Cultural Pressures And The Conflict Of Gender Roles For Working Women In Leadership Positions A Field Study Of A Sample Of Female Leaders

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Abstract

The present study aims to reveal the socio-cultural pressures experienced by working women in leadership positions. In addition to this, the paper also aims to investigate the conflict of roles experienced by women in leadership.

The study sample is composed of 200 working women in leadership positions, in a range of different fields, including: (directors of educational institutions at all levels, heads of hospital departments, departments, managers of industrial and commercial institutions, heads of social services departments, and inspectors in customs).

Based on previous research, a study scale that examines the pressures and conflicting responsibilities of female leaders was constructed, serving as a questionnaire to test the hypotheses.

The tool was used on the primary study sample after its validity and dependability were confirmed. The percentages were determined using the descriptive statistics method once the researcher had extracted the results. It also used the SPSS statistical package's inferential statistics method to calculate the correlational and other associations between the variables.

keywords: Cultural pressures - the Conflict of Gender roles - working women - leadership positions A field study - Female leaders.

Introduction:

The profound political, cultural, social, and economic changes that Algeria underwent after gaining independence had an impact on the country's society, the status of women in the home, and their ability to produce enough to meet their needs. These changes also increased the number of women working in a variety of fields (such as health, education, and the judiciary), but they went beyond that and began aspiring to higher positions of responsibility, such as in a hospital, an administrative department, or a judge in court. However, a study (Smina, 2012) confirmed that women in Algeria often do not assume leadership positions with major responsibilities, such as technical or strategic ministerial positions, but rather are granted leadership positions of a social nature, related to family situations, housing, and social tasks such as health, childhood, and solidarity, as an extension of their traditional functions in society and the family.

Women working in leadership positions face a range of cultural, social, and psychological pressures as a result of the overlap and conflict of the roles that they play, as they are wives, mothers, and are responsible for household tasks at home, in addition to their role as a leader in the institution.

1. Statement of the Problem

Working women face cultural, social, and professional demands, but because they take on extra responsibilities typically handled by men in leadership roles, they face more pressure. The fact that women typically have an urge to be sympathetic, accepting, and tolerant while in leadership roles necessitates serious, severe, and disciplined methods only adds to the challenges faced by women in these roles.

Several studies agree that women's exit from work and their assumption of leadership positions increases the number of roles entrusted to them, thus multiplying their duties, which makes them live in a state of affairs, the most important of which are (Al-Shihabi and Hadid, 2002), (Al-Azzam and Al-Shihabi, 2003), and (Al-Zuhairi, 2006). A conflict of roles, especially when she feels that she is failing in the duties imposed by each of these roles. In light of these multiple expectations, overlapping responsibilities, and different duties, a woman may feel tension and psychological pressure, which can reduce her professional efficiency. If she wants to satisfy her professional position, this may be at the expense of her family standing and therefore she may be the subject of a circle of pressure.

This study aims to shed light on and discover techniques for the adaptability and behaviour of employed women working in leadership positions by highlighting the complexity of the responsibilities and roles that women in leadership positions require assistance from their husbands, kids, and even society as a whole.

Therefore, we propose the following hypotheses:

The main hypothesis:
There is a statistically significant correlation between role conflict and the pressures experienced by female leaders.

Sub-hypothesis 1:
There is a statistically significant correlation between a woman's role as a housewife and her role as a leader. Hence, we address the following partial hypotheses:
A / There is a significant correlation between a woman's role as a wife and her role as a leader.
B / There is a significant correlation between a woman's role as a mother and her role as a leader.
C / There is a significant correlation between the role of women as responsible for the tasks of the house and their role as leaders.

Sub-hypothesis 2:
There is a significant correlation between the cultural pressures that women face and their role as leaders.

2. The Rationale of the Study

The researcher aims to reveal the change in societal attitudes toward women in relation to the ideals, practices, and traditions that once prevented them from joining powerful organizations and advancing professionally. Furthermore, it will also demonstrate movement patterns, tactics, effects on the status of women, and the depth of its effects on social, cultural, and economic values.

Moreover, the findings of this study should be beneficial to every private educational, production, or service organization led by women. Lastly, the value of this study is made evident by the contribution that its findings will make to the academic scientific community.

3. Objectives of the study

The purpose of this study is to shed light on the following topics in order to expose the career and family elements of the leading woman:

➔ Demonstrating the openness of Algerian society and its renunciation of antiquated gender stereotypes.

➔ Shedding light on an issue on women as an integral part of society issues, and highlighting their real role in the development and development of society.

➔ Emphasizing the positive role of women in leadership positions, which enhances her position, increases her confidence and helps her progress and excel.

➔ Knowing the requirements necessary for the success of working women in leadership positions.

➔ Encouraging and supporting women to reach leadership positions.

➔ Finding out how satisfied women are with their current leadership position.

➔ Knowing the extent of parity in assuming leadership positions between women and men.

➔ Diagnosing the most important problems and obstacles facing women and limiting their advancement.

4. The reality of women's leadership in Algeria

In the study of Ghiat (2013), demonstrates how Algerian women's employment in significant roles across a number of the country's economic sectors assisted them in making progress toward the future and achieving their objectives. According to the Economic and Social Council's Human Development Report (2009), women make up 51% of those who earn higher education degrees, and the percentage of women in the workforce has increased to 37% in the judiciary, 50% in the education sector, 53% in the health

sector, and 32% in charge of lofty responsibilities in the state.

