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**A socio-organizational reading of the reality of working
women**

**A field study of a sample of woman workers at the Faculty
of Humanities and Social Sciences at University of Djelfa**

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Abstract :

The phenomenon of work is one of the topics that has attracted unprecedented attention from specialists. The phenomenon of women's entry into the workforce is considered one of the most important of these topics, which has become widespread in the last century, especially in recent years, particularly amidst the wave of socio-cultural and economic changes that the world and Algeria, as one of the countries affected by change, have witnessed. Despite the opportunities and advantages that have been made available to them, they continue to face challenges and obstacles within the work environment. Therefore, we will attempt to study the reality of women's work, which we will address in this research paper.

Keywords:women's work;the women;the organizational performance;the reality of work.

1-Introduction:

Many changes have taken place at the economic, political, cultural, and social levels. These changes, along with the characteristics of our previous structures, have necessitated intensive research into various topics. The phenomenon of work is one of the topics that has attracted theorists and researchers from various disciplines and from various intellectual backgrounds. Humans have known the phenomenon of work since the dawn of history. Work, as a sociological phenomenon, is fundamental to social harmony and unity, promoting social exchange and social values that enhance social morphology and its unity. Being an ancient yet new social phenomenon, anyone who follows the chronology of the work phenomenon has witnessed significant, profound, and striking changes, the most important of which is women entering the workforce and working side by side with men.

What has necessitated attention, especially in recent years, has been the emergence of repercussions here and there on the issue of women's rights in several areas, including in the framework of work. The demand for equality in rights and duties between men and women has grown, and the establishment of a feminist culture capable of adopting feminist theoretical and empirical frameworks and models aimed at achieving this equality in work, politics and social life¹ has increased. Especially on the other side, that is, Europe, European society has witnessed the growth of the phenomenon of women working. In modern society, the numbers and statistics are increasing, all of which highlight the extent of the female invasion in the area of work and the participation of women in driving the wheel of development and the economy and their occupation of a prominent position in social, cultural and economic affairs as a prominent actor in society. Women's exit from the closed circle and their emergence in new areas, which was in line with the socio-cultural frameworks and social change.

Algeria, as one of the countries that experienced social, economic and political circumstances that influenced the phenomenon prior to independence, worked within the family context or in agriculture, taking into account the sociocultural aspect, which limited its penetration into the labor market. "According to these norms, the man enjoys a dominant position over the woman. He is the head of the family and must work to provide for his wife and children, while the woman devotes herself entirely to managing household affairs and supervising the child's upbringing." The aftermath of independence brought about changes that led women to work. We mean cultural, social, and economic changes that encouraged women to work and emerge as active actors.

Despite the changes that have been achieved, women still face challenges and obstacles as a result of sociocultural frameworks, social and cultural specificity, the duties of the family to which they belong, sharing the responsibilities of family duties, an attempt of independence and meeting their material and moral desires, responsibilities and burdens, the requirements of the organizational pattern and the nature of work... The organization works within a sociocultural context to achieve organizational goals, so women seek to comply with the challenges and obstacles as a result of the aforementioned context and being a woman, so we will try from this study to find out whether women can face the tensions of the organizational context and how women face the professional conditions they face as a working woman, and within this context work, the study came with the following problematic:

2-The problematic of study:

Do working women face problems and obstacles within the organizational system?

3-Study Hypotheses:

There are obstacles facing working women within the organizational system of an institution.

4-Defining Concepts:

4-1 concept of work

4-1-1The linguistic concept of work: "From profession and action, the plural is works. We say, 'to engage in an activity and make an effort to achieve a result.'"²

4-1-2The idiomatic definition of work: "It is the innovative effort that combines mental and physical effort and skill expended by a person to meet their various needs and improve their material and social status."³

4-1-3Operational definition of work: It refers to the activity undertaken for the purpose of achieving a specific goal or completing a specific task. Work includes the activities and efforts undertaken by an individual or group to carry out specific

tasks and build a better future. The linguistic concept of women: As defined by Khalil Omar, "Women are the other half of the human population of this earth."⁴

4-2The Concept of the Working Woman:

