

## EFFECT OF GENDER EQUALITY POLICIES ON WOMEN'S JOB SATISFACTION

Ayesha Zaman<sup>\*1</sup>, Dr. Sumera Tul Hasan<sup>2</sup>, Zahida Anum<sup>3</sup>, M. Ayyaz Shakeel<sup>4</sup>, M. Ijaz<sup>5</sup>

<sup>\*1,3,4,5</sup>M.Phil Scholars Department of Sociology University of Okara

<sup>2</sup>Assitant Professor Department of Sociology University of Okara

Corresponding Author: \*

Ayesha Zaman

DOI: <https://doi.org/10.5281/zenodo.20700747>

Received	Accepted	Published
16April 2026	28May 2026	15 June 2026

### ABSTRACT

The present study aimed to explore the effects of gender equality policies on job satisfaction of females working in public and private sector organizations in Pakistan. The study was qualitative and had been oriented on the basis of three theories, namely Equity Theory, Organizational Justice Theory and Social Role Theory. Twenty female employees from those organizations that have policies on gender equality were selected through purposive sampling and interviewed using a semi-structured approach. Thematic analysis was used to analyze the data. The findings indicated that gender equality policies (equal pay, anti-discrimination policies, maternity benefit policies, flexible working and promotion policies) were found to be positively associated with women's job satisfaction. Fairness, transparency, supportive leadership and equal opportunities led to increased satisfaction and organizational commitment reported by participants. Organizations were also determined that have work-life balance programs that enhance women's work experiences. However, certain barriers to the effectiveness of gender equality policies were identified such as low policy enforcement, informal discrimination, low transparency and organizational accountability. The research finds that implementing gender equality policies, coupled with an organization's culture of inclusion, can markedly increase women's job satisfaction. The findings provide valuable insights for policy makers, organizational decision makers and HR managers looking to create a more equitable and supportive work culture for women in Pakistan.

**Keywords:** Gender Equality Policies, Job Satisfaction of Women, Organizational Justice, Perceived Equity, Work-life balance, Workplace discrimination

## 1.1 INTRODUCTION

Gender equality policies are a set of organizational and governmental measures aimed at achieving equitable rights, opportunities and treatment of men and women in the workplace. Such policies cover anti-discrimination legislation, equal pay schemes, maternity/paternity leave policies, diversity training, and fair promotion policies. Gender equality has long been considered a human rights priority and also an economic and and force participation (UNESCO, 2025). Women remain underrepresented in leadership positions, underpaid, and less likely to be promoted or satisfied with their jobs and experience in the workplace, despite decades of policy change. Often, however, these policies fail to achieve full equality because of stereotypes and workplace bias that persist.

Empirical studies reveal that the attitudes about gender equity are directly linked to women's job satisfaction. A study of health care professionals, for instance, concluded that a belief in gender parity in promotion and salary positively related to job satisfaction. Experiences of workplace bias, on the other hand, were negatively associated with satisfaction (Perceptions of Gender Equity & Workplace Bias, 2025). Also, in developing contexts, gender differences in job satisfaction also indicate unequal access to job benefits and opportunities with male employees generally expressing more satisfaction than female employees (Fatima et al., 2015). In addition, traditional gender role attitudes, and workplace discrimination have been found to also deplete women's satisfaction with their jobs due to their negative impact on women's self-esteem and work-life balance (Tabasum et al., 2025). The studies highlight that gender equality policies cannot ensure positive job satisfaction, but that the social and organizational surroundings play a very important part in the outcome.

As there are many experiences of women workers across the globe, it is important to assess the impact of gender equality policies on their job satisfaction in order to design effective strategies in the workplace and sustainable development goals. Gender equality is a key component of

socio-economic development, as recognized by international bodies, yet it remains a challenge to put policies into practice and enforce them within individual organizations. This study examines the impact of gender equality policies on women's satisfaction from their jobs, and looks at both structural and psychosocial influences on women's experiences in the workplace.

## 1.2 Statement of the Problem

Although there are many policies about the equality of women, women often report a lower level of job satisfaction than men. Discriminatory hiring, promotion, compensation and mentoring practices continue to exist across workplaces. Even if policies are in place on paper, these can lower women's satisfaction with their jobs. For example, it has been found that discriminatory environments at work negatively impact women's sense of self-worth and job satisfaction, and that work-life balance influences these connections (Tabasum et al., 2025). Moreover, research in the healthcare industry reveals that even when there is equal opportunity in promotion and pay, women still perceive gender bias and it impacts their job satisfaction (Perceptions of Gender Equity & Workplace Bias, 2025).