The impact of social and economic changes was positive on women's attitudes in Algerian society and pushed them to compete with men in many professional activities that were exclusively for men, such as taxi driving, entering the security sector, and the army, and they courageously contributed to the process of establishing institutions (Yahaoui, 2010). Moreover, Bensedik noted that in recent years, Algerian women have begun to assume leadership positions in institutions and to experiment with establishing entrepreneurial projects with all the capabilities, competencies, skills, psychological abilities, independence, decision-making, and the ability to communicate (Bensedik, 2006).

5. Working women in leadership positions and cultural pressure

By the culture of women's work, we mean the traditions and values that restrict them, so that there is a prevailing belief that the place of women is the home, and if it is necessary to work, she must choose simple jobs that do not have any innovation, and this leads to many attitudes that oppose women's work and reduce their importance and her ambition to work (Awfi, 2003, pp. 144-145).

Additionally, women's leadership is an issue that touches on customs and traditions, so a man is not accustomed to a woman being his boss, especially since he used to see a woman always in his service from his childhood. And (Ghiat, 2010) pointed out in their study the cultural motives for the professional behaviour of the Algerian worker with regard to the attitude towards women's work, so that individuals differ on the subject of the study related to women's work so that some see that they allow women to work on conditions with a percentage of (45,29%), followed by those who believe that she can work for free at 35.89%, while we find a

small percentage of workers against women leaving for work (10.25%). From this, we can conclude that the cultural dimension has an impact on the attitudes of the sample members toward the work of the working woman, which ranges from allowing her to work to accepting her work with conditions.

The historical intellectual genes determined by the culture of society contribute to impeding the advancement of women's practical paths and not enabling them to acquire leadership qualities so that the ideas and norms of society and the values it recognizes and the traditions it imposes are what direct personal preparations towards certain behaviours, and it is they that develop or do not develop certain personality traits" (Abu Tina and Al-Qasim, 2011, p. 105).

6. Female leadership and the conflict of roles:

The position occupied by women in leadership makes them more vulnerable than others to a range of pressures resulting from multiple roles, which we will address in the following:

Women and their role as leaders: There is a prevailing belief that the status of women is the home, and if it is necessary to work, she must choose simple jobs that do not have any innovation, which leads to many attitudes that oppose women's work and reduce their importance and ambition at work (Awfi , 2003, pp. 144–145).

Studies (Awfi, 2002) and Maaita, 2000) also confirm that customs and traditions oppose women's employment due to what may lead to frequent absenteeism at work, such as pregnancy, childbirth, and raising children. Furthermore, the high rates of absenteeism and leaving work are considered among the most important results and effects resulting from role conflict.

5.1. The female leader and her role as a mother:

The fact that women went out to the field of work and stayed away from home for a long period of time contributed to reducing the time devoted to caring for their children, which encouraged reducing the size of the family and adopting the philosophy of spacing births (Ghiat, 2005, p. 63). He also made families use maids to raise their children, which led to negative repercussions for them, as no one cares about children like the mother's care and the tenderness and kindness she offers to her children.

This situation forces many women who aspire to reach high positions to choose between the two. Reconciliation between them is also possible, but it is usually achieved at the expense of women because a high percentage of men are not willing to take on the responsibility of performing some domestic duties. This is often explained by the fact that the man does not have the competence to raise children, although many experiments have proven that the father is able to take care of his children if he really wants to.

Nonetheless, as with all conflicts, "the motive of motherhood comes from the interests of mothers, especially when the children are young." The results of the research differed, some of which highlighted negative effects on the child's development as a result of the mother's financial absence while she was at work, and others highlighted a moderate trend through what the working woman owns in addition to the ability to reconcile her roles with the experiences she gains from her work (Musa, 2004, issue 932).

5.2. The female leader and her role as a wife:

Some important studies, such as Zouzo (2005) and Al-Shihabi and Hadid (2002), confirm that the multiplicity of the roles of leading wives causes boredom in the same man in daily routine life with a working wife who does not care about herself at home as much as she cares about her ability to go out to work. And when a man sees his tired working wife being tired, the burdens and responsibilities of the house add to her

fatigue, and he also enters into a spiral, which makes him use the method of pressure on his wife in order to leave the leadership position, which often makes the woman submit to the matter and leave her leadership position, fearing for her family and marital life. But if she opposes and is in the midst of this atmosphere, he does not find himself a place and is embarrassed to reveal his psychological needs, and this in turn leads to the risk of divorce, which ends the entity of the family institution.

Many female leaders face conflicts with their husbands, and the reason for this is the husbands' fear of competing with their wives for leadership positions, especially if they work in the same institution. So the eastern man did not and will not accept being subordinate to his wife at work, as if the matter affects his dignity and masculinity, which generates many problems that affect the leadership role of women, as well as their social and family status.

The claim of women's emancipation after education and reaching high positions caused them to look at marriage with a modern liberation view, far from the view of women in the past. But the man's traditional view of marriage and of women, based on his feeling of superiority over her due to religion, law, customs, and traditions, pushes him to control her. What is especially opposed by women is that their economic emancipation makes them more self-confident, which creates many problems that may often lead to separation and divorce (Barakat, 2002).

The absence of women from the home for long hours and their exposure to fatigue due to preoccupation with performing professional duties, especially if the husband does not provide any assistance in performing domestic duties, caring for children, accumulation of work and responsibilities, and their inability to fulfill their roles inside and outside the home, all of this creates a bad and tense relationship. Hassan et al. (2008) note that the husband believes that the wife is negligent in serving him and the children

and she is unable to manage the affairs of the home, which leads to clashes between the spouses due to the bad relationship between them, which affects the stability and unity of the family (Hassan, 2008, p. 48).

Single female leaders usually work hard to succeed in their leadership position to prove their position in society, but there remains a weakness within them caused by the spectre of spinsterhood, so that despite their success and career advancement, they are considered socially and familial failures because they are unable to marry, have children, and start a family.