There are many definitions of the working woman. Among these definitions is "a woman who works outside the home and receives wages for her work, fulfilling two roles in life: the role of housewife and the role of employee."⁵

There is also a definition of a woman's work within the home: "That is, a woman's work is within her family, in terms of managing household chores and requirements, raising children, caring for the husband, and all the necessary care for family affairs. It is worth noting that a woman's work in this case is done without financial compensation."⁶

Muhammad al-Hasan also defined it as "a working woman does not mean a woman who works in skilled or unskilled manual labor or works on farms. Rather, it means working outside the home, regardless of whether her work is manual, professional, administrative, or scientific. A working woman occupies two social roles: the role of housewife and the role of worker, employee, expert, or teacher outside the home."⁷

4-2-1" The working woman's operational definition:

A working woman is any woman who has a secondary occupation other than her primary role within the family, fulfilling her natural function, such as caring for the household and family members. A working woman, on the other hand, is the opposite of a stay-at-home woman, as she performs both of these tasks simultaneously, in addition to caring for the family and working outside the home in a profession she works in for a monthly or daily wage to meet her needs and achieve a degree of independence.

4-3The organizational system's

4-1-3The organizational system's idiomatic definition:

Twin and Stringer define the organizational system (organizational environment) as: "The set of characteristics that characterize the work environment within an organization and are directly perceived by the individuals working within that environment, and which have an impact on their motivation and behavior⁸." **The definition of "Al-Qaryouti"** also comes within the same context to emphasize the extent of the importance of the organizational environment in influencing the behavior of workers through the reflection of its characteristics in the minds of workers. This image is what directs the behavior of working individuals and determines their tendencies, as he sees it as: "a reflection of the characteristics of the organizational environment in the consciousness and subconscious of its workers, which leads to the selection of a specific conception

about the organization, characterized by relative stability and to a large extent determining their organizational behavior.”⁹

4-2-3The operational concept of organizational system:

It is the structure that defines how the organization's internal structure is organized, including the distribution of powers, functions, and relationships between individuals and departments. It also establishes a set of rules, laws, and regulations, or the general system within the organization, which operates according to them and ensures balance among its systems. It emphasizes the necessity of employees' adherence to these laws and the need to ensure the stability of the organization for its success and continuity within the framework of achieving specific goals efficiently and effectively.

4-4 work performance

4-1-4The idiomatic concept of work performance:

"It refers to the results, behavior, or activity demonstrated by an individual during work or during any type of effort. It is thus equivalent to the term achievement. Here, it can be said that performance is the achievement that reflects the results resulting from the behavior of an individual in the work environment."¹⁰ "It means that employees perform the tasks and duties required by their job, by obtaining specific facts or structures that help analyze, understand, and evaluate the employee's performance and behavior over a specific period of time, and assess the extent of their technical, practical, and scientific competence to fulfill the responsibilities and duties related to their work in the present and future."¹¹

4-2-4The operational Concept of work Performance:

Job performance is the extent to which an individual is able to achieve the objectives assigned to them within the framework of their work, including the duties and tasks provided by the organization according to their specialization, work framework, and position. The individual exerts effort in performing these tasks to complete these tasks and deliver them to the organization at the specified time and in the manner required. Job performance is affected by several factors, such as skills, abilities, knowledge, motivation, the work environment, and available support.

5-Fields of Study

5-1Geographical domain: The study was conducted within the University of Djelfa, specifically in the Faculty of Humanities and Social Sciences.

5-2The Human Domain of Study

The human field or domain refers to the study sample on whom the study was conducted and to whom the questionnaire was distributed. They are female administrative employees in various positions at the Faculty of Humanities and

Social Sciences at the University of Djelfa, totaling 91 administrative workers. 5-

3Time Domain:

This refers to the period of time taken to conduct the scientific research, beginning in early November. After determining the research topic and reviewing theoretical information, we began researching the field of study in January. Our first visit to the field of study was made. Then, on February 17, 2024, the pilot questionnaire was distributed to administrative workers, after obtaining their opinions. The final questionnaires were distributed in April 2024 and returned on April 19, 2024.