These challenges are further complicated by gender norms associated with the patriarchy in a developing context like Pakistan. Formal equality policies may be undermined by informal practices, which are more likely to affect the career progression of female employees and lead to lower levels of job satisfaction. Previous studies show that job satisfaction in Pakistan is lower among females compared to males and that there is a need for more to be done to bridge this gender gap in the organization (Fatima et al., 2015). These contexts illustrate that policies, without organizational commitment, leadership buy-in and cultural change, are not enough. Therefore, the main issue studied was the disparity between the existence of gender equality policies and their real implementation to contribute to the increase of the job satisfaction of women.

### 1.3 Research Objectives

The objectives of this research are:

- To learn about women's attitudes towards policies of gender equality in public and private sector organizations.
- To learn how Gender equality policies affect Women's Job Satisfaction.
- To understand the organizational and cultural issues those impacts the implementation and impact of gender equality policies.
- To discuss some of the problems that women encounter despite having gender equality policies in the workplace.

### 1.4 Scope and Delimitations of the Study

In Pakistan, public and private sector organizations have gender equality policies and this study will include female employees in these organizations. The study involves exploring the experience and perception of the participants on workplace equality, job satisfaction, organizational support, and organizational policy implementation. The research method applied was qualitative and the data collection technique was semi-structured interviews which were conducted with 20 female employees chosen with purposive sampling method. The study is relevant for women in formal employment and not for women who are employed in the informal sector. The findings are the experiences of the respondents and may not be applicable to other organizations or areas in Pakistan. Furthermore, because of time and resource limitations, the study was not extensive geographically or in terms of numbers of participants.

### 1.5 Significance and Importance of the Study

This research has importance to both the local and global communities. The study offers local insights into gender equality policies: what women in Pakistan perceive and what they actually experience, as formal policy goals are likely to be "softened" in political contexts by patriarchy and institutional constraints. The study can provide policy-makers and organizational leaders with information on the factors driving or undermining job satisfaction to help them craft successful gender equity policies.

As far as the organization, HR managers and leaders can leverage the findings to shape policy implementation, enhance diversity and inclusion learning, and create an accepting work environment with equal opportunity for women. Gender knowledge about the effects of workplace discrimination and gender role attitudes adds to gender policy frameworks and increases the understanding of the psychosocial aspects of discrimination.

The impact of this research is relevant for the global discussion on Gender Equality (Sustainable Development Goal 5) with respect to combating discrimination against women in the workplace and promoting the economic empowerment of women. While an international gender equality accord was signed, gender gaps exist in terms of job satisfaction and working conditions. In addition, there is evidence from several countries that a culture shift, robust enforcement mechanisms and accountability of the organization are necessary to accompany formal policies (UNESCO, 2025; Perceptions of Gender Equity & Workplace Bias, 2025). This study is empirical and has relevance for comparative research and practice worldwide in the quest to enhance gender parity in different labour markets.

### 2.1 Review of Literature

Over the past few years, the connection between gender equality policies and women's job satisfaction has been investigated by numerous studies, meaning that gender equality policies are quite influential in women's careers. In the studies done in various countries, positive relationships exist between implementation of gender equality policies (equal pay, anti-discrimination policies, flexible working, parental leave) and women's job satisfaction (Jamunarani & Syed, 2025). Gender equality policies, however, can have a positive impact on the well-being of women and their job satisfaction by promoting more inclusive workplaces, but the authors identified three factors that limit the impact of gender equality policies: weak policy implementation, persistent gender wage gap, and low representation of women in leadership

positions. This indicates that improved job satisfaction is not likely to result from employment policy without a strong commitment to it from the organization.

There is a recent empirical literature that has stressed that the perceived gender equity is more important than the presence of formal policy. In one study of nurses, for example, women's feelings of justice with regard to promotion and pay correlated highly with job satisfaction. Perceptions of gender equity and workplace bias,

on the other hand, were linked to career stagnation and dissatisfaction (Perceptions of Gender Equity & Workplace Bias, 2025). Likewise, a study in Jordan showed that companies following gender equality policies (such as open promotion systems and equal pay) experienced increased job satisfaction among female employees (Al-Rashidi, 2025). The findings show that women's job satisfaction is strongly correlated with the policy experiences that they have in their working day.