5.3. The leading woman and her role as the housewife:

The woman has resumed an active role in the field of production to raise the standard of living of her family, just like her employed husband, and the woman has become a large or small part of the household budget. In fact, the wife's salary, if she is in a good job, may become the basis for the household and family expenses (Al-Rumani, 2010).

A study by Abd al-Rahman (2010) confirmed that "women's work leads to the strengthening of the marital relationship in the case of women's contribution to the family budget, which increases and maintains the vitality and activity of women despite their various roles." Furthermore, the role assigned to domestic work by SEVER PUCHOL, M. (1983) is defined as unpaid work with a series of tasks necessary for daily life towards the home space, which is mostly reserved for women.

Because of society's lack of conviction about the importance of assisting the husband with housework and supervising the children's education, the woman became the first and foremost demand for all household chores. The study (Wanos, 2007) showed that only 7% of men help at home, meaning that the family in our society is still subject to concepts and traditions that are no longer commensurate with the

development of life as a result of women's going out to work and the double burdens inside and outside the home, which make women required to bear psychological, physical, and even physical burdens.

As for the studies that focused on him in his relationship with women, they only rarely linked him to the framework of women, thinking that this category of female employees, by investing in their paid work, is able to get rid of domestic work, reject it, give it up, and delegate it. (F.Adel, 1997, p10).

By the same token, the work of women, according to several studies, the most important of which are (Sharp, 2009) and (CHABAUD, 1984. P115), is characterized by the obligations of domestic work of different natures, and the obligation is represented in the process of complete mobilization of women in the service of their family members; this presence often contradicts her professional work and even takes care of herself, at the expense of her comfort and health, which leads to nervous and physical exhaustion due to the intensity of the periodic work that is necessary to be done.

Female employees' performance in domestic work may decline due to the high wages of female employees and their ability to use maids and rely on them in managing the house's affairs, from cleaning and cooking to taking care of the children. A range of social services are available that help women balance their roles, such as kindergartens, clubs, fast food restaurants, and home service establishments (DEUTCH, R. 1998, P. 384).

7.   Methodology of the study:

7.1. Survey measurement tools
In light of the main research question and its hypotheses, the researcher relied on preparing the measurement tool, which consists of 41 paragraphs divided into three dimensions; for

each dimension, a specific goal is represented in the following:

The first dimension: it demonstrates the role of the woman as a housewife, which aims to identify the woman's struggle for her role as a wife, as a mother, and as a woman responsible for the duties of the house.

The second dimension deals with the role of women as leaders—that is, their role as responsible in their field of work.

The third dimension: The last one deals with the cultural pressures that women suffer from their families and communities, whether they are married or single, as well as the social norms surrounding women.

To answer the questionnaire questions, two types of alternatives were suggested: (yes/no) and (multiple choice), where the respondent places an (X) in front of the answer that matches her opinion.

As for calculating the grades (the keys of the form), they are according to the type of question, so that:

Yes: (1) No: (2)

First answer: (0), second answer: (1), third answer: (2), fourth answer: (3).

In addition to the open questions explained,

Based on these data, the researcher was able to develop a vision through which he determined the creation of the basic components of the paragraphs, which, in the end, constitute the content of the questionnaire to be applied.

Psychometric properties of the scale

1. The veracity of the arbitrators: The questionnaire was distributed to nine university professors and researchers, from the Department of Psychology, the Department of Sociology, and the Department of Arabic Literature, in order to ascertain the extent to which the paragraphs and phrases fit and measured the dimensions of the subject of the study.

2. Content validity: The content validity of the scale was calculated by finding the correlation

between each dimension of the scale and the overall degree of the scale, as shown in the table.

Table 1

The values of the correlation coefficients between each dimension and the overall degree of the scale:

Dimensions	Correlation with the total degree	Signiicane level
The first dimension: her role as a housewife	**0,723**	**Significant at 0,01**
The second dimension: her role as a leader	**0,65**	**Significant at 0,01**
The third dimension: cultural and psychological pressures	**0,56**	**Significant at 0,05**

Scale stability:

The researcher used the internal consistency method Krumbach's alpha (halved segmentation) and the Pearson correlation coefficient between odd and even items, which was estimated at 0.509. As for the stability coefficient, it was corrected by Spearman's equation and it was estimated at 0.674.

1- Study methodology:

The researcher used the descriptive approach, which includes correlational research that aims to find out whether there is a relationship between two or more variables, or to show the differences between the variables by means of inferential statistics (Salman, 2009, p. 146).

-Place and duration of the study:

The study was conducted in the cities of Oran and Guelizan, so the application was carried out from October 2019 to April 2019, equivalent to approximately seven months.

- Study population and its sample:

