

Work Relationships and Their Impact on Job Performance

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Abstract---The study aims to shed light on work relationships and their impact on job performance through a case study of educational institutions in the camp. To accomplish this study, we followed a descriptive analytical approach and utilized interviews and observations as primary means of data collection on the subject of the study. The representative sample of the research community included 30 workers in educational institutions. Ultimately, the study reached several conclusions, the most important of which is that work relationships either positively or negatively affect the level of job performance of workers. The better the work relationships are based on solidarity, cooperation, and understanding, the higher the level of job performance; conversely, when work relationships are characterized by conflict and dispute, the level of job performance of the workers declines.

Keywords---work relationships, job performance, workers, institution.

Introduction

Educational institutions are considered as fundamental pillars for building society. They are an extension of the community, affecting it and being influenced by it, especially in light of the rapid transformations and significant changes that the world is experiencing, which have led to their expansion, increased services, and the complexity and diversity of their working relationships.

How to Cite:

Bourguibat, M., & Farfar, D. (2025). Work relationships and their impact on job performance. *The International Tax Journal*, 52(6), 3228–3238. Retrieved from <https://internationaltaxjournal.online/index.php/itj/article/view/317>

The International tax journal ISSN: 0097-7314 E-ISSN: 3066-2370 © 2025

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Submitted: 01 May 2025 | Revised: 12 August 2025 | Accepted: 01 October 2025

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The institution is considered an open social system that works to achieve its goals in society. As a result, it finds itself obligated to achieve the necessary efficiency for the worker and to develop their job performance in order to adapt to the new and significant transformations and changes that require us to keep pace with them. Since the institution is a space for interaction among individuals and the exchange of information within a specific organizational framework that connects them through work relationships, whether between the supervisor and the subordinate or among the subordinates themselves, the goal is to organize work and achieve good job performance, which is among the primary objectives that the institution aims to achieve. This is done by focusing on the human resources it possesses due to their tremendous importance and their ability to contribute positively or negatively to achieving the institution's goals.

The institution that aspires to achieve good job performance works hard to organize and regulate work relationships according to scientific frameworks and standards due to their significant impact on both the employee and the organization as a whole. Therefore, it is essential to investigate the effect of work relationships on employees' job performance so that these institutions can develop the necessary plans and strategies aimed at guiding employees towards a state of positive adaptation, especially in relation to the work environment, relational context, and various social stimuli.

1- The issue:

This study will focus on understanding and analyzing the work relationships and how they affect the job performance of the sample individuals from the education sector to provide a more precise interpretation, as well as to open avenues for developing the positive aspects and addressing the negative aspects within the institution, which will benefit the institutional edifice and elevate its prestigious status. Within this framework, our research issue can be formulated as follows:

Do work relationships have an impact on the job performance of employees within educational institutions?

A number of sociological questions arise from this issue:

- What is the nature of labor relations prevailing in educational institutions?
- To what extent do labor relations affect the job performance of employees in educational institutions?

2- Study Hypotheses: The study hypotheses are as follows:

2-1 General Hypothesis:

- Labor relations affect the levels of job performance of employees.

2-2 Partial Hypotheses:

- The nature of labor relations in educational institutions is characterized by solidarity and understanding among various professional categories.
- Labor relations affect the job performance of employees positively or negatively.

3- Reasons for choosing the study topic:

Every researcher has a set of reasons and motivations that lead them to choose a specific topic for study and research. The choice of the subject of this study is primarily based on objective and subjective motivations, which are as follows:

- The need for research related to labor relations and their relation to the job performance of employees within educational institutions.
- Our observations of the prevailing conditions in some institutions, despite their varied activities, especially public institutions and the criticism directed at them, have sparked our curiosity to approach them and conduct a sociological study to understand the nature of administrative practices, particularly in the field of labor relations, and their impact on the performance of individuals and institutions. This study aims to analyze the reality of the education sector in Algeria in this regard, in order to identify shortcomings and negative aspects and propose solutions.

- Raising awareness among Algerian institutions about the importance and role of human resources in achieving the organizational objectives of the institutions by providing a work environment that contributes to enhancing the level of job performance.