6-Method of the Study

A sociologist seeks to prove and verify a phenomenon using a scientific method. Methodology is: "The method or approach a scientist uses in his research or study of a problem and to arrive at solutions or certain results."¹² In this study, we relied on a type of methodology, the descriptive approach. The study requires a deep and precise analysis and interpretation of the phenomenon in order to understand the relationship between the variables presented in the study questions and to describe the working woman's daily professional and family life, as well as the behaviors observed in the workplace. This enables us to arrive at results that help us confirm the hypotheses proposed. Therefore, we discovered that the descriptive approach is the most appropriate approach for our topic, as it is defined as: "The descriptive approach is based on the precise monitoring and tracking of a specific phenomenon or event, quantitatively or qualitatively, over a specific period of time or over several periods, in order to understand the phenomenon or event in terms of its content and substance and arrive at results and generalizations that help understand and develop reality."¹³

7-Data Collection Tools

7-1Questionnaire:

Maurice Angers defines it as: "A direct technique for posing questions to individuals in a directed manner, as the answer formats are determined in advance. This allows for quantitative processing with the aim of discovering mathematical relationships and establishing quantitative comparisons."¹⁴

Our research questionnaire included 35 questions structured around two axes. The first contains the personal data of the respondents, comprising 11 questions. The second axis addresses the functional obstacles faced by women working within the organizational system, comprising 9 questions.

7-2Observation:

"It is the directing of the senses and attention to a particular phenomenon or group of phenomena with the desire to uncover their characteristics or attributes, leading to the acquisition of new knowledge about the phenomenon or phenomena to be studied."¹⁵

"The process of monitoring or observing the behavior of phenomena, problems, and events, as well as their physical and environmental components, and tracking their progress, trends, and relationships in an organized, planned, and purposeful scientific manner, with the aim of interpreting and determining the relationship between variables, predicting the behavior of the phenomenon, and directing it to serve human purposes and meet human needs."¹⁶

The researcher relies on observation to collect data by observing them, either through participant observation or non-participant observation, ultimately arriving at more accurate and objective information that enables him to answer his research questions and clarify his hypotheses. In our field study, administrative workers were observed through non-participatory observation during their work period, from early February to late April, before the questionnaire distribution phase. The questionnaires were then distributed to the respondents in May.

7-3The Interview:

"It is a direct technique used to conduct a semi-structured group interview, allowing for the collection of information in an isolated manner, allowing for qualitative information to gain a deeper understanding of the respondents."¹⁷

It is also one of the tools relied upon in field studies. It is an oral questionnaire through which the researcher obtains information verbally with the respondent."¹⁸

The interview was used as a supplement to previous research tools, and the interview we conducted was an open interview with administrative workers to discuss our ideas and obtain comprehensive information about the field of study and the work environment within it.

8-The Sample and How to Select It:

The most ideal and complete method is to use a survey, covering all research components. However, for the specificity of the research, we use sampling, which is part of the study community. A sample is defined as part of the research community. Maurice Angers defined it as: "It is the drawing of a sample of individuals, that is, that part of the research community from which data will be collected in the field of science. We hope that a sample consisting of thousands of individuals, depending on the specific situation of a particular research community, will allow us to arrive at estimates that can be generalized to the entire original research community."¹⁹

The study relied on a non-probability sampling, which is a purposive (purposeful) sample, as it is defined as: "Samples whose individuals are deliberately selected by the researcher due to the presence of certain characteristics in those individuals and not others, and because those characteristics are important to the study."²⁰ We found that this type is what applies to our topic, which talks about women working

within the organization, as we chose for this study to be about administrative workers at the Faculty of Humanities and Social Sciences, Ziane Achour University in Djelfa, and there are about 83 administrative employees at various job levels. This sample was taken intentionally for all research items, as 91 forms were distributed to them and only 72 forms were retrieved.

Table n01 representing the distribution of sample members according to marital status and relationship with direct supervisors.