the researcher relied upon selecting the sample on the intended method so that the original study population consisted of leading women. In the beginning, 260 forms were distributed, and 203 records were obtained after screening. Thus, the total number of the study sample reached 200 women leaders, which included the following areas:
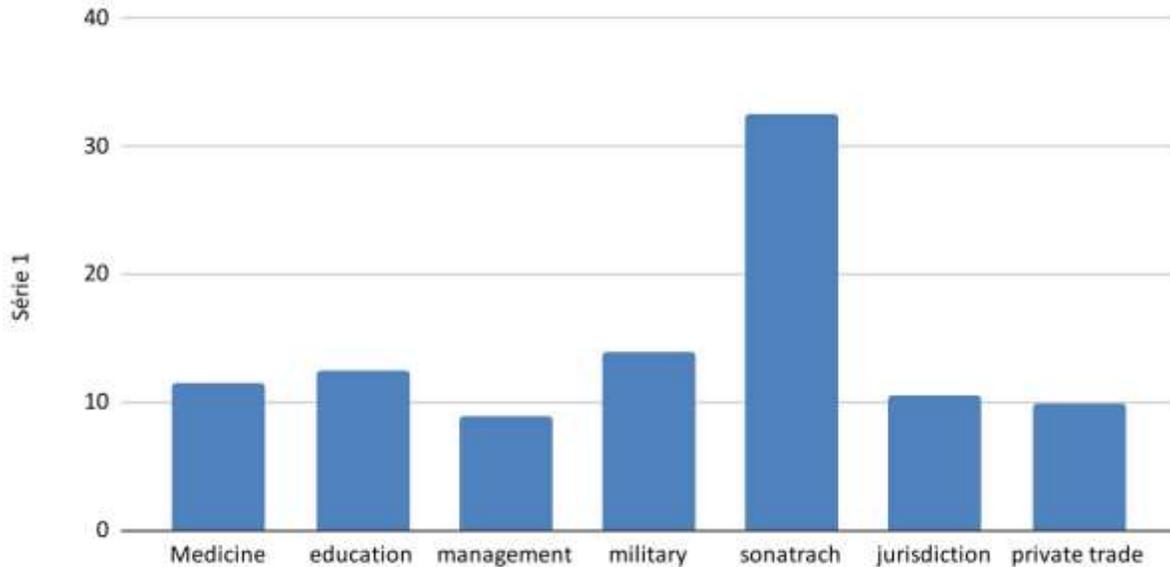
Figure 1 the recurring columns of the sample specifications according to the fields of work

Through the recurring columns No. (1), it is clear to us that the largest sample in this study included female employees working in the "Sonatrach" company with a percentage of 32.5%, followed by the percentage of women working in the military field at a rate of 14%, then women working in the education sector at all levels with a rate of 11.5%, followed by judges and free trade workers with a similar percentage of 10.5% and 10%, and finally, the percentage of women working in the administrative field in libraries and service institutions, which represents 9%.
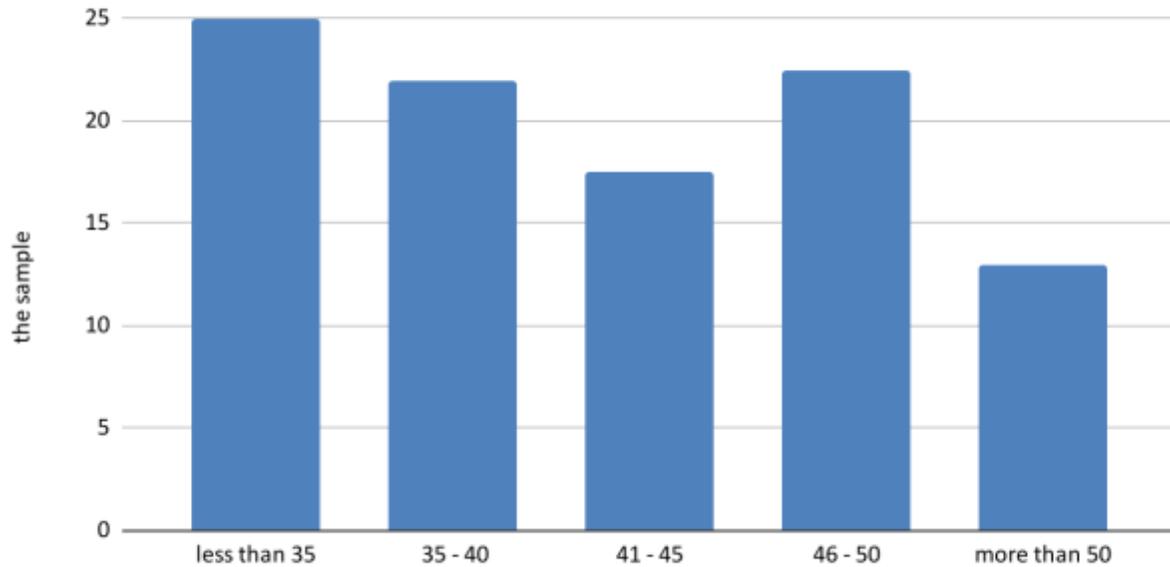
the variable of age