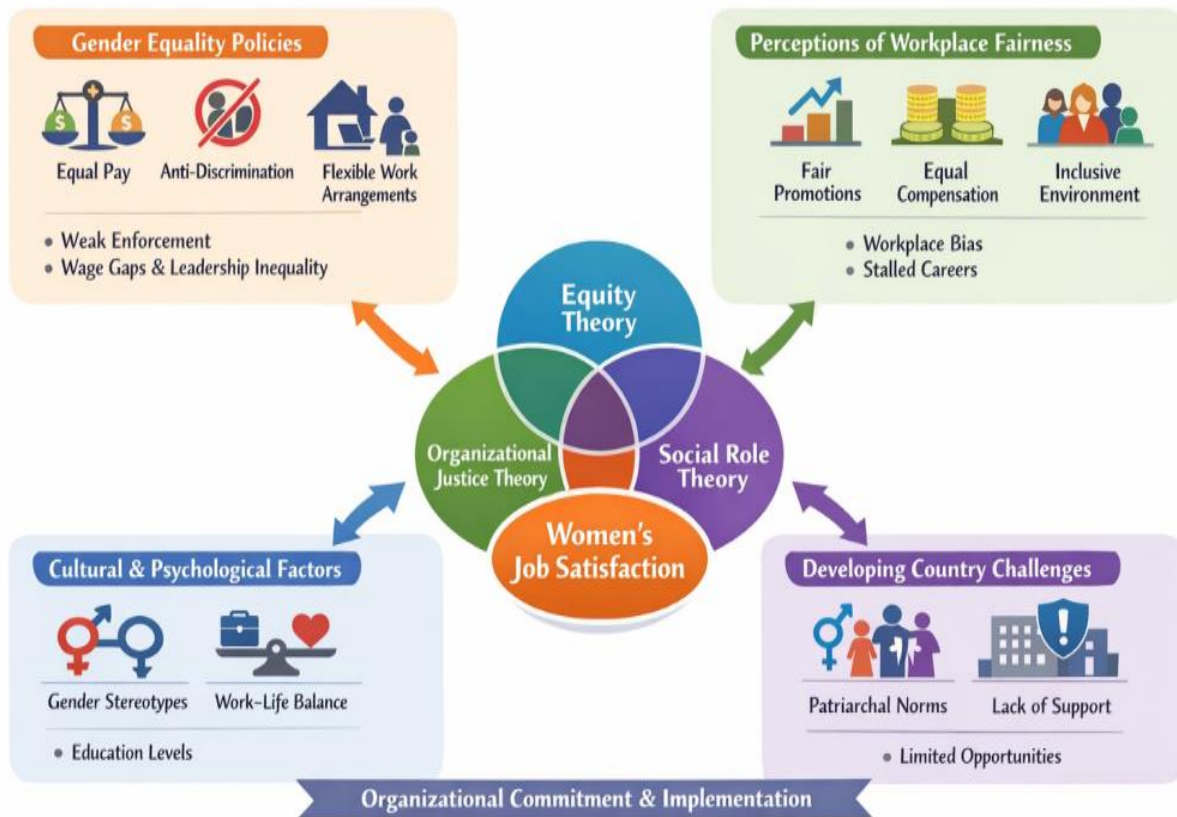


Figure 1: Reviews Interlink

The connection between gender equality policy and job satisfaction is further complicated by psychological and cultural issues. In their study published in Humanities and Social Sciences Communications, Zeng et al. (2025) found that gender stereotypes have a significant negative impact on women's job satisfaction, which is mediated by subjective well-being. This study showed that stereotypical beliefs can impact

women's confidence and satisfaction even when they are in organizations that have instituted formal equality measures. This was found to be moderated by education level, suggesting that structural inequality is in interaction with individual resources. The findings corroborate Social Role Theory, in which gender expectations in the workplace are socially constructed, thus

influencing workplace experiences and outcomes (Eagly & Wood, 2012).

One of the major issues mentioned in the recent literature is work-life balance policies. Jamunarani and Syed (2025) found that FWA was positively correlated with women's job satisfaction, which was in turn positively mediated by work-life balance. Their findings are consistent with the general reviews which suggest that policies for work-family conflict have a significant positive impact on women, who bear a disproportionate burden of care responsibilities (Casper et al., 2025). But studies also indicate that the availability of such policies is not always equal and that managers' attitudes can limit the effective implementation of the policies, which can consequently have a limited positive effect on job satisfaction (Casper et al., 2025).

Strategic and cultural challenges reduce the impact of gender equality policies in the context of developing countries. Research in Pakistan suggests that women working in the profession are less satisfied with their jobs, experiencing wage disparities, restricted upward mobility, and poor institutional support (Fatima et al., 2015; Abid & Jafree, 2024). A more recent feminist critique of workplace policies in Pakistan points to the lack of contentment with maternity leave policies and transparency in decision making within organizations which indicates that policies are largely failing to disrupt entrenched gender norms (Khaskheli et al., 2025). The results underscore the importance of gender equality policies taking a culturally responsive and context-specific approach to creating meaningful improvements in women's job satisfaction.

