدميها مساكن أو غرف لهم بـ

٤٨ مؤسسه وتضم ٩٠٠٠٠٠ عاملا تقريبا

وموزعة حسب البيان الآتي :-

١٧ مؤسسه أنشأت بها مساكن للموظفين

٢٨ ر ر ر ر للعمال

٣ ر توفيق للعمال ومستخدميها بمعدل مسكن

٦- وسائل الانتقال

بلغ عدد المؤسسات التي توفر لعمالها ومستخدميها وسائل الانتقال ٤٤ مؤسسسه

وتضم ٥٠٠٠٠ عاملا تقريبا

٧- الناحية الثقافية

تبين من دراسة النواحي الاجتماعية الموجودة في بعض المؤسسات الصناعية والهجارية أنها لا تغفل الاهتمام بهذه الناحية ولو أنها في مجموعها أقل مما توفره من خدمات اجتماعية أخرى . وفيما يلي بيان أوجه النشاط المختلفة في هذه الناحية :-

٥ مؤسسسه أنشأت بها مكاتب وتضم ٢١٠٠٠ عاملا تقريبا

٧ ر تنظم حفلات للخارج ر ٢٠٠٠٠ ر ر

١٧ ر تهتم بنواحي التدريب المهني وتضم ٣٤٠٠٠ ر ر

كما اهتمت بعض المؤسسات بالناحية الدينية اهتماما خاصا لما لها من اثر طيب في تهذيب الخلق ونشر الوعي الديني في محيط العمال فأنشأت لهم مساجد لاقامة الشعائر الدينية بها في فترات الراحة كما أن بعضها قد عين بها واعضا لالقاء بعض المحاضرات الدينية . وقد بلغت المؤسسات التي بهل مساجد ١٠ مؤسسسه

٨- صناديق الادخار والمعاشات والتأمين

لقد أصبح توفير الدائمات ورفع مستوى العمال من اهداف السياسة الاجتماعية في معظم بلدان العالم وهو اتجاه محمود يدل على انتشار المبادئ الحديثة الخاصة بمسئولية الهيئة الاجتماعية تجاه اعضائها والادخار في محيط العمال من اهم الوسائل التي تهدف الى اشاعة هذه الطمأنينة وتحسينهم من العوز وحماية مستقبلهم ومستقبل ذويهم من الانهيار وتعرضهم فجأة للطوارئ التي تحول بينهم

وبين الحصول على مواردهم العادية . كما انه يبعث على الاستقرار في المجتمع الذي يعيشون فيه فيؤدي كل عمله وهو راغب فيه رغبة اكيدة ملغنا الى سلامة رزقه ويزق من يعول في حياته وبعد وفاته . لذلك وجهت المصلحة (ادارة المسائل الاجتماعية) عناية كبرى في دراسة النظم الخاصة بصناديق الادخار الموجوده بالمؤسسات الصناعيه والتجاريه والاتفاق على تعديلها بما يتماشى مع سياسة الادارة في تقوية وتنظيم العلاقة بين العمال واصحاب الاعمال كما تعمل الادارة على توفير هذه الناحيه في المؤسسات الأخرى التي لا يوجد بها هذه الصناديق .

وقد تبين على ضوء هذه الدراسات والاختصاصيات المتعلقة بهذه الناحيه ما يأتي :-

عدد	مؤسسه	بها	صناديق	ادخار	ويستفيد	منها	عدد	عامل	ومستخدم	تقريباً
٥١	٤٥٠٠٠	٢٠٠٠	٢٠٠٠	٥٠٠٠	٥٠٠٠	٥٠٠٠	٢٠٠٠	٥٠٠٠	٥٠٠٠	٥٠٠٠

٩- صناديق الاعانات والقروض .

تعمل الادارة بجانب نشر صناديق الادخار والمعاشات والتأمين بين العمال في المؤسسات المذكورة على توفير صناديق المعونه والقروض لتقوم بمساعدة العمال في ظروف معينه كالزواج والوفاء والوضع والمعرضو حالات الكوارث . كما أن الادارة كثيراً ما تستغل اموال الغرامات الموقعه على العمال في الفواحي الاجتماعيه سالفة الذكر لأهميتها في بث روح اللامئبنة للعمال واوسرهم اثناً خدمتهم بالمؤسسه .