4- The importance of the study topic:

The significance of this study is evident from both theoretical and practical aspects as follows:

- The theoretical importance of studying this topic is highlighted by what we will contribute to the accumulation of knowledge by providing the academic library with a body of information that gives a detailed idea about the relationship between the two concepts of work relations and job performance.
- The importance of the sector that is the subject of this applied study, as the education sector is considered one of the essential foundational structures for individuals in society. Therefore, this sector is worthy of study, especially since it is a service sector with specific characteristics that must be taken into account.

5- Study Objectives:

The study objectives can be divided into two types: academic scientific objectives and practical application objectives, which include the following:

- Developing a comprehensive theoretical framework that covers the entirety of the literature on labor relations and the related concepts, as well as the related topics with mutual influence in order to provide society with more knowledge.
- Attempting to explain and analyze the relationship between the study variables represented by the independent variable (work relationships) and the dependent variable represented by (job performance), and understanding the level of influence between them.
- Identifying the influences, strengths, and weaknesses within the organization in order to avoid shortcomings and weaknesses, and addressing them to reach the best behaviors, actions, and appropriate decisions that positively affect the work environment, while eliminating some behaviors that tend toward bullying and violence, as well as trying to reduce the considerable rate of employee disengagement from performing tasks and duties due to high levels of stress, with the aim of reaching an organizational climate that prioritizes the human element to encourage employees to fully use their energy reserves and invest their dedication and competence to enhance their loyalty to the organization.

6- Concepts of the study:

The stage of defining concepts is considered one of the essential stages in scientific research, and no researcher can ignore it. The study included the following concepts:

6-1 Employment Relations:

The terminological definition: Employment relations are considered one of the forms of social relationships that are formed within workplaces. To express the relationships within the work environment, researchers have used many concepts and terms that converge and resemble each other, such as the concept of industrial relations, human relations, production relations, among other concepts. In light of this convergence and similarity, we attempt through our study to establish clear boundaries between them. The concept of employment relations refers to a specific form of collective relationships that involve workers or their representatives, employers, and the state, regardless of the level of the workplace and the state system (Gharib Munia, 2007, p. 54).

While Ali Gharbi sees that "industrial relations are a type of relationship that arises between the interests of labor and workers within the factory and between the factory as an institution and the external social environment surrounding it" (Ali Gharbi, 1989, p:16).

While "human relationships within the workplace are defined as a human resource management system that aims to satisfy the psychological, social, and economic needs of workers by promoting work and cooperation in order to achieve good production" (Belkacem Slatnia, 2004, p:24).

Operational definition: Thus, through the previous definitions, we notice the existence of a difference between the concepts despite their proximity, but they all indicate and express a relationship that connects the worker and the employer, as well as the existence of interaction between the superior and the subordinates or among the subordinates themselves. The nature of the interaction in the relationships between the workers has an impact on the levels of job performance of the workers within the organization.

6-2 Job Performance:

The terminological definition: The term 'performance' has several meanings and phrases; it reflects the employee's commitment to the requirements of their job, which includes adhering to official working hours for attendance and departure, following proper etiquette and good morals, and bearing the burdens and responsibilities associated with the assigned job." (Mahmoud Said Anwar Al-Sultan, 2003, p. 119).

As defined by Tawfiq Marghi and Muhammad Abdul Fattah Yaghi as 'a set of conditions that should be present to accomplish a task in order to achieve the desired goals according to certain specifications with the least costs and physical and mental effort quickly, proficiently, and in the shortest time, and expressed in physical units, hours of work, speed of completion, achievement of objectives, or degree of work practice' (Muhammad Abdul Fattah Yaghi, 2004, p: 111).

Operational definition: Job performance is considered to be a set of behaviors indicating that the employee carries out his tasks and functions with high accuracy and effectiveness, his commitment to various organizational decisions, and his efforts to achieve the institution's goals.

Terminological definition: "The term workers refers to a group of individuals who perform tasks and activities within the organization, linked by written legal contracts to perform their specific functions within the organization in exchange for material or moral compensation, or both" (Rimosh Abdul Hakim, Boularawi Salah Eddine, 2016, p:86).

Operational Definition: From our side, we can define workers as the human resource on which the institution relies to achieve certain goals, where these individuals are connected by work relationships based on legal contracts, performing various tasks in exchange for a financial wage.