Organizational culture and the leadership commitment have also been cited as factors contributing to the success of policy. The study indicated that policy frameworks are more likely to be translated to positive outcomes in terms of women's job satisfaction in an organization with strong gender equality support, diversity training, and accountability mechanisms (Abraham & Rowley, 2024). On the other hand, symbolic gender equality policies that are generally carried out to meet legal or reputational obligations are unlikely to have a positive effect on the

satisfaction of women of their jobs, and can even cause disillusionment among workers (Acker, 2006).

While there has been a literature building up on issues and policies around gender equality, there are some gaps. The majority of earlier research has been quantitative and concentrated on quantifying the statistical associations between policies and job satisfaction. Not much attention has been paid to understanding how women's lived reality and perceptions of policy implementation and effectiveness can be captured. Furthermore, there is a lack of qualitative research in developing countries particularly in Pakistan which explores the impact of Organizational culture, Work culture and Social norms on women experiences and job satisfaction. Considering the above, this study aims to address the gaps by using qualitative approach to understand women's perceptions and experiences about gender equality policies and job satisfaction in public and private sector organizations.

The gaps are addressed by the present study, which builds on the theories of Equity Theory, Organizational Justice Theory and Social Role Theory. Equity Theory is an explanation of job satisfaction based on the perception of fairness and justice in one's rewards and opportunities (Adams, 1965), and Organizational Justice Theory focuses on the perceived fairness of the procedures used and the respect received in the organization (Greenberg, 1987). Social Role Theory helps to explain the experiences of women in the workplace through cultural norms and stereotypes (Eagly & Wood, 2012). This study seeks to provide a more holistic view by incorporating these theoretical underpinnings to elucidate the interactions between gender equality policies and organizational practices and norms in explaining women's job satisfaction.

## 2.2 Theoretical Framework

The study draws on the theories of Equity Theory (Adams, 1965), Organizational Justice Theory (Greenberg, 1987), and Social Role Theory (Eagly & Wood, 2012) to describe the effect that gender equality policies have on women's job satisfaction.

Together, these theories offer a solid conceptual framework to examine structural and psychological processes within workplaces. According to Equity Theory, fairness is seen through the ratio of the outcomes (salary, promotion, recognition) and the inputs (skills, effort and experience) of the employee. Women who believe that they are treated fairly as a result of gender equality policies, including pay equity, employment advancement, and anti-discrimination policies feel more satisfied with their jobs. However, when the gap is perceived as unfair, whether due to pay inequalities or unfair assessments, it causes dissatisfaction, demotivation and a lack of organizational commitment. Hence, gender equality policies are mechanisms in the institutions that can help to

create an equal experience and improve women's job satisfaction. Organizational Justice Theory supports this model by adding dimensions of organizational processes and respectful treatment which are crucial to the definition of job satisfaction. Gender equality policies enhance women's job satisfaction by promoting distributive justice (fair rewards), procedural justice (openness of decision-making) and interactional justice (respectful interpersonal treatment). Fostering a sense of inclusiveness and fairness in organizational processes helps women trust the organization, which in turn raises their satisfaction and engagement. But, if policies are symbolic or poorly implemented, they are not perceived as being just and therefore do not have a significant effect on job satisfaction.