Relationship with responsible Family status	bad		normal		good		total	
	rep	%	rep	%	rep	%	rep	%
Single	9	21.42	6	31.57	06	54.54	21	29.16
Marrird	26	61.90	10	52.63	04	36.36	40	55.55
Divorced	4	09.52	2	10.52	01	11	7	09.72
Widow	3	07.14	1	05.26	00	0	4	05.55
total	42	100	19	100	11	100	72	100

It is clear to us from Table No. (01) which shows the relationship between the marital status of the respondents and the type of their relationship with the responsible, and it shows us through it the answers obtained that the highest percentage is estimated at: 55.55% of the married respondents, compared to the following percentage of single respondents estimated at: 29.16%, after which comes the percentage of divorced respondents estimated at: 09.72%, compared to the lowest percentage estimated at: 5.55% of the widowed respondents..

If we attempt to detail this further, we find that the highest percentage, estimated at 61.90%, of respondents who responded that they had a bad relationship with their supervisor were married women, followed by single women with an estimated 21.42%, divorced women with 9.52%, and the lowest percentage, estimated at 7.14%, was among widowed women.

As for respondents who responded that they had a normal relationship with their supervisor, we find the highest percentage, estimated at 52.63%, among married women, followed by an estimated 31.57% among single women, compared to the lowest percentage, estimated at 10.52%, among divorced and widowed women, with 5.26%.

As for respondents who responded that they had a good relationship with their supervisor, we find the highest percentage, estimated at 54.54%, among single women, compared to the lowest percentage, estimated at 36.36%, among married women, and the lowest percentage, estimated at 11%, among divorced

women. If we try to compare the largest percentages in the chest boxes, we find the highest percentage estimated at: 61.90% of the married female respondents who declare that their relationship with the official is bad, compared to 54.54% of the single female respondents who declare that their relationship with the official is good, compared to 52.63% of the married female respondents who declare that their relationship with the official is normal.

From the previous data, we conclude that there is a disturbance in the relationship between officials and working women. There is a kind organizational problem that affects the workflow. The marginal relationships do not serve the organization in any way, especially the married woman, which may be attributed to the fact that she is married and somewhat conservative. It may be understood according to the cultural specificity of Algerian society and also perhaps because of her dual responsibilities. The requirements of work represent an additional burden, which creates pressure on her at the psychosocial level. The results indicated that the working single woman has a good relationship, and perhaps this is due to her independence and focus on the work environment, thus providing quality and priority to work. There is no pressure on her as she works to highlight herself and excel in the workplace. The family status is important according to a sociocultural analysis. The married woman may limit work communication and may be understood by the non-official or worker, especially males, as something else that puts her in marginal or dead relationships that affect her job stability and create an organizational obstacle

Table No. (02): Represents the distribution of sample Material members according to the material conditions of work and the problems that hinder the performance of professional duties.

The problems Conditions	Lack of time		mistreatment		lack of experience		A lot of work		total	
	rep	%	rep	%	rep	%	rep	%	rep	%
normal	00	0	09	34.61	04	33.33	02	07.40	15	20.83
fairly good	01	14.28	00	0	03	25	02	07.40	06	8.33
bad	06	85.71	17	65.38	05	41.66	23	85.18	51	70.83
The total	07	100	26	100	12	100	27	100	72	100

This table was created to illustrate the relationship between material working conditions and problems that hinder the performance of professional duties. The responses obtained revealed that the highest percentage, estimated at 70.83%, of respondents said that material working conditions were poor, followed by 20.83% who said that working conditions were normal. The lowest percentage,

estimated at 8.33%, of respondents said that working conditions were somewhat good.

If we try to compare the largest percentages in the chest boxes, we find that most of the large percentages are present in the answers of those who said that the material conditions of work are bad. The highest percentage is estimated at: 85.71% of those who declare that one of the problems that hinders the performance of professional duties is the lack of time, compared to a percentage of 85.18% of those who declare that one of the problems that hinders the performance of their professional duties is the abundance of work, compared to a percentage of 65.38% of those who declare that one of the problems that hinders the performance of their professional duties is poor treatment.