Figure (2) represents the frequency columns for the sample specifications by age

Through the frequency columns No. (2), it is clear to us that the largest percentage in the sample distribution is according to age, where women under the age of 35 represented 25%. This is followed by the percentage of women aged between 46 and 50 at 22.5%, followed by women aged between 35 and 40 with 22%. 17.5 percent of women between the ages of 41 and 45, and 13% of women over 50.
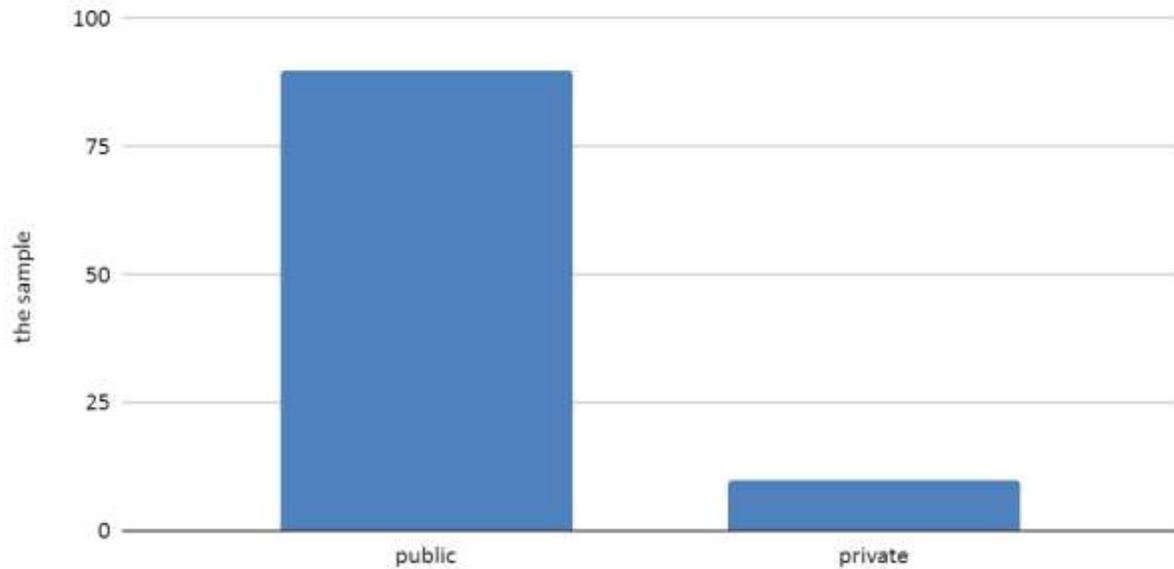
Specifications of the sample according to the educational level
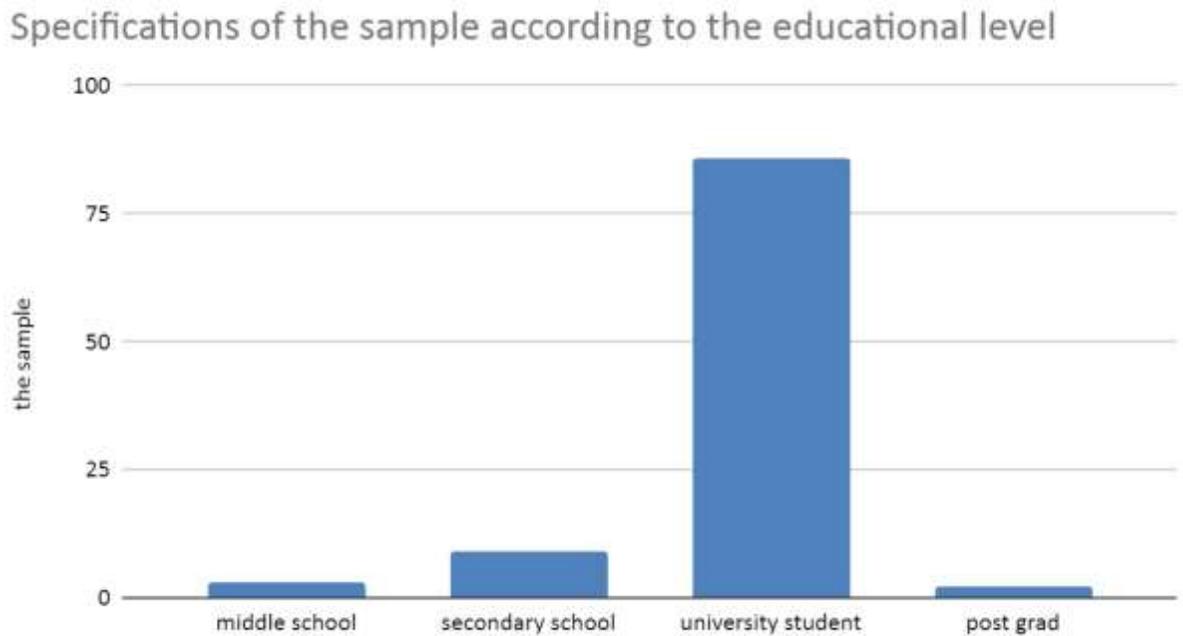
Figure 3 the recurring columns of the sample specifications by educational level

With regard to the educational level, we note that the majority of women represent a university level of 86%, while the percentage of the group with a secondary education level is estimated at 9%, followed by the percentage of women with an intermediate educational level: 3%, and finally, the sample that includes the post-gradient level category represents a percentage of 2%.
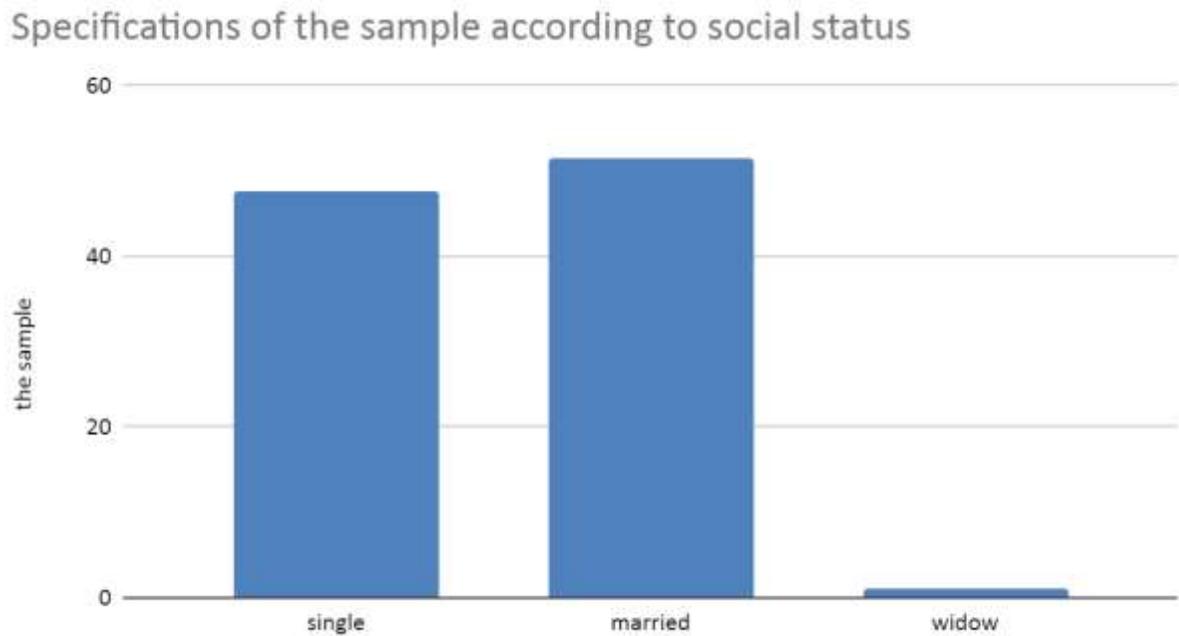
Specifications of the sample according to the employment nstitution