وقد بلغ عدد المؤسسات التي انشئ بها صناديق اعانات وقروض حوالي ٨٥ مؤسسه يستفيد منها

عدد	عامل	ومستخدم
٨٠٠٠٠	٨٠٠٠٠	٨٠٠٠٠

١٠- المنح والمساعدات .

تهتم كثير من المؤسسات لا سيما التي يربو عدد عاملها على مائة عامل بتقديم مساعدات مالية في المناسبات كما تقوم بمنحهم اجازات سنويه /تزيد عما يفرضه قانون عقد العمل الفردي فضلاً عن ذلك فهناك مؤسسات تصرف لعمالها منحا مختلفة كالملايس ومصاريف جنازة لأسرة العامل المتوفى وصرف مواد عينية في العواسم والاعهاد وفيما يلي بيان ذلك .

عدد	مؤسسه	تمنح	عاملها	ومستخدميها	مكافآت	في	آخر	السنة	وتضم	عدد	تقريباً
٤٥	٤٥٠٠٠	٢٥٠٠٠	٢٥٠٠٠	٢٥٠٠٠	٢٥٠٠٠	٢٥٠٠٠	٢٥٠٠٠	٢٥٠٠٠	٢٥٠٠٠	٢٥٠٠٠	٢٥٠٠٠

وتود أن نشير على سبيل المثال الى بعض المؤسسات التي توفر رعاية اجتماعية كاملة لمستخدميها

وعالها داخل المصنع وخارجه وهي :-

- ١- شركة مصر للفنزل والنسيج بالمحلة الكبرى وتضم ١٥٨٥٢ مستخدماً وعاملاً
- ٢- ريفيك بقر الدوار ٩٠٠٠
- ٣- صباغى البهضا بالاسكندرية ٢٩٢١
- ٤- مصر لصناعة الحجر بقر الدوار ٢٣٤٤
- ٥- ليسترن للدخان والسجاير بالجيزه ٣٧٢٦

اشتهرت بوزارة الشؤون الاجتماعية (مصلحة العمل) صندوق امانات العمال المصابين بعجز يمنحهم عن الكسب بسبب عاهة كلية مستديمة أو جزئية يزيد مقدارها عن ٥٠٪ أو لسبب العجز الفاش عن المرض ~~تأجيله~~ أو بسبب بلوغة سن الستين وعجزه عن تأدية عمله كذلك واشترط القرار الوزاري المنظم لهذا الصندوق اشتراطات يجب توافرها في العامل المستحق لهذه الاعانة

وتقوم الادارة بتنفيذ مرسومه هذا القرار فتلقى الطلبات وتخصمها وتحيلها الى الكشف الطبي ثم تبثها بحثا اجتماعيا اذا ما انطبقت عليها نسبة العجز المنصوص عنه بهذا القرار أو احالتها الى مصلحة الضمان للنظر في مساعدة اصحابها حسب القواعد الموضوعه لذلك

وقد بلغت عدد طلبات الامانات التي قدمت للمصلحة في سنة ١٩٥٢ هو ١٢٢٥ طلبا منها ٩٠٢ حالة تقر لها امانات بلغت قيمتها ١٥١٦٠ جنيهها والباقي وعدده ٤٢٣ طلبا احيل لمصلحة الضمان وذلك اما بسبب عدم انطباق القرار الوزاري عليه أو لعدم وجود اعتماد متبقى في صندوق الاعانات

ثالثا - رخص تويد العمال

كما تقوم الادارة بتنفيذ قانون عقد العمل الفردي فيما يختص برخص تويد العمال والقرار الوزاري الصادر في هذا الشأن

وقد تقدم للمصلحة خلال عام ١٩٥٢ ٦٥ طلبا لاستخراج أو تجديد هذه الرخص واعد منها ٣٠ رخصه وتعمل الادارة على استيفاء المستندات عن العدد الذي طبقا للقرار الوزاري الخاص بذلك