We conclude from the results obtained that the material working conditions are a difficult problem and a clear functional obstacle. They are not suitable for providing the necessary quality, job comfort, and good organizational outcomes. In addition, the professional burdens and the multitude of tasks and duties are compounded, perhaps due to a radical view of working women and vertical relationships between colleagues and managers, as the previous results indicated. This affects their professional performance and psychological well-being at work. Gender still holds weight in the organizational aspect, as morale is essential for performance, quality assurance, and job empowerment. Nasser Qasimi defines performance as "a set of behaviors and actions performed by employees to accomplish specific tasks. Good performance is determined based on high morale, good employee training, advanced technology, task design, organizational and individual capabilities, and rules of collective behavior, such that work is controlled from both a quantitative and qualitative perspective."

Table No. (03): Represents the distribution of sample members according to the leadership type adopted in the faculty.

the leadership type	Repetitions	percentage
Authoritarian	45	62.50
Democratic	08	11.11
chaotic	19	26.38
The total	72	100

Table No. (03) shows the distribution of sample members according to the leadership style adopted by the college. It became clear that the highest percentage, estimated at: 62.50% of the respondents, answered that the leadership style in the college is authoritarian, followed by the respondents who answered that the adopted leadership style is chaotic, estimated at: 26.38%, followed by the

lowest percentage, estimated at: 11.11% of the respondents who answered that the adopted leadership style is democratic.

We conclude from the previous data that the common leadership style according to the statements is authoritarian. The psychological nature of women dictates dealing with them according to a specificity that suits their nature as females. The frenzied atmosphere of authoritarianism and the vertical style of descending autocratic leadership do not serve the members of the organization as a whole, especially working women. Transformational, participatory leadership supports women and is necessary for professional integration. Authoritarianism is a problem that women suffer from, especially in Algerian society, which is and still is a society with a male character. There is also a statement about the existence of an inconsistent style and laissez-faire chaos, as there is no clear official, which affects the receipt of information and instructions for working women. The authoritarian leadership style raises confusion, fear, and few results. As for the chaotic style and method, it does not work to create stability, but rather leads to evasion of work and evasion of bearing responsibilities. Working women remain somewhat sensitive, which is a major obstacle and functional problem. We must believe in the existence of an organizational system that includes democratic, participatory, transformative leadership that includes all spectrums.

Table No. (04): Represents the distribution of sample members according to their relationship with colleagues and the performance.

Conditions of work Relaion with colleagues	normal		good		excellent		bad		total	
	rep	%	rep	%	rep	%	rep	%	rep	%
fairly good	05	50	11	61.11	00	00	10	25.64	26	36.11
normal	03	30	03	16.67	04	80	10	25.64	20	27.78
bad	02	20	04	2.22	01	20	19	48.72	26	36.1
total	10	100	18	100	05	100	39	100	72	100

Table (4) reveals the nature of relationships with colleagues at work and how work is performed. The answers obtained reveal that the highest percentage, estimated at 56.94%, of the respondents responded that their relationship with colleagues was bad, followed by 26.38% who responded that their relationship with colleagues was normal, compared to the lowest percentage, estimated at 16.66%,

of the respondents who responded that their relationship with colleagues was good.

If we try to compare more, we find that the largest percentage of female respondents who answered that their performance was bad were those who had bad relationships with colleagues, while the largest percentage of those who answered that their relationship was good were those who had good performance.. We conclude from the numerical data that work, its type, and how it is performed have a direct relationship with organizational relationships.

When we say organizational relationships, we mean relationships with colleagues at work and supervisors. Excellent relationships affect work output and the desired results of the organizational process. They are among the factors that guarantee expected performance, as shown in the studies of Elton Mayo and Chester Barnard on organizational cooperation. It creates a healthy organizational environment suitable for work, creativity, and innovation. A working woman should feel integrated, not alienated from her job as a result of a lack of communication, professional pressure from her supervisor, and authoritarian leadership. She is an ambitious woman trying to prove her presence in a newly entered field, or perhaps a married woman who wants to help her family while juggling two responsibilities: family and work. A rotten environment Feverishness is characterized by low morale and deadly negativity at work, leading to job withdrawal, the death of creativity, and a lack of belonging in the workplace. The success of an organization depends on intellectual exchange and cooperation, as management is a collaborative effort within the framework of formal and informal relationships.