Figure 4: Frequent columns of sample specifications according to the nature of the institution in which it is employed

Through the recurring columns No. (4), it shows the distribution of the sample categories according to the nature of the institution in which the employee is employed, representing 90% of work in public institutions, compared to 10% representing work in private institutions.
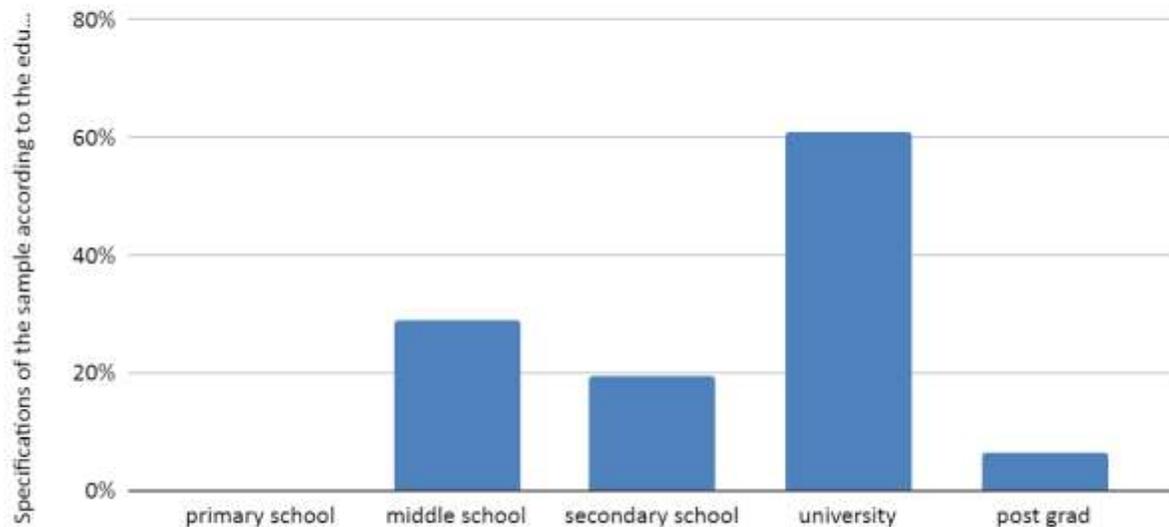
Specifications of the sample according to social status

Figure 5 :**Sample specifications according to social status**

Through the recurring columns No. (5), we note the distribution of the sample according to civil status so that 51.5% represents the percentage of married women, followed by 47.5% represents the percentage of unmarried women, and finally, 1% represents the percentage of widowed women.
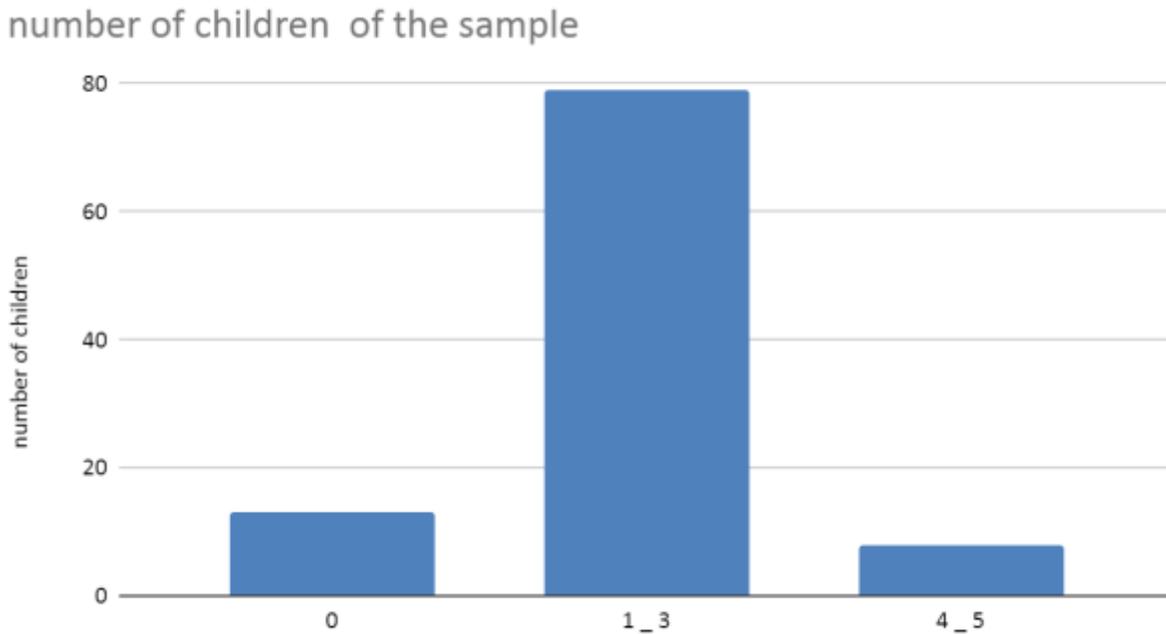
Specifications of the sample according to the educational level of the husband vs.