ونظرا لأن الاعباء الملقاه على عاتق الادارة أخذت في الازدياد لا سيما بعد صدور المرسوم بقانون رقم ٣١٧ لسنة ١٩٥٢ في شأن عقد العمل الفردي الذي نص في المادة ٤٧/٤ على أنه يجب على القائمين بانشاء صناديق الادخا أو المساعدات أو المعاش في المنشآت أن يحصلوا على موافقة مصلحة العمل على لوائح هذه الصناديق قبل تسجيلها لدى الجهات المختصة ويعتبر عدم اعتراض مصلحة العمل عليها خلال ستين يوما من تقديم اللائحة اليها موافقة منها

ولما كانت المصلحة الآن تقوم بدراسة شاملة لتنظيمها تنظيما يتفق مع سياسة التوسع الصناعي في البلاد وسوء تزايد التزامات المصلحة المتعلقة بالرعاية الاجتماعية للعمال تبعا لذلك

لذلك نرجو ان نتنهر هذه الفرصة فنشير الى بعض المقترحات اللازمة التي صرنا الادارة على ضوء خبرتها في السنوات السابقة لكي تؤدي رسالتها المنشودة وحتى تتمشي جنبها الى جنب مع النهضة الاجتماعية في العهد

الحاضر

١- تعزيز الادارة بمفتش اجتماعي ليعهد اليه بنشر الدعوة الاجتماعية بين العمال واصحاب الاعمال وذلك بالاتصال بالقطاعات وتنظيم اجتماعات مع كل نقابة في دارها بالاشراك مع مندوب من ادارة التوجيه للاطلاع على لائقا محاضرات وارشادات فيما يتعلق بالنواحي الاجتماعية التي تقوم بها الادارة وطريقة تنظيمها

سوا في المصانع أو في النقابات لرفع المستوى الاجتماعي لأعضائها وحتى يوقظ ذلك الوعي الاجتماعي بين العمال فيقبلوا بحماس المشروعات الاجتماعية التي ترى الادارة انشاءها وتنظيمها في المصانع التي يعملون بها

اذ أن الادارة ليست عند حضور مندوبيها في لجان التزامات بالمؤسسات عدم تقبل العمال بسهولة لهذه المشروعات الأمر الذي يحوق تنفيذ بعضها ونجاحه

كما يقوم بالاتصال بآرباب الاعمال وافناعهم بفاية الخدمة الاجتماعية وأثرها في المحيط الصناعي بالنسبة لهم ولعمالهم وبذلك يتحقق الرعاية الاجتماعية في محيط الصناعة بدراسة اسرع واكثر مما هي عليه الآن