Table No. (05): Represents the distribution of sample members according to work conditions and working women's viewpoints on organizational problems.

The problems psychological work conditions	Lack of time		mistreatment		Lack of experience		Alot of work		Total	
	rep	%	rep	%	rep	%	rep	%		
good	01	16.66	01	3.84	00	00,0	02	08	4	05.55
normal	01	16.66	03	11.53	05	38.46	07	28	14	19.44
bad	04	66.66	24	84.61	08	61.53	16	64	47	65.27
total	06	100	28	100	13	100	25	100	72	100

The above table (05) clearly shows the relationship between psychological work conditions and problems that hinder the performance of professional duties.

It shows us that the highest percentage, estimated at 65.27%, of the respondents answered that the psychological work conditions were poor, followed by the respondents who answered that the psychological work conditions were normal, estimated at 19.44%, compared to the lowest percentage, estimated at 05.55%, of the respondents who answered that the psychological work conditions were good.

If we try to detail further, we find that the respondents who answered that one of the problems that hinder the performance of professional duties is mistreatment, the highest percentage, estimated at 84.61%, were those with poor psychological work conditions, compared to the lowest percentage, estimated at 11.53%, who had normal psychological work conditions. As for the respondents who reported that overwork was a problem hindering their professional performance, the highest percentage was 64% of those with poor psychological conditions at work, followed by 28% of those with normal psychological conditions, compared to the lowest percentage of 8% of those with good psychological conditions.

As for the respondents who reported that lack of experience was a problem hindering their professional performance, the highest percentage was 61.53% of those with poor psychological conditions at work, compared to the lowest percentage of 38.46% of those with normal psychological conditions at work.

As for the respondents who reported that lack of time was a problem hindering their professional performance, the highest percentage was 66.66% of those with poor psychological conditions at work, compared to the lowest percentage of 16.66% of those with normal psychological conditions at work, and the same percentage of those with good psychological conditions at work.

If we try to compare the largest percentages in the chest boxes, we find that most of the largest percentages are found in the answers of those who said that the material conditions of work are poor. The highest percentage is estimated at 84.61% of those who state that one of the problems that hinders the performance of professional duties is mistreatment, compared to 66.66% of those who state that one of the problems that hinders the performance of their professional duties is lack of time. This is compared to 61.53% of those who state that one of the problems lack of experience of their professional duties is lack of experience, compared to 64% of those who state that one of the problems that hinders the performance of their professional duties is alot of work.

we conclude that the mistreatment stated by the respondents is that they are subjected to discrimination and bias in the work environment based on gender, race, or religion. In addition, many previous studies have supported the topic by highlighting violence, sexual harassment, and job exploitation, which leads to fear for working women, as they are women and have their own privacy. This leads to

low morale, and integration will not be achieved in a work environment that does not support systems, due to the large number of tasks assigned to them, the lack of communication, and the leadership style. It makes them restless and uncomfortable at work. Chester Bernard also focused on the human aspects of management, saying: “Cooperative, harmonious systems. Organization is based on cooperation, coordination, and management, and a balance between satisfaction and contribution for workers and employees, linking the motivation provided to workers to the effort they exert to achieve the organization’s administrative goals”.

Table No. (06): Represents the distribution of sample members according to the relationship with resonsable and the possibility of reconciling the requirements of the work and family systems.

the possibility of reconciling. Relationship with resonsable	25%		50%		75%		%100		total	
	rep	%	rep	%	rep	%	rep	%	rep	%
Good	06	14.28	05	22.72	03	50	02	100	16	22.22
normal	07	16.66	03	13.63	01	16.67	00	00,0	11	15.27
Bad	29	69.04	14	63.63	02	33.33	00	00,0	45	62.50
total	42	100	22	100	06	100	02	100	72	100