6-4 The institution:

The terminological definition: The concept of an institution is associated with many and varied meanings, which collectively reveal the diversity of the frameworks and contexts in which it is used by sociologists, economists, and others. An institution is defined as "any financially independent organization within a specific legal and social framework, aimed at achieving certain objectives, which vary according to the spatial and temporal contexts in which it exists and also differ according to its size and activities" (Ghaith, M. 200. p: 11).

The operational definition: Based on the above, it can be said that an institution is a collection of material and human resources established to achieve specific goals.

7- Data Collection Tools for the Study: In the framework of the field study and with the aim of testing the hypothesized relationship between the research variables (work relationships and job performance), we relied on a set of means, tools, and techniques for data and information collection as follows:

7-1 Observation: We relied on this by attending the institution during the workers performing their jobs in order to understand their interactions, behaviors, the nature of the relationships that bind them, and the level of effectiveness of their job performance. It is also a supportive technique for the interviews we conducted with the workers in educational institutions. We used this tool throughout the study period whether during interviews or when we visited the institutions under study. The most important return from our use of observation focused on exploring the field of study (structures, departments, size of the institution, number of workers, etc.) and understanding the reality of the study

in terms of working conditions, work relationships, organizational effectiveness, and the job performance of the workers.

7-2 The Interview: In addition to our personal observations, the research tools in the open interview aimed to obtain as much information as possible. We conducted the interview with a sample of human resources represented by the workers in order to cite their statements during the process of interpreting and analyzing the results. This technique allowed us to obtain information about the individuals and the organization.

8- The methodology adopted in the study:

8-1 Study Method: To study this topic, we relied on the qualitative approach due to its characteristics and features that assist us in describing the phenomenon. Additionally, the descriptive and interpretive methods were used, considering the nature of the topic which aims to understand the social phenomenon from within. Due to the nature and sensitivity of the topic, work relationships are not easy to handle quantitatively, and thus we will work on interpreting them with the goal of clarifying the results that stem from the effects of work relationships on human resources, whether it leads to an increase or decrease in job performance.

9- The nature of work relationships and their impact on job performance:

To better understand the reality of work relationships, Hawthorne tried to analyze social behavior based on studies conducted on small groups, such as the study carried out by Elton Mayo at the Hawthorne factories. In his analysis, Hawthorne focused on three concepts, which are as follows:

A- Interaction: this refers to the methods of communication between group members that can be observed and quantitatively expressed.

B - Activities: These are represented in the various actions and behaviors carried out by individuals, which can be measured in quantitative ways (Tal'at Ibrahim Lotfi, undated: pp. 109-110).

C - Emotions or feelings: This element expresses everything that individuals feel in terms of psychological and emotional states through the communication process, and these feelings and sensations cannot be subjected to quantitative measurement (Khaidar Qadam Mahmoud, 2002, pp. 96-97).

In his analysis of the group formation process, Houmans also focused on the benefits and costs that arise from an individual's membership in the group. The more positive the interaction, the more each individual in the group could satisfy their psychological, social, and material needs. Conversely, if the interaction is negative, the costs can be heavy for the individual, leading to anxiety, fatigue, frustration, and a feeling of pressure (Ahmed Maher, 2003, p. 247).

As a result of the continuous interaction among individuals within workplaces, many diverse relationships emerge, which may lead to the formation of groups that can positively or negatively impact the job performance of both individuals and the organization. Researchers and specialists, through the various studies and research they have conducted, affirm the existence of what is known as informal organization within the institution, which often parallels formal organization. To express and denote this type of organization, researchers have used many similar and related concepts such as informal relationships, informal groups, informal organization, and other concepts that describe the reality of relationships and groups within workplaces.

Among the theoretical trends and approaches that have focused on this subject, we find the symbolic interactionism approach that explains the reason behind the emergence of informal organization as a result of the constant and ongoing interaction of the actions and behaviors exhibited by individuals along with their mutual feelings and emotions. This contributes to the formation of informal groups. Additionally, proponents of the phenomenological approach concentrate on their understanding of the reality of the institution in their interpretation of the phenomenon of informal relationships or informal organization, focusing on all aspects related to the daily life of the worker. The emergence of informal

organization may be due to several factors and reasons, the most notable of which is the rigidity of the formal organization or the numerous social pressures resulting from imbalances in the organizational structure of the institution, leading to reactions in the form of resistance to improving the existing conditions within the institution. As for the advocates of the ethnomythological approach, they focus significantly in their research on utilizing the concept of social group, which refers to small groups that have the ability to maneuver in order to achieve the increasing protests of the group.