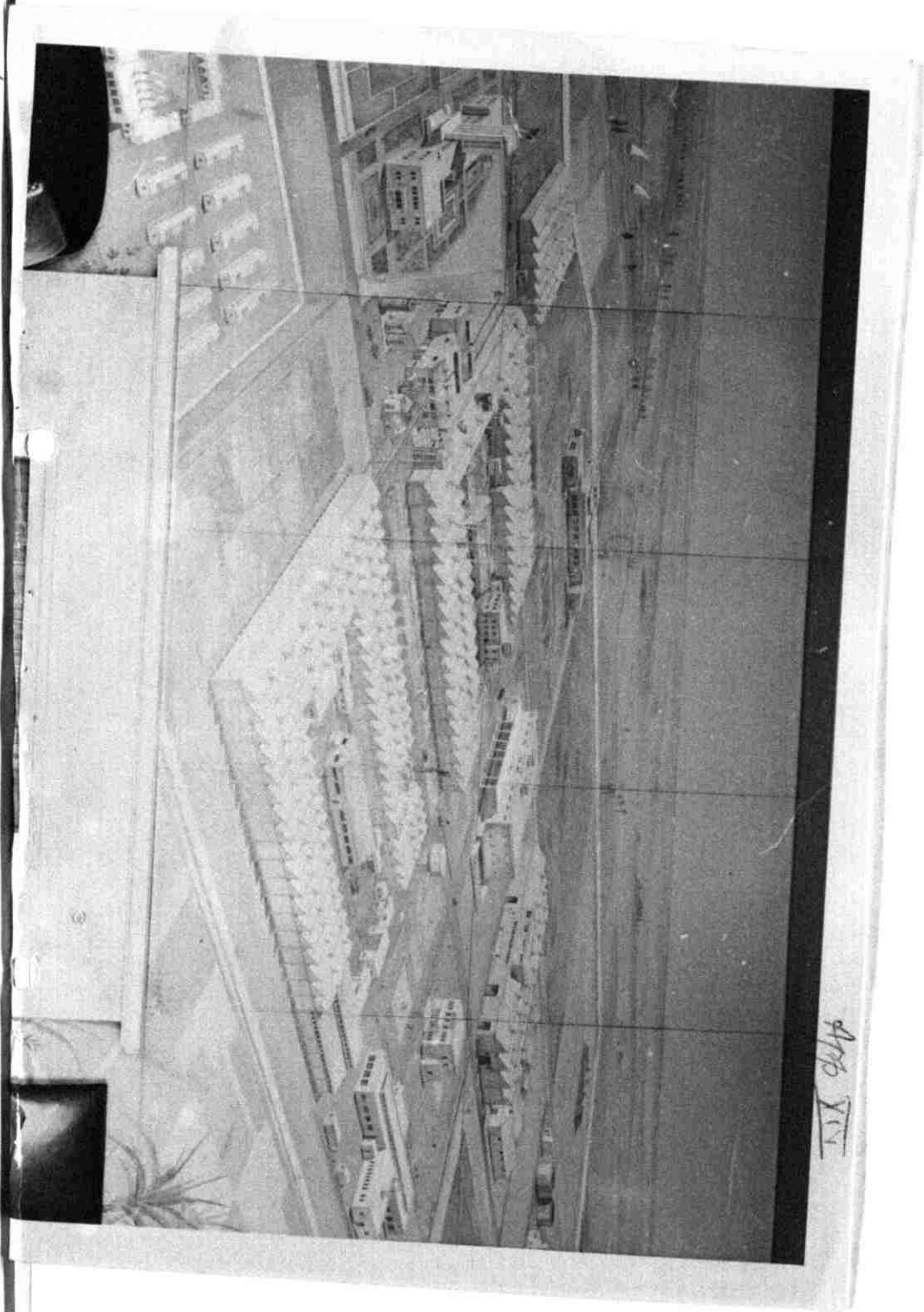
- ٢- تخصيص مفتش اجتماعي () مكتب عمل يتولى تنفيذ برنامج الإدارة الاجتماعي العمل على دراسة وتوفير النواحي الاجتماعية في مختلف المؤسسات الواقعة في دائرة المكتب حيث انه لا يجوز الجمع بين ~~المفتش~~ سلطة الاشراف والرقابة وبين السعي الى تحقيق هذه النواحي التي من اخبرد عانها كسب ثقة اصحاب الاعمال فضلا عن أن ذلك يفتح مجالاً لمبادئ الخدمة الاجتماعية .
- ٣- عقد اجتماع بالادارة كل شهر يحضره المفتشون الاجتماعيون بمكاتب العمل بالقاهرة وشبرا الخيمة لرئاسة الصعوبات التي تعترض تحقيق اهداف الادارة والعمل على تذليلها .
- ٤- عقد اجتماع كل ثلاثة شهور يحضره المفتشون الاجتماعيون بمكاتب العمل في الفروع المختلفة للفروض المشار اليه في الهند السابق .
- ٥- عقد مؤتمر سنوي يضم اصحاب الاعمال وتشرف على برنامجه وتنظيمه المصلحة لبحث الوسائل التي تؤدي الى رفع المستوى الاجتماعي بين العمال بصفة عامة وتبادل الآراء المختلفة وايداء التوصيات اللازمة في هذه النواحي لخلق وعي جديد من شأنه توطيد العلاقات الدائمة بين عنصرى الانتاج .
- ويعتقد انه لو امكن الاخذ بهذه المقترحات تكون قد دخلونا خدوة عملية في سبيل نشر برامج الخدمة الاجتماعية في محيط العمال وساهرنا موكب النهضة الاجتماعية الحاضرة في البلاد .