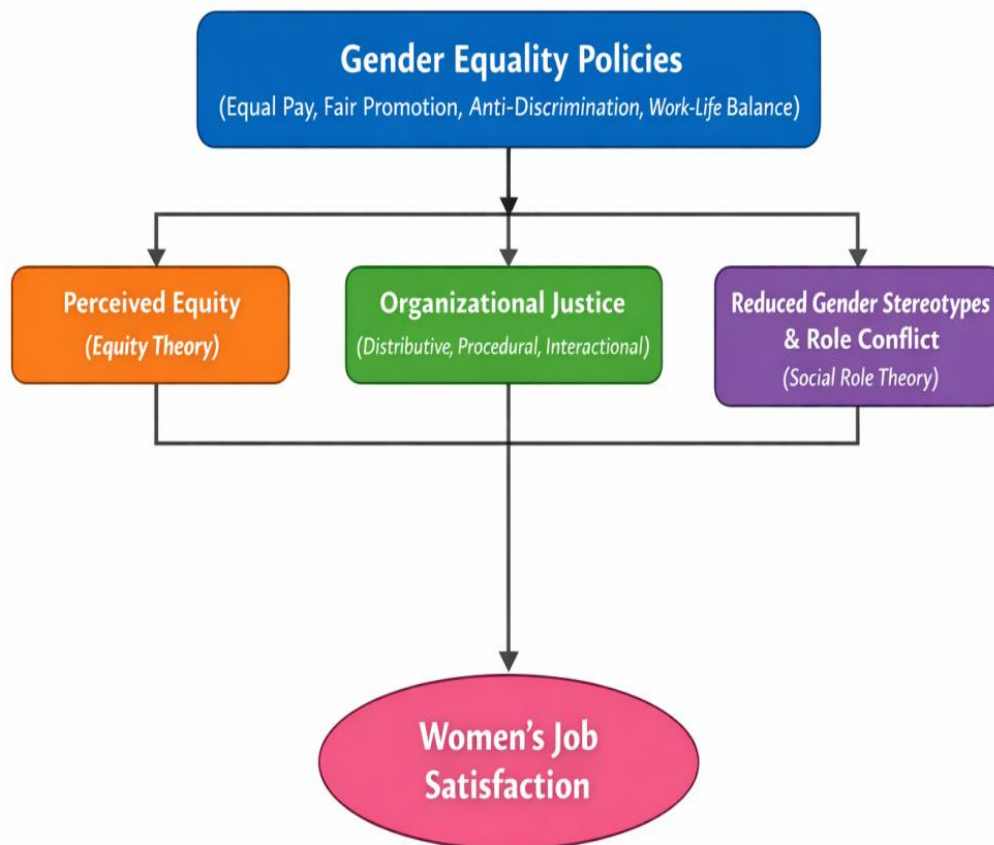


Figure 2

Social Role Theory is a theory that is geared towards understanding how gender norms in society can shape the nature of women's experiences at work. Traditional expectations may limit leadership opportunities and situations of work-family conflict for women as well as lead to biased performance assessments. For example, the flexible working options, parental leave and anti-harassment policies can break down these stereotypes because they give women legitimate career opportunities. Such policies lessen role conflict and stereotype-based discrimination, resulting in better psychological well-being and job satisfaction for women.

The framework suggests that gender equality policies (independent variable) can affect women's job satisfaction (dependent variable) by affecting the availability of perceived fairness, organizational justice, work-life balance, and decreased gender stereotypes as mediating factors. Furthermore, the relationship between policy and climate may be moderated by contextual factors, such as organizational climate and policy enforcement. This integrated framework offers a thorough understanding of the subjective job satisfaction among women, which is a result of the formal policy.

## Research Methodology

### 3.1 Research Design

The study used a qualitative research design to gain insight into the influence of gender-equality

policies on women's job satisfaction. Qualitative research was considered appropriate because it allows for gaining a deep understanding of the experiences, perceptions and opinions of women and men on issues of gender equality and job satisfaction in the workplace.

### 3.2 Population and Sample

The study is conducted in educational institutions, healthcare institutions, banking institutions and other public and private sector institutions, and all the female employees in these institutions are included. 20 female employees were selected as participants. For a qualitative study, the number of samples was considered as sufficient as it was not the intention of the study to make statistical inferences, but to have the deep understanding of the experiences of the samples.

### 3.3 Sampling Technique

These were selected using purposive sampling of those with firsthand experience of workplace gender equality policies. An attempt was made to identify people from different organizational levels and from different sectors in the area of focus to collect different perceptions regarding job satisfaction and equality in jobs. Data saturation of the themes was obtained and the data collection continued until a saturation point was reached.

<i>Major Themes</i>	<i>Categories</i>	<i>Sub-themes</i>
Theme 1: Perception of Gender Equality Policies	Awareness of Policies	Equitable Workplace, Equal Pay Policy, Maternity leave, Promotion guidelines
	Perceived Effectiveness	Perceived Effectiveness Fair Implementation, Equal Opportunities, Workplace Equality
	Application of Policy	Consistency across Department, Management Commitment
Theme 2: Job Satisfaction	Workplace Satisfaction	Respect for All Bullying, Harassment, Discrimination
	Employee Motivation	Organizational Commitment, Sense of belonging, Work Engagement
	Job Environment	Enabling management, positive work atmosphere