The informal organization is defined as an organization that arises among individuals in a spontaneous and unintentional manner as a result of the natural interaction between the individuals working in the organization, and it is represented by the existence of what is called small groups, which are formed spontaneously (Majid Abdul Mahdi, 2010, p: 215).

This means that the informal organization expresses informal groups that arise from personal and social relationships formed by workers, and these relationships are not organized by the institution's management.

Through our field study, we find that the majority of the sample members report feeling support and collaboration among them when performing their tasks, especially in jobs and work that require cooperation and integration to accomplish. In their view, they cannot achieve good performance in their work except through support and collaboration with each other. This indicates this group's awareness of the necessity to work in a team spirit to complete tasks on time and with high quality, which is required by the nature of the work. Workers believe that working in this manner creates a sense of vitality and activity, as it contributes to a decrease in feelings of stress due to the support, collaboration, and solidarity among workers and between workers and management. We find most of these statements among the group of respondents who have work experience of over 10 years, indicating that the factor of seniority and level of experience plays a role in shaping relationships within the professional environment. Meanwhile, some respondents report the absence of support, solidarity, and collaboration at work, as they believe that support and cooperation within the institution are not permanent and continuous.

From our findings based on the interviews with the respondents, we conclude that support, assistance, and cooperation among workers in performing tasks and jobs occurs to a certain extent. Despite the formal nature of the institution and the necessity for cooperation and integration among employees due to the nature of the work, which necessitates some functions being interrelated, this has not hindered the presence of support and collaboration among workers through friendships and camaraderie, even in the absence of work necessitating it. What we also observed is that working relationships characterized by support, cooperation, and solidarity significantly contribute to improving the level of job performance.

Through our field study, we find that the majority of the sample respondents report the absence of conflicts and problems between them and the management. In their view, disagreements are a result of weak employee competence and a lack of experience. They believe that an employee should establish good relationships with all workers and avoid getting into conflicts, whether between the employee and their colleague or between the employee and management. In their opinion, frequent conflicts and disputes in the workplace hinder job performance.

It also became clear from our interviews with the participants that the main factors and reasons leading to conflicts and disputes among workers are represented in the failure of management or workers to adhere to their professional duties, as well as the informal grouping of workers into collectives, with each group wanting to achieve certain objectives within the organization, which creates conflicts between groups and individuals. In this conflict, certain behaviors and actions are used, such as gossip, slander, backbiting, the circulation of false and misleading propaganda, and other inappropriate

behaviors, which make an individual feel social pressure in the workplace that negatively affects their job performance. This is confirmed by many studies that demonstrate the role of informal groups in the rapid circulation of rumors and propaganda through oral communication without any guarantee of their accuracy. Given the seriousness of rumors and their continuous flow affecting employees and parties dealing with the organization, some researchers believe that management should work to eliminate rumors by establishing an effective communication system that facilitates the flow of information and news among all parties within the organization to contain and combat rumors and false news. (Weiss, W. H 1988 : P 27).

While we find some individuals in the sample reporting ongoing conflicts and disputes with management, they believe that these conflicts affect the performance of tasks and duties and carry out work in a good manner. These respondents see the main reason for these disputes and conflicts as the lack of understanding and agreement on certain work-related issues, such as decision-making and not paying attention to the workers' opinions and discussing their problems and complaints.

From the results shown above, we conclude that conflicts and disputes are present to a low extent within the organization, which indicates a relative interest from the management in resolving the existing disputes and conflicts within the organization. It has also become clear to us that the prevalence of conflict and dispute within the organization negatively affects the level of job performance of the employees.

Through our field study, a majority of the sample believes that there is no interference from anyone in their work, while some individuals in the sample assert that certain people do interfere in their authority and tasks in order to control all matters within the organization. In their view, management imposes pressure on them by monitoring and holding them accountable for certain behaviors and actions that do not serve the institution. What we observed in the field is that management issues instructions and observations aimed at correcting some behaviors among employees, which creates their dissatisfaction as they consider it an unacceptable interference in their tasks. When feedback or penalties are presented by management to one of the workers, his colleagues stand in solidarity with him and reject it. In this context, many studies confirm the role of informal organizational groups in the emergence of what is called role conflict. The behaviors and actions of individuals in these groups may be disapproved of and considered unacceptable by the organization's management. For example, excessive talking and side meetings among members of the informal group may lead to wasting time and abandoning tasks or delaying them, negatively impacting the levels of job performance in the institution. Such behaviors and actions may not be accepted by the organization's management as they do not align with its goals and interests. Therefore, 'management must work on planning to achieve integration and balance between the interests related to individuals and informal groups and the interests related to the organization as a whole, so that it is possible to reconcile between formal and informal interests, thus achieving the goals of all parties' (Abdullah Shauqi Hussein, 1988, p. 303).