Figure 6: **The frequency columns for the sample specifications according to the educational level of the spouse.**

It is clear from the recurring columns No. (6) that the largest percentage of spouses with regard to the educational level is those with a university level, as their percentage was estimated at 61.16%, then the percentage of couples with an intermediate level, where the percentage was estimated at 29.12%, then the percentage of couples with a secondary level has a rate of 19.41%. In the latter, the percentage of pairs at a level after graduation is estimated at 92,6%.

number of children of the sample

Figure 7 : **The sample specifications according to the number of children**

Through figure 7, which represents the distribution of the sample according to the number of children, we note that 79.04 % represents the percentage of women representing the number of their children from 1 to 3, followed by 13.33 c/o representing the percentage of women without children, and finally 7.61 c/o represents the proportion of women representing the number of their children from 4-5.

Statistical tools used:

The researcher relied on emptying the study questionnaire based on its identification to classify the specifications and then the answers, using the tables adapted for them. Statistical analysis was also conducted by computer using the Statistical Package for Social Sciences (SPSS).

7.2. Presentation of the hypothesis results:

Table 2: The Correlational Relationship Between Role Conflict and Women's Leadership Pressures:

Correlation	The sample	R-value	Degree of freedom	Level of significance	The significance of the differences
Between the roles and the pressures, the struggles that	200	0,81	108	0,01	Significant

women leaders suffer from					

Based on the results shown in Table No. (2), it was found that the value of t is estimated at 0.81, and this indicates the existence of a statistically significant correlation between the pressures experienced by the leadership woman and her role conflict, so that there are 54 co-workers suffering from practical pressures that affect the fulfilment of their role as a mother, and 45 co-workers stated that they struggle with coordination between life requirements and their leadership role.

Table 3 the correlation between the role of a woman as a housewife and her fulfillment of her duties as a leader:

Corelation	The sample	R-Value	Degree of Freedom	Level of significance	Significance of the differences
Between the role of a woman as a housewife and her leadership work	105	0,81	103	0,01	**Significant**

According to Table No. (3), it was found that the value of t is estimated at 0.81, and this indicates that there is a statistically significant correlation between the role of women as housewives and their role as leaders at work.

Table No. 4 shows the correlation between the role of a woman as a wife and her role as a leader:

Correlation	The sample	R-value	Degree of freedom	Level of significance	Significance of the differences
Between the role of a woman as a wife and her leadership work	105	0,36	103	0,01	**No significance**

The value of t is estimated at 0.36, and this indicates that there is no correlation between the woman's struggle in her role as a wife and her role as a leader.

Table No. (5) shows the correlation between the role of a woman as a mother and her rise as a leader:

The correlation	sample	R-value	Degree of freedom	Level of significance	Significance of the differences
Between the role of a woman as a mother	105	0,64	103	0,01	**significant**

and her leadership work					

Through Table No. (5), it was found that the value of t is estimated at 0.64, and this indicates the existence of a statistically significant correlation between the woman's struggle in her role as a mother and her role as a leader.

Table No. (6) shows the correlation between the role of women as responsible for the home and their role as leaders:

The correlation	sample	R-value	Degree of freedom	Level of significance	Significance of the differences
Between the woman's role as a householder and her leadership role	105	0,68	103	0,01	**Significant**

Through Table No. (6), it is shown that the value of t is estimated at 0.68, and this indicates that there is no correlation between the struggles of women in their role as responsible for household jobs and their role as a leader.

Table No. 7 The correlation between the cultural pressures that women face and the leadership tasks:

The correlation	sample	R-Value	Degree of freedom	Level of significance	Significance of the differences
Between cultural pressures and women's role as leaders	105	0,56	103	0,01	**Significant**

Through Table No. (7), it is shown that the value of t is estimated at 0.56, and this indicates the existence of a statistically significant correlation between the struggle of women in their role as responsible for household jobs and their role as a leader.

8.   Discussion of the results of the study
The researcher discussed the results of the study and their interpretation in light of the results of the statistical analysis of the study data. The results of the statistical analysis were linked to what was dealt with in the research literature, commenting on the results of the study and their interpretation.

Through the application of the Pearson test, it becomes clear to us that there is a correlation between the role conflict of the working woman in leadership positions, which is her role as a leader at work and her role as a housewife, and the pressures that women suffer from cultural, social, and psychological pressures. The correlation coefficient was (0.81), which is a function result at the significance level (0.01). What was confirmed by (Awfi, 2003), (Nassar Heba Ahmed, 2002), (Al-Shihabi and Hadid,

2002), (Al-Azzam and Al-Shihabi, 2003), and the study (Al-Zuhairi, 2006), where indicated that the prevailing belief in society is the negative view of women's work and their access to leadership positions and that the woman's place is the home, and the natural and innate role of women in pregnancy, childbirth, and raising children is evident. (Ghaiat, 2005) and (Musa, 2004), indicate that the transformations that affected societies, and their impact on their values and cultures, changed the view of the inferiority of women and encouraged them to go out and occupy high positions. This confirms the main hypothesis that there is a significant correlation between the role conflicts and the pressures experienced by female leaders.