Theme 3: Work-Life Balance	Family-Friendly Policies Flexible Work Adjustment Employee Well-being	Maternity Leave, Family Support Programs Working Hours Flexible Work Arrangements Reduce Stress, Improved Work-Family Balance
Theme 4: Career Advance Opportunities	Promotion Opportunities Professional Development Barriers to Advancement	Fair, equal workplace management and rules, and promotion procedures Training Programs, Career Growth Opportunities Gender Stereotypes, Organizational Bias, Career Limitations are barriers to Advancement
Theme 5: Organizational Culture & Support	Leadership Support Inclusive Culture Employee Recognition	Supportive Supervisor, Management Commitment Respectful Communication, Equal Treatment Appreciation, Professional Growth Support
Theme 6: Challenges & Recommendations	Implementation Challenges Workplace Barriers Organization Issues Recommendations	Weak Policy Enforcement, Inconsistent Application Informal Discrimination, Cultural Stereotypes Lack of Transparency, and Limited Accountability. Awareness Programs, Leadership Commitment, Transparent Promotion System, Effective Monitoring Mechanisms

### 3.4 Data Collection Method

Semi-structured interviews were used to collect data. Using an interview guide of open-ended questions, participants shared their perspective and feedback on their opinions regarding gender equality policies, experiences in the workplace, opportunities for careers, work-life balance, organizational support, and job satisfaction. Interviews were 30-45 minutes in length and were held in a confidential setting to assure participants could answer candidly.

### 3.5 Data Analysis

Thematic analysis was used to analyze the data collected. All of the recorded interviews were thoroughly transcribed and then coded for common themes, ideas and experiences. Similar codes were grouped together and themes were

drawn out of these groupings for the findings and discussion. Thematic analysis helped to gain further insights into the effect of gender equality policies on women's job satisfaction.

### 3.6 Ethical Considerations

Participants' rights and confidentiality were protected by adhering in strictness to ethical standards.

**Informed Consent:** All participants were told the purpose of the study and they all gave informed consent to participate.

**Confidentiality:** The responses of the participants were maintained in an anonymous manner and only for research purposes.

**Right to withdrawal:** Participants were told that they could withdraw from the study at any time without penalty

**Approval:** The study was approved by the Department of Sociology Ethics Committee, which meets the criteria of research ethics.

### Results and Finding

The results of semi-structured interviews with 20 female public and private sector employees in Pakistan were presented in this chapter. Data from the interviews were analyzed using thematic analysis to reveal common themes, perceptions, and experiences related to gender equality policies and women's job satisfaction. The analysis of these interviews identified six major themes: perceptions of gender equality policies; job satisfaction; employment-family life balance; opportunities for career growth; organizational culture and support; and challenges and recommendations.

#### 4.2 Theme 1: Perceptions of Gender Equality Policies

A majority of the participants knew about the policies for gender equality that were in their organization. Important policies were similar - the majority of respondents said equal pay, anti-discrimination, maternity leave and promotion guidelines were important. Participants emphasized, however, that the effectiveness of such policies was critically related to implementation. Others indicated that there were some formal policies in place, but not consistently followed across departments and levels. People who thought policies were fairly applied were more likely to have positive workplace experiences.

*One participant said* "Gender equality policies matter because they help to foster the sense of opportunity among workers that it is available to all, not just some. The findings suggest that employees' attitudes and satisfaction with gender equality policies in their workplace are mainly affected by their perception of the effectiveness of these policies.

#### 4.3 Theme 2: Job Satisfaction

Job satisfaction was a key theme that developed across the interviews. All participants identified, fair treatment, recognition, career opportunities, supportive management and a positive working environment as factors in job satisfaction. Organizations with a strong stance on gender equality contributed to a sense of belonging and motivation for women in the workplace, many respondents reported. They were more satisfied when they felt valued and respected in their place of work.

*One participant commented:* "I feel valued and treated as an equal when I feel this way, I become more dedicated and enjoy my work more."

The findings indicate that equity in the workplace is an important factor for women's satisfaction with their jobs.

#### 4.4 Theme 3: Work-Life Balance

The most important issue among the participants that affected their job satisfaction was their balance of work and life. Flexible working hours, maternity leave policies and family friendly working practice were some of the organizational activities which were frequently stated as supportive. Some employers will provide adjustments to work demands for many women. The participants associated these policies with reduced stress and increased job satisfaction.

*One participant said:* "Flexible work arrangements help me to balance work and life more appropriately."

The findings suggest that work-life balance policies have a positive impact on enhancing women's work experiences and satisfaction.

#### 4.5 Theme 4: Career Advancement Opportunities

One of the factors that had a significant impact on job satisfaction was the prospects for career advancement. Participants pointed out that there was a need for clear promotion criteria, equal access to training programs and opportunities for professional development. Some respondents reported that their organization was an equal opportunity employer, and some reported challenges with gender stereotype and how it

affects organizational bias. These all had a negative influence on their motivation and career aspirations.