Table (6) reveals the type of relationship with their supervisor and the degree of reconciliation between work and family. It is clear that the highest percentage, estimated at 62.50%, of the respondents who responded that their relationship with their supervisor was bad, followed by a percentage estimated at 22.22% of the respondents who responded that their relationship with their supervisor was good, and a percentage estimated at 15.27% of the respondents who responded that their relationship with their supervisor was normal. If we try to detail further, we find that the highest percentage of the respondents who responded that their percentage of reconciliation between work and family was 25%. The highest percentage, estimated at 69.04%, of those with a bad relationship with their supervisor, compared to the lowest percentage, estimated at 14.28%, of those with a good relationship with their supervisor. For the respondents who reported a 50% success rate between work and family, the highest percentage was 63.63% for those with a poor relationship with their supervisor, followed by 22.72% for those with a good relationship, compared to the lowest percentage of 13.63% for those with an average relationship.

For the respondents who reported a 75% success rate between work and family, the highest percentage was 50% for those with a good relationship, compared to the lowest percentage of 33.33% for those with a good relationship, and the lowest percentage of 16.67% for those with a poor relationship.

For the respondents who reported a 100% success rate between work and family, the highest percentage was 100% for those with a good relationship. If we try to compare the largest percentages in the chest boxes, we find the highest percentage estimated at: 100% of the respondents answered that their relationship with their supervisor was good and their work-family balance was 100%. This was followed by 69.04% of those who answered that their relationship with their responsables was bad and their work-family balance was 25%. This was followed by 63.63% of those who answered that their relationship with their responsables was bad and their work-family balance was 50%. Based on the data obtained.

we conclude that studying the relationship with their responsables and the extent of work-family balance is a separate and significant topic in itself. The results revealed a strong relationship. Women have explicitly stated that they fall short in their performance, whether in terms of family or professional requirements. Eastern women have a sociocultural specificity, as they work a lot at home, while Eastern men remain traditional, despite the wave of modernity and their acceptance of the idea of women going out to work. Consequently, they may clash with their supervisors at work and with men at home, and this may lead to prioritizing work over home. On the contrary, women bring their homes to work and their work to home, while the manager focuses on production and professional performance, which creates misunderstandings, problems, and functional obstacles that affect the organization, the woman, and the general atmosphere as a whole.

Table (07): The distribution of sample members represents justice in terms of promotion and the educational level of the study sample.

The promotion Educational level	no		yes		total	
	rep	%	rep	%	rep	%
Middle school	03	05.35	00	00	03	04.16
secondary school	18	32.14	05	31.25	23	31.94
Bachelor's degree	26	46.42	04	25	30	41.66
Hight studies	09	16.07	07	43.75	16	22.22
total	56	100	16	100	72	100

It is clear to us from the above table No. (07) the educational level of the female respondents and its relationship to promotion in college. It became clear that the highest percentage, estimated at: 41.66%, was of those who had a bachelor's degree, followed by the female respondents who had a secondary education level, estimated at: 31.94%, followed by the percentage of the female respondents who had a higher education level, postgraduate studies, estimated at: 22.22%, compared to the lowest percentage, estimated at: 04.16%, of those who had an intermediate education level. If we attempt to elaborate further, we find that the highest percentage of respondents who responded that promotion at college is not fair was 46.42% among those with a bachelor's degree, followed by 32.14% among those with a postgraduate degree, with 16.07%, followed by 5.35% among those with an intermediate education.

As for the respondents who responded that promotion at college is fair, we find that the highest percentage, 43.75%, was among those with a higher education level, compared to the lowest percentage, 31.25%, among those with a secondary education level, and a lower percentage, 25%, among those with a bachelor's degree.

If we attempt to compare the highest percentages in the chest boxes, we find that 46.42% of respondents with a bachelor's degree stated that promotion at the institution is unfair, compared to 43.75% of respondents with a higher education level who stated that promotion at the institution is fair.

The most prominent results of the study:

From the results, we conclude that the promotion factor as a motivating factor was not present, as promotion did not play a role in job motivation, despite its support and presence. Quite the opposite, as the respondents stated, fairness in promotion is absent. This is due to a lack of appreciation for qualifications and knowledge. According to them, matters are often subject to favoritism and connections, as they say colloquially. Consequently, assuming greater responsibilities at work is not achieved. Here, female employees work at a slower pace and with less effort. The institution no longer becomes a platform for self-expression and creativity, but rather an environment for killing time and earning a living. It is even a place for escaping from home, according to the initial survey. Despite the efforts made by guardianship to promote women to senior positions, there is still a deficiency compared to men.