Any change that the management tries to implement is viewed by some workers as an interference in their work, even if that change aims at improvement and development. These workers tend to refuse and protest, a fact supported by several studies that highlight the role of informal relationships within the organization. Members of these relationships, forming an informal organization, resist and oppose any change within the institution that does not align with its values and norms. In this case, the management should adopt well-thought-out and precise strategies that facilitate the realization of changes in both technical and social aspects, which in turn contributes to the acceptance of these changes by informal groups, thereby encouraging their adoption and implementation to avoid falling into professional and social pressures that do not benefit the institution. (Arafa Ahmed Ali, Sumaya Ibrahim Shalabi, 1990, p. 242).

From what has been mentioned, it is clear that informal work relationships or informal organization groups have multiple negative repercussions and effects on both individuals and the institution. In light of this, it is essential for the institution's management to plan consciously and conduct thorough studies that enable the reduction of negative effects that may be a source of conflicts, which adversely affect the job performance of the employees, hinder the smooth running of the institution, and prevent the achievement of organizational goals.

10- General conclusion:

Through our research, we attempted to explore work relationships from a sociological perspective and link them to the job performance of employees in educational institutions by studying a case of middle schools in the municipality of Mohammedia, Wilaya de Mascara. To give this perspective a scientific character, a study model was developed consisting of two hypotheses. In light of these hypotheses, and after conducting field research, sorting, and organizing the data collected from the field, we analyzed and interpreted it based on reality and theoretical knowledge to finally arrive at a set of conclusions, which cannot be considered final or absolute because they are constrained by the nature of the research field on one hand and the cognitive aspects of the research topic on the other hand. In this context, we will mention the main conclusions of the field study, which are as follows:

- The data collected on the reality of labor relations and job performance within the studied institution showed that the internal environment of the institution contains many labor relations that have either a positive or negative impact on the job performance of the workers.
- The work environment is not limited to formal labor relations; there are also informal labor relations that affect the job performance of individuals within the institution. Therefore, institutions cannot achieve their goals by focusing solely on formal labor relations; rather, their success depends on how well they manage and frame the various types of relationships existing within the institution.
- It can be said that workplace relationships are an important factor in the success or failure of an organization. Having employees in a good work environment characterized by good workplace relationships significantly contributes to achieving high levels of job performance. However, if the workplace relationships are filled with conflicts and ongoing disputes, and there is a lack of support and collaboration, this affects employee morale, leading to decreased effectiveness and lower levels of job performance.
- Despite what the nature of work imposes in terms of cooperation and integration among workers, which is a collaboration mandated by some jobs that are interconnected, this has not prevented the existence of support and cooperation among workers through friendships and collegial relationships, even when the nature of the work does not require it. What has also become clear to us is that workplace relationships characterized by support, cooperation, and mutual aid contribute, on one hand, to reducing the level of social pressure and, on the other hand, to enhancing the level of job performance.
- The most prominent factors and reasons that lead to the emergence of conflicts and disputes within the organization are the lack of commitment from management or employees to their professional duties. Additionally, the informal grouping of workers into factions, each aiming to achieve specific objectives within the organization, creates conflicts between these groups and individuals. This conflict is characterized by some negative behaviors and actions such as gossip, slander, and the circulation of false and distorted rumors. This is what makes individuals feel social pressure that negatively impacts their job performance.
- The level of education and seniority at work help the employee to adapt to the organizational culture of the institution, and the alignment between the individual's culture and the institution's culture contributes to enhancing the level of job performance within the institution. When the employee feels that the management's methods align with their thoughts, interests, values, and attitudes, it generates a conviction in all the orders and instructions issued, thus leading to commitment and dedication in performing them. This also contributes to feelings of satisfaction and belonging, which helps to

reduce levels of social pressure, motivating the employee to work harder, improve and develop their job performance, and strive to achieve the institution's goals.