*One said: "It should be equal for women to be promoted as it is for men, but there could be impediments that women encounter but that are not visible."*

The findings suggest that having a sense of fairness with regard to promotions and career advancement is essential for women's job satisfaction.

#### **4.6 Theme 5: Organizational Culture and Support**

The students will investigate the culture and support within the organization. Organizational culture was identified as one of the organizational dimensions that had a significant impact on employees' lives. The more likely to be satisfied and committed tended to be those who had some experience of working in an inclusive and supportive setting. Positive experiences at work often involved having positive supervisors, feeling respected and valued, and being recognized for work performed. Women appreciated institutions that had a management commitment to gender equality measures.

*One participation note: "Employees' attitude towards their careers and employees' attitude towards management makes a lot of difference to improve the working atmosphere."*

Findings indicate that a positive working culture helps improve the impact of gender equality policies.

#### **4.7 Theme 6: Challenges and Recommendations**

A focus group discussion was conducted with seven females working in private educational institutions to spark a discussion on the challenges faced by women after implementing gender equality policies and to suggest recommendations to strive for equality and job satisfaction among female employees. The participants knew their institutions had gender equality policies, such as equal opportunities, anti-discrimination and fair promotion policies. They stressed, however, that the

implementation of the policies remains a big challenge. Policies that are not enforced well, informal discrimination and cultural stereotypes, lack of transparency in the promotion process, and limited organizational accountability were reported as problems. These challenges hampered efforts to improve gender equality and had an impact on women's lives and progress in the workplace. The participants also stressed on the need for increased commitment of the leaders and the organizations to ensure equal and consistent implementation of policies. It was recommended that awareness programmes be implemented regularly, promotion policies and systems be established and clearly promoted, there be robust monitoring systems and greater accountability of management. The participants expressed that these would have a positive impact on making the workplace more inclusive and supportive for women.

*One person commented: "The policies are important, but they don't do any good if they are not enforced and fairly applied to everyone."*

The findings indicate that gender equality policies are an essential first step towards workplace equality, and overcoming the barriers to implementation and ensuring that organizations are engaged would be important to improving women's job satisfaction and experiences.

#### **4.8 Discussion of Findings**

The findings reveal that proper implementation and commitment of policies for gender equality have positive implications for women's satisfaction with their jobs. Satisfaction was always tied to degree of fairness and equal opportunities, supportive workplace environment, and work-life balance initiatives. The results are similar to the Equity Theory that is concerned with the equity of outcomes within the workplace.

The results also support the Organizational Justice Theory, underscoring the significance of procedural transparency and fair treatment. Moreover, Social role theory offers understanding of the role of cultural stereotypes and gender norms in the professional lives of women. Finally, the study indicates that policies for gender

equality have a significant impact on women's satisfaction with their jobs, provided they are more than symbolic and contribute to positive work environments.

### 5.1 Conclusion

This study aimed to investigate impact of gender equality policies on working women satisfaction of public and private sector organizations in Pakistan. The technique of qualitative research was used with 20 female employees who were convened and data analyzed using thematic analysis. The results indicated that gender equality policies are important factors influencing women's work experiences and satisfaction. The participants emphasized that equal pay, anti-discrimination policies, maternity policies, flexible working and fair promotion opportunities are key to create an inclusive and equitable working environment. Women who believed that their organizations were equal opportunity, transparent, and fair were more satisfied, more motivated and more committed to their organizations. Positive professional experiences and well-being for women were also associated with supportive leadership and family friendly workplaces. Despite the positive outcomes, some challenges have been encountered that are impacting the effectiveness of policies to address gender equality. Barriers to workplace equality found were lack of policy implementation, informal discrimination, cultural stereotypes, lack of transparency in the process of decision making, and limited organizational accountability. The study revealed that if gender equality policies are implemented and reinforced effectively, gender equality can enhance women's job satisfaction, when it is embedded in the culture of the organization, procedures are transparent and leadership is committed. Businesses need to go beyond establishing policies and ensuring they are consistently followed to foster equality, respect, and professional development for women. These can assist in achieving a healthier workforce, a more productive workforce and greater gender parity in Pakistan.

### 5.2 Recommendations

#### 5.2.1 Strengthening Policy Implementation

- There is a need to develop and implement regular monitoring and evaluation systems for the effective and consistent implementation of gender equality policies within the organizations.
- This is limited to the British version and the promotion of equal career opportunities as an objective.
- All staff should have equal opportunities for promotion, training and career development.

#### 5.2.2 Enhancing Workplace Transparency

Clear policies should be established and adhered to by organizations to encourage, assess and act to reduce perceptions of bias and inequity.