It is clear from the presentation of the results that there are obstacles and problems facing working women at the level of the internal organizational structure of the institution, in terms of relationships and communication with the responsible person. After the study, it was observed that married female employees suffer from some of this limitation, as the results revealed compared to single women.

Perhaps the relationship with the responsible person remains for them. For the married working woman, it is deficient because she imposes a kind of boundaries in dealing and communication, and this is the difference between her and the single woman, to some extent, she enjoys freedom and lightness of restrictions. There are many who, in consideration of privacy, do not accept communication with anyone with their wife and impose conditions on their wife for work, which affects the quality of relationships and a kind of severity that may be understood negatively by both parties. It is a major organizational problem, as the data indicated that 65% have a bad relationship with the manager. In addition, the results indicated that there are other problems that they suffer from, which exist at the internal level, which they stated according to Table No. 5, which are the circumstances that can limit the quality of their professional performance, such as the abundance of professional burdens and the lack of time to perform tasks. In addition, they work under boring, bad conditions that do not motivate or encourage them to work and create problems for them that hinder them from performing their professional duties due to mistreatment by colleagues, which is what the results of Table 2 indicated, as the problems and the unhealthy organizational environment are an environment for withdrawal or conflict. The working woman may be exposed to harassment outside the home and within the organization in which she works. She does not find an organizational climate suitable for work, and here is a problem. In addition, the results indicated that the prevailing leadership style within the organization is, according to their statement. The authoritarian style is not organizationally desirable and does not benefit the organization and its outcomes in general, especially since the leader must include the members of the organization in general, females and males. The working woman, due to her emotional and sensitive nature, is quickly affected compared to the man. The matter may come together when she finds the same recursive model within the organization, i.e. repeating the same vertical vision of issuing orders, which is common in our culture. Consequently, it may lead to professional problems such as killing creativity, absenteeism, and other organizational problems. The results also indicated that the work environment is an atmosphere that kills creativity. The organization has not only provided a place for socialization, but also for the relationship with colleagues. The working woman has a tense, feverish relationship with her colleagues, which is a bad thing. Human relationships are very important in developing performance, empowerment, and creativity. The working woman may escape the family environment to find bad relationships in the institution in which she works, especially with vertical relationships with the manager. 60% stated that their relationships with colleagues are bad, affecting her psychology and love of work. Working in unhealthy,

charged conditions affects her and frustrates positive energy, especially studies indicating the importance of the work climate, i.e. the organizational climate. The working woman may face The pressures in dealing with colleagues and superiors are challenges in communication and understanding the expectations and desires of others. The results indicated that what affected women more was the percentage of their reconciliation between work and family. The relationship with the official affected this more in terms of making it difficult for the working woman. The percentage of reconciliation is very low, and this is according to Table No. (6). This is what indicated that the professional circumstances did not serve women in terms of neither the home climate nor the organizational climate, according to Table No. (7), which we put in place to study the incentive for promotion. The woman's perspective shows that promotion in the institution is not fair, according to the point of view of female employees. Promotion and development of the career path are a very important element for organizational development and the issue of creativity in terms of the future vision of the position at work, especially after making comparisons in the workplace. For example, the working woman, through the results, is driven byof the confirming and developing the social position, and for the married woman, according to the survey round, it is an improvement of the material and social conditions, and the ambition for promotion is considered necessary and certain.

conclusion:

Many socio-organizational studies have addressed many phenomena witnessed by the organization according to the organization's data at the internal level or at the level of the organization as an entity open to the larger system, an entity interacting with its external environment, and according to the socio-cultural approach to the organization. It remains necessary to intensify studies within this framework, as they are still incomplete and insufficient despite the considerable efforts in this regard. Within these studies, women's exit to work is considered an old-new phenomenon that needs more sociological exploration and research, especially within the articulations of organizational and gender sociology, and of course with the specificities of Arab societies, and Algerian as one of them

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