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القاهرة في ٢/٤/١٩٥٣

=====

ع- عكاشه



Amo XIV

اللجنة الأولى - لجنة التقارير والتوصيات

مؤتمر

خبراء الشؤون الاجتماعية للدول العربية
الدورة الثانية (١٠ - ١٦ مارس سنة ١٩٥٦)

عقد مؤتمر خبراء الشؤون الاجتماعية للدول العربية دورته الثانية بدار الأمانة العامة بالقاهرة خلال المدة من ١٠ - ١٦ مارس ١٩٥٦ وقد استعرضت البيانات التي اشتملت عليها التقارير المقدمة من حكومات الدول العربية بشأن سياستها الاجتماعية خلال عام ١٩٥٥ وما أصدرته أو أعدته من تشريعات وما قامت بتنفيذه أو بوسعها من مشروعات تتصل بهذه السياسة .

وناقش الملاحظات التي تضمنها تقرير لجنة التقارير والتوصيات ونظر فيما رأته هذه اللجنة أن تتقدم به من اقتراحات أو توصيات إلى حكومات الدول الأعضاء وإلى الأمانة العامة لجامعة الدول العربية في شأن نظام التقارير السنوية وفي شأن وجوب توجيه عناية خاصة إلى مشروعات المساكن الشعبية والتأمينات الاجتماعية وتميئة فرص التعاون في تنفيذها بين الدول العربية .

قرر في اليوم الرابع عشر من مارس ١٩٥٦ أن يضمن هذه الاقتراحات في قالب توصية عامة فيما يلي

فصلها :

- ١ - عدلا على انتظام عملية اعداد وقممع التقارير السنوية الخاصة بالمشروعات والتشريعات الاجتماعية في الدول العربية وفيسيرا للمقارنة بينها ولتتبع اتجاهاتها العامة يوصى المؤتمر :
 - أ) بأن تتخذ السلطات المختصة من الوسائل ما يضمن وصول هذه التقارير إلى الأمانة العامة في الوقت المناسب مع تيسير الاتصال المباشر بينها وبين الأمانة العامة لهذا الغرض .
 - ب) بأن تتولى الأمانة العامة اعداد تقرير سنوي من واقع التقارير الواردة اليها من حكومات الدول الاعضاء مع استمرار التطورات والاتجاهات البارزة في كل عام وايضاح الاعمال التي قامت بها ومشروعاتها المستقبلية .
 - ج) بأن يختار مؤتمر خبراء الشؤون الاجتماعية كل عام موضوعا رئيسيا يكون موضع الاهتمام المشترك للدول العربية لتقوم الأمانة العامة باعداد استخبار يطلب إلى الحكومات الاجابة عنه به - بين الموضوعات التي تتناولها التقارير السنوية .
 - د) بتأليف لجنة من الخبراء لاعداد نموذج للمسائل التي تتناولها التقارير السنوية على أن تراعى المرونة بقدر الامكان في هذا النموذج وينسج المجال لاضافة أية بيانات تكميلية ترى الدولة اضافتها إلى التقرير .

هـ) بأن تتولى اللجنة المقترحة أيضا بالتعاون مع بعض الخبراء في الاحصاء تحديد البيانات الاحصائية التي يجب أن تشتمل للتقارير السنوية عليها واستطلاع مدى توافرها في الدول العربية وبحث وسائل استكمالها .

٢ - يوصى المؤتمر باتخاذ المساكن الشعبية والوسائل والتيسيرات المتخذة لتشجيع البناء والبحوث والخاصة بخفض نفقاته موضوعا للاستخبار المقترح عن تقرير عام ١٩٥٦ واتخاذ رعاية الأحداث موضوعا للاستخبار المقترح عن تقرير عام ١٩٥٧ .

٣ - نارا لما لمسه المؤتمر في تقارير عام ١٩٥٥ من الاهتمام الواضح في أغلب الدول العربية بتوفير السكن الصحي الملائم لأبنائها وعلا على ازالة سوء ظروف السكن في هذه الدول وتوحيد الجهود في هذا الميدان . يوصى المؤتمر بأن تتضمن الأبحاث والدراسات المشار إليها في المادة " ٢ " :

أ) تهيئة فرص التعاون وتبادل الخبرة بين الدول العربية فيما يختص بمشروعات الاسكان وازالة سوء الأحياء القديمة وتجديدها .