- The application of management principles is considered one of the effective organizational management strategies that contribute to enhancing team spirit and harnessing all efforts to achieve the organization's goals, which in turn contributes to achieving organizational effectiveness that reduces or mitigates social pressures among individuals within the organization.

Based on the results of the study, we conclude the following:

- The general hypothesis has been confirmed, which means there is a correlational relationship between social pressures and the job performance of workers.
- Empirical evidence and statistical data confirm that the first hypothesis has been fully realized, indicating that the sources of social pressures are internal sources related to the work environment and external sources that include the worker's family relationships and the prevailing culture in society. These sources have a negative impact on the job performance of workers within the organization.
- The results obtained confirm that the second hypothesis has been fully realized, which means that both the organization and individuals are striving to follow a set of strategies to adapt to the internal work environment and various external social and cultural conditions. These strategies contribute positively to achieving adaptation to social pressures on one hand and improving work performance on the other. Thus, social adaptation strategies are essential for both the individual and the organization as they help achieve balance and alignment between the individual and their social environment, in order to avoid social pressures and their negative effects on mental health, as well as on social and professional relationships. Individual and organizational strategies for adapting to social pressures play a significant role in equipping the individual with the ability to modify their behavior, creating an adaptive relationship between themselves and the social environment, whether inside or outside the organization, positively integrating with it, and adhering to its standards and laws, which, in turn, positively reflects on organizational effectiveness and work performance at the level of the organization.

Conclusion

Our discussion of the topic of labor relations and job performance has come as a result of objective and subjective justifications imposed by the social, economic, cultural, and technological transformations and changes taking place in Algeria. This is in order to diagnose the reality of social pressures and their impacts on the job performance of workers within the institution. Through our research, both theoretical and practical, it became clear that labor relations can be either formal or informal, and can be based on support, cooperation, and solidarity, or characterized by disputes and conflicts. Therefore, the labor relations that an individual experiences within the institution can affect their job performance either positively or negatively.

Human resources are considered one of the most important elements of an organization, and therefore it is essential to pay attention to and develop them for good performance and productivity. Achieving the organization's goals cannot be done by merely increasing machines or the number of employees, but rather through improving job performance by providing a work environment characterized by suitable work relationships free from conflict, based on values of solidarity and cooperation. This is because work relationships impact not only the individual but extend their effect to the organization as a whole. From this standpoint, the organization finds itself faced with the necessity of applying the principles and concepts of modern management, developing working methods, and educating workers about the importance of building a sound network of work relationships. It is crucial to deal rationally with various social and professional situations to reduce and alleviate disputes and conflicts within the organization, to avoid falling into them, and to assist workers in integrating and enhancing their sense

of belonging to the organization. This fosters a sense of loyalty, security, and dedication, all of which positively reflect on job performance and ultimately achieving the organization's objectives.

Study Recommendations:

In light of the conclusions reached by the research, we present some recommendations for consideration by researchers and officials:

- Conduct research and studies of this type on a broader scale and with a larger sample than the one we dealt with to make the study more comprehensive and clearer.
- Organize regular meetings between workers and officials to get closer to all workers, regardless of their positions and roles, to understand their daily problems related to their professional and social lives in order to help them solve issues and overcome conflicts that negatively affect their job performance and create an atmosphere of understanding and cooperation within the institution.
- The management of the institution must work on eliminating rumors by establishing an effective communication system that facilitates the flow of information and news among all parties within the organization in order to contain rumors and false news and combat them to avoid conflicts within the institution.
- It is necessary to activate the supervision strategy which should include distinguished and aware managerial leadership that works to enhance an organizational culture within the institution and to ensure its establishment among workers, persuading them of its role and importance in alleviating social pressures, achieving the institution's goals, and improving the level of effectiveness and job performance. This can be done by spreading values, customs, and traditions within the institution that contribute to increasing workers' sense of belonging and membership to the workgroup and the institution as a whole, so they become a single entity to face the various challenges of contemporary societies and the social pressures that negatively affect the individual and the institution.
- Choosing a management style and organizational structure that aligns with the nature and goals of the institution, as well as redesigning the organizational structure in various ways whenever necessary to address organizational imbalances that may lead to multiple problems, creating social pressure on workers.

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