The results also showed that there is a statistically significant correlation between cultural pressures and the role of women as workers in leadership positions, and the correlation coefficient reached 0.56, which is a statistically significant result at the significance level (0.01). This indicates that the values, customs, and culture of society have a major role in determining the tasks of individuals in society, which was confirmed by a number of studies, the most important of which are the studies (Onoyo, 2001), the study (Spicer, 2004), and the study (Cabarro and Bush, 2007), which indicate that the culture of sexual patterns has a significant role in women's access to leadership positions. This proves the first partial hypothesis, which shows that there is a significant correlation between the cultural pressures on women and their leadership roles.

Furthermore, the results showed that there is a statistically significant correlation between the role of a woman as a housewife, which includes her role as a wife, her role as a mother, her role as responsible for household tasks, and her role as a working woman in a leadership position. The correlation coefficient reached (0.81) which is a significant result at the level of significance of 0.01. This was confirmed

by (Hamdi, 1999), (Al-Zuhairi, 2006), and (Al-Shihabi and Hadid, 2002), that women are greatly affected by family circumstances and family burdens in their work, and the study (Ghaiat, 2013) confirmed that family support relieves the pressures that women leaders suffer from and encourages them to excel and continue. This proves the hypothesis that there is a significant correlation between a woman's role as a housewife and her leadership role.

On the same line of thought, the results confirmed that there is a statistically significant correlation between the role of a woman as a mother of children and her role as a working woman in a leadership position, and the correlation coefficient reached 0.64, which is a statistically significant result at the significance level (0.01). Consequently, the role of women as leaders has caused them to experience deep conflicts, which may deprive them of social and family stability due to their inability to provide care for children and properly care for them, as this may have an impact on professional career stability. This was confirmed by Hamdi (1999) and indicated (Al-Waqfi, 2003) and (Ghaiat, 2005) that the job position of women affects women's interest in caring for and raising their children, which made women follow the policy of reducing family size and adopting the philosophy of spacing births. He (Coleman, 2001) also emphasized that the lack of women's access to leadership positions is due to the interest in children and their follow-up studies. In addition to what was confirmed (Musa, 2004), that despite the conflicts, motherhood remains a motive to face difficulties in caring for and taking care of children. This proves the first partial hypothesis, which shows that there is a significant correlation between the role of women as mothers of children and their leadership roles.

The results showed that there is no statistically significant correlation between the role of a woman as a wife and her role as a working woman in a leadership position, and the

correlation coefficient reached (0.36), which is considered a non-significant result at the significance level (0.01). It is a result that hides the reality of the leading woman and her husband from the researcher's point of view, under the pretext of preserving her family position in the eyes of society, which is in line with her prestigious leadership position. As for the reality, the lack of time due to her responsibilities outside the home, and the insufficient time and effort to take care of raising children and doing household chores. , which becomes the concern of the husband occupies the last rank of the wife's concerns, an opinion confirmed by a group of studies, the most important of which is the study (Hamdi, 1999) and (Khafaji, 1999), which support the idea that the role of the employed woman is incompatible with her role as a wife, (Al-Ghanim and others, 2008), which Confirms the opposition of men from the issue of their wives taking leadership positions. He also emphasized (Ahmed, 2007) the conflict that revolves around the spouses because of the man's demand for his wife's salary, and her demand that he should help him with domestic tasks and take care of the children. They also pointed out (Zouzo, 2005), (Barakat, 2002) and (Hassan, 2008) that the woman's neglect of her husband because of work leads to a bad relationship between them, which affects the stability of the family and usually ends in divorce. This negates the second partial hypothesis, which shows that there is no significant correlation between the role of a woman as a wife and her leadership role.

The results showed that there is a statistically significant correlation between the role of women as responsible for domestic jobs and their role as leaders, and the correlation coefficient reached 0.68, which is considered a significant result at the significance level (0.01). So a woman's work is characterized by obligations to serve her family members. This presence often interferes with her professional performance and is usually at the expense of her comfort and health. This means

that housework usually leads to nervous and physical exhaustion due to the intensity of the daily household chores, which are forced to be done, and compulsion , which was confirmed by Sharp (2009) and Al-Shihabi and Hadid (2002). also confirmed by the study (Coleman, 2001), which suggested that women's lack of access to leadership positions is due to family responsibilities. This confirms the third partial hypothesis, which shows the existence of a significant correlation between the role of women as responsible for the home and their role as leaders.

9. **Conclusion and recommendations**:

Based on the aforementioned and in light of the results of the study, the researcher recommends the following attempts to contribute to helping women leaders:

- Adopting a policy to attract women to leadership positions and work to encourage them to invest and continue to achieve their ambitions to assume leadership positions; provide them with the necessary material and moral facilities; and reduce the difficulties and problems they face, whether in the workplace or in their daily lives.
- Considering the evaluation of leaders' efforts and judging them based on the reality of results and performance related to the institution's goals, rather than the gender of the owner of the leadership position, and changing family attitudes, ideas, and habits that refuse to help men to women.
- Improving the image of women in educational curricula, highlighting the position of women in society, and women

leaders in history and Islam in both programs and textbooks.

- Investing in the media and education to instill positive values and concepts towards the upbringing of women and their role in social, scientific and professional life, and more coverage of women's activities in public life and women leaders.
- Informing both men and women of their rights and duties in life, and participation in roles and decision-making.
- Sensitizing men to women's right to participate in public life, and the need to ensure equal opportunities for them.
- Encouraging targeted training for the benefit of women groups in the field of participation in public life.
- Providing the necessary atmosphere that relieves women of domestic burdens, by providing a range of social services such as nurseries and kindergartens, and home services institutions.
- The husband and children's contribution to the responsibilities of the home to reduce the burden of pregnancy on the woman.

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