ب) بحث وسائل تيسير البناء وما تكلفه الدولة من منح أو تسهيلات أو إعفاءات لجمعيات المساكن التعاونية وتشجيع القائمين ببناء مساكنهم من أصحاب الدخل المحدود مع الاستعانة في هذا الشأن بتجارب الدول الأخرى وخبرة الهيئات الدولية المتخصصة .

ج) بحث وسائل تحسين طرق ومواد البناء وخفض نفقاته مع الاستعانة في هذا الشأن بمعهد أبحاث البناء في مصر وبخبرة الهيئات الدولية المتخصصة .

د) اعداد مشروع توصية بنتائج هذه البحوث والدراسات يدرج في جدول أعمال حلقة الدراسات الاجتماعية للدول العربية في أقرب دورة ممكنة .

٤ - يوصى المؤتمر وقد أخذ علما بمشروع التوصيات الذي أعدته الأمانة العامة لتنسيق تشريعات العمل في الدول العربية أن هذا المشروع يفي بالضرر كأساس صالح لضمان مستوى مناسب لظروف العمل في هذه الدول ويوصى بأن تقوم الأمانة العامة باعادة صياغة المشروع على ضوء الاجابات التي تلقتها من السلطات المختصة في هذه الدول في صورة توصية أو ميثاق . عمل يدرج في جدول أعمال حلقة الدراسات الاجتماعية العربية في أقرب دورة ممكنة .

٥ - نظرا لما لمسه المؤتمر في تقارير عام ١٩٥٥ من الاهتمام الواضح في كثير من الدول العربية بادخال نظم الضمان الاجتماعي أو المساعدات أو التأمينات الاجتماعية وعلا على تنسيق هذه النظم أسوة بما اتبع في العام الماضي في شأن تشريعات العمل يوصى المؤتمر بأن تؤلف الأمانة العامة لجنة من الخبراء في نظم التأمينات الاجتماعية لدراسة نظم المساعدات أو التأمين أو الضمان الاجتماعي في الدول العربية وللنظر في وضع المبادئ الأساسية التي يجب أن تقوم عليها هذه النظم وذلك على ضوء توصيات حلقة الدراسات الاجتماعية في دورتها الثالثة المنعقدة في دمشق عام ١٩٥٢ ومع

الاستشارة بأحكام اتفاقية العمل الدولية رقم ١٠٢ التي أقرها مؤتمر العمل الدولي في دورته الرابعة والثلاثين المنعقدة في جنيف عام ١٩٥٢ .

٦ - لقد كانت التقارير والدراسات المشار إليها لا تحقق فائدتها المرجوة على نحو مرضٍ إلا إذا توافرت الاحصائيات الاقتصادية والاجتماعية ووحدات نماذجها في جميع الدول العربية وحيث أن التوصيات التي أصدرها المؤتمر في هذا الشأن في دورته الاولى المنعقدة بالقاهرة عام ١٩٥٥ لم تنفذ بعد يرى المؤتمر وقد أخذ علماً بالخطوات التي اتخذتها الامانة العامة لتنفيذها أن هذه الخطوات غير كافية وأن القوة التي اقترحت للإدارة الاحصائية المقترح انشاؤها أقل من أن تنهض بالأعباء التي ألقها هذه التوصيات على عاتق الامانة العامة ولهذا يدعو مجلس الجامعة الى العمل على تعزيز هذه الإدارة ورصد الاعتمادات الكافية لقيامها بواجباتها بما في ذلك تقديم المعونة الفنية للدول الاعضاء في كل ما يتصل بتنفيذ الاحصائيات المطلوبة طبقاً للنماذج الموحدة .

٧ - تيسير التبادل الخبرة بين الدول العربية وضمناً لرفع مستوى هذه الخبرة يرى المؤتمر وقد أخذ علماً بمشروع قوائم الخبراء العرب الذي تحده الامانة العامة بالرجوع الى حكومات الدول العربية أن تشكل لجنة دائمة بالامانة العامة لمراجعة هذه القوائم في مختلف ميادين الخبرة واستكمالها أولاً بأول على أن تنظر هذه اللجنة في طلبات المعونة الفنية التي ترد إليها من حكومات الدول العربية بالتعاون مع هيئة الأمم المتحدة ووكالتها المتخصصة .

ويطلب الى مجلس الجامعة توفير الاعتمادات اللازمة لتقديم هذه المعونة الفنية للدول العربية التي تطلبها .

رئيس المؤتمر

(محمد حسن المشاوي)

المقرر

(عبد المثنى سميد)

Beirut
14 June 1954

Dear Sir(s),

Attached is a questionnaire which you are kindly requested to fill at your earliest convenience and return to :-

Shafiq Saba
Commerce Dept.
American University
Beirut - Lebanon.

This information which is required solely for an M.A. thesis on "The Limitations to the Growth of Personnel Management in the Arab Countries" will be treated as strictly confidential, and when used for statistical purposes, the source will not be disclosed.

Your cooperation in this matter will be greatly appreciated.

Yours faithfully,

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Yours faithfully,

Shafiq Saba

QUESTIONNAIRE

I - RECRUITMENT

1. How many persons do you employ
 - a - Clerical personnel
 - b - Labourers

2. What are the sources of supply of your employees
 - a - Direct Contact with Colleges and Universities%
 - b - Contacts with Government Labour Bureaus%
 - c - Contacts with Trade Unions%
 - d - Contacts with individuals on their own%

3. Do you have any special application forms

4. Do you have a follow up system to enable you to be always in the picture for possible sources of Labour

II - EMPLOYMENT

1. Do you follow the procedure of giving tests to applicants

2. What type of test is usually given
 - Intelligence test
 - Specialisation test.....

3. Are applicants interviewed before engagement

4. How many times is the applicant interviewed before engagement

5. Who interviews him

6. How many persons are usually present in the interview

7. Is a description drawn up for each job available in the organization

8. Is the job description used during the interview

9. Do you require written references

III. SELECTION

1. Does the Chief of the Branch where the vacancy exists have a say in the selection
2. Is the selection done purely on the basis of merit
3. Is the candidate's personality taken into consideration
4. Do you encourage people already employed to apply for vacant jobs
5. Do you encourage people already employed to recommend applicants for vacant posts, and are their recommendations taken into consideration

IV- INDUCTION

1. When a new person is recruited is he introduced to his colleagues
2. Is he shown around the offices of the plant
3. Who shows him around
4. Is he given any manuals to read, briefings or explanation
5. What is the length of the induction period
6. Do you normally take people on probation basis
7. What is the length of the probation period

V- TRAINING

1. Does your organization undertake any training programs for its employees

2. What training methods are used
 - a - Lectures
 - b - Conferences
 - c - Visual aids
 - d - On-the-job-Training.....
3. Is there a follow up system to find out whether the trainee applies what he learns in the lecture or conference room to his job
4. Does the training program have your and the Management's whole-hearted support
5. Do you encourage employees to take courses in Educational institutions in their spare time
6. Do you finance the courses :

totally
partly
No
7. What institutions do you encourage your employees to enroll in usually
8. Do many of your employees enrol in correspondence courses
9. Do you send any of your employees abroad for further studies
10. What type of courses do they specialize in
11. Who bears their expenses
12. Are their salaries paid while they are abroad
13. Are their expenses reimbursed through monthly deductions from their salaries later
14. Are you keen on training some of the thought to be promising individuals for potential top executive posts
15. Are these rotated around among the different departments

- 16. Or are they sent abroad for training
- 17. How long is the trainee kept in each department
- 18. Who supervises him

VI- JOB SPECIFICATION, EVALUATION & EMPLOYEE RATING

- 1. Are jobs studied in view of improvement and specifications drawn
- 2. What method or methods do you use for job evaluation
- 3. Have you established a manning table or cadre of wages & salaries
- 4. Are salaries & wages paid on the basis of job evaluation
- 5. Is the value established for the job paid to anybody taking it or does it depend on the bargaining power of the applicant and/or backing from external parties
- 6. Is there a range of increments within the grade and salary scale in order that seniority may be taken care of
- 7. Is there a rating system whereby the achievements of every employee, within the job, is measured to the standards required of him in the performance of the post
- 8. Is the employee told from time to time about how he stands in the performance of his duties
- 9. Is success recompensed
- 10. Is there any effort on the part of Management to find out the reason or reasons for the failure of any employee to attain the standards established for the job

- 11. Once the reasons for failure are established, is any effort exerted to correct the situation in either giving advice or training

VII- PROMOTIONS, TRANSFERS & LAY OFFS

- 1. Is there a system of promotions applied by your undertaking
- 2. It has been said that in well run organizations "when a manager retires a new office boy is recruited". How far this is true of your organization
- 3. Do you take promotion to mean necessarily a higher salary without any regard to an increase in the incumbent's responsibilities
- 4. If you think an employee is worth a promotion while a higher grade does not exist on the manning table of the branch to which he belongs do you raise his salary just to prove that he is worth a promotion and in order to keep him happy.
- 5. How many times can an employee get such an increment, where does it stop
- 6. What is the basis of transfers in your organization:
 - a - Promotion
 - b - Placement in accordance with capabilities
 - c - Meeting grievances
- 7. When lay offs on a large scale are necessary, do you discharge the least senior first :
 - a - In grade
 - b - In length of service

VIII - WELFARE

- 1. Is there a restaurant or canteen where food and refreshments are offered to the employees
 - free
 - at reduced prices

2. Is there a clinic, hospital run at the expense of the organization to afford to employees medical treatment
3. If there are none in (Question 2), does the organization have any running contracts with a physician or physicians, dentist, oculist, etc. for the free treatment of its employees
4. In case your firm is out of town do you give your employees
 - a - Boarding & lodging
 - b - Boarding & lodging allowances
 - c - Transport
 - d - Transport allowances
5. Is there a cooperative store for the use of your employees
6. If your organization is engaged in the production of consumable items which may be of use to your employees, are they issued with a card to allow them to buy your products at reduced prices
7. Do you make available for your employees
 - a - Cinema
 - b - Club
 - c - Swimming pool
 - d - Library
 - e - Baths
 - f - Lockers
8. Are any sporting activities organized for the employees
9. Do you issue overalls to your labourers free
10. Have you established for your employees
 - a - Saving funds
 - b - Loan funds
 - c - Insurance funds
 - d - Bonus funds
11. Do you grant any leave to your employees

12. Is the number of days of leave per year the same for monthly paid and daily paid labourers
13. If not, how many days each year
14. Are special arrangements in working hours made for Moslem workers during Ramadan

IX - COMMUNICATION

1. Are employees kept informed of decisions that vitally interest them, through posters, circulars or otherwise
2. Do you have any committee to represent the staff and take up any grievances on their behalf with the Management
3. Do you at all allow the staff to give their opinion regarding matters which interest them, e.g. are they allowed to give their opinion as to how the working hours' schedule for summer and winter should be arranged within the number of hours that they are required to work
4. Do heads of branches or sections hold periodical meetings to discuss technical and/or personnel matters with their subordinates
5. Is the foreman's opinion taken with regard to decisions affecting the labourers under his control
6. Do you have any suggestion scheme whereby employees are invited to give their opinion regarding technical and personnel matters
7. When was it installed
8. Do you think it has been successful

X - MANAGEMENT & TRADE UNIONS (SYNDICATES)

1. How many of your employees belong to trade unions
2. Do you ever negotiate with trade unions regarding decisions that affect the unionised employees
3. Have you had any strikes
4. How many
5. How long on the average

XX - GENERAL

1. Do you keep any statistics to show your labour turnover
 - (a) How many recruits per month -----
 - (b) How many lay offs " " -----
2. Do you have any statistics of absenteeism.
How many per month
3. What is the number of hours that clerical staff is required to work
4. What is the number of hours that labourers are required to work
5. Do you subscribe in publications:
 - (a) technical -----
 - (b) personnel -----
6. Is there one officer whose full time job is concerned with personnel affairs
7. If not, who deals with personnel matters

8. If yes, what is his title
9. Has he any assistants
10. Can he issue orders direct or do orders have to go through executives on the line
11. Is he a member of any committee whether permanent or temporary