#### 5.2.3 Increasing Leadership Commitment

Senior management should be proactive in promoting gender equality and show commitment by practicing fair practices and having organizational accountability. Discrimination and stereotyping in the workplace is addressed. There is need for continuous awareness creation and gender sensitivity trainings to eliminate the attitude of discrimination and gender stereotyping in the workplace.

#### 5.2.4 Supporting Work-Life Balance

A focus should be placed on the importance of organizations enhancing their family-friendly policies, including flexibilities in working hours and days, maternity support and health and job satisfaction promoting work practices. It is important to establish complaint mechanisms that are confidential and easily accessible to women so they can voice their experiences of discrimination and unfair treatment without fear of repercussions.

#### 5.2.5 Improving Organizational Accountability

Mechanisms of accountability should be put in place to help implement gender equality policies and enable timely action in the event of non-compliance. An organization must have 'inclusive culture'. It is important to have an inclusive

organizational culture. To ensure a workplace that treats all people with respect and fairness, inclusion and equal opportunities.

### 5.3 Suggestion for Future Research

Future research will be directed by the suggestions listed in this unit. The following are some suggestions for further research. The following are some suggestions for future research.

#### 5.3.1 Mixed Research Methods

The quantitative approach or mixed methods could be used to improve and validate the outcomes of the research.

#### 5.3.2 Career Growth and Leadership

Investigators can investigate the effects of gender equality policies on the promotion of women into leadership positions and careers.

#### 5.3.3 Work-Life Balance Policies

Future research may focus on whether flexible working hours and maternity policies have an impact on the satisfaction women experience at work.

#### 5.3.4 Organizational Culture

A subsequent study might involve examining the processes and culture of the work organization that can contribute to the promotion of gender equality.

## REFERENCES

- Abid, G., & Jafree, S. R. (2024). Gender inequality and workplace challenges faced by women in Pakistan. *Journal of Gender Studies*, 33(2), 145-160.
- Abraham, M., & Rowley, C. (2024). Gender equality policies and employee well-being: Organizational commitment and enforcement challenges. *Human Resource Management Review*, 34(1), 100912. <https://doi.org/10.1016/j.hrmr.2023.100912>
- Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in Experimental Social Psychology* (Vol. 2, pp. 267-299). Academic Press. [https://doi.org/10.1016/S0065-2601\(08\)60108-2](https://doi.org/10.1016/S0065-2601(08)60108-2)
- Acker, J. (2006). Inequality regimes: Gender, class, and race in organizations. *Gender & Society*, 20(4), 441-464. <https://doi.org/10.1177/0891243206289499>
- Al-Rashidi, F. A. (2025). Gender equality practices and job satisfaction among female employees in Jordan. *International Journal of Human Resource Studies*, 15(1), 55-72.
- Casper, W. J., Allen, T. D., & Poelmans, S. A. Y. (2025). Work-family balance policies and women's job satisfaction: A global review. *Journal of Vocational Behavior*, 141, 103822.
- Creswell, J. W. (2014). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). Sage Publications.
- Eagly, A. H., & Wood, W. (2012). Social role theory. In P. A. M. Van Lange, A. W. Kruglanski, & E. T. Higgins (Eds.), *Handbook of Theories of Social Psychology* (pp. 458-476). Sage Publications.
- Fatima, N., Ali, M., & Saeed, A. (2015). Gender differences in job satisfaction: Evidence from Pakistan. *Pakistan Journal of Social Sciences*, 35(2), 123-134.
- Greenberg, J. (1987). A taxonomy of organizational justice theories. *Academy of Management Review*, 12(1), 9-22. <https://doi.org/10.5465/amr.1987.4306437>
- Jamunarani, R., & Syed, J. (2025). Flexible work arrangements and women's job satisfaction: The mediating role of work-life balance. *Humanities and Social Sciences Communications*, 12, 45.
- Khaskheli, A., Shah, S. A., & Brohi, M. (2025). Feminist evaluation of workplace gender policies in Pakistan. *Asian Journal of Women's Studies*, 31(1), 88-105.

- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607-610. <https://doi.org/10.1177/001316447003000308>
- Organization for Economic Co-operation and Development. (2022). *Gender equality in the workplace: Policy and practice*. OECD Publishing. <https://www.oecd.org>
- Perceptions of gender equity and workplace bias. (2025). *Journal of Occupational Health Psychology*, 30(2), 210-225.
- Tabasum, S., Batool, S., & Ahmed, R. (2025). Workplace discrimination, work-life balance, and women's job satisfaction. *Journal of Social Psychology*, 165(3), 321-336.
- United Nations Educational, Scientific and Cultural Organization. (2025). *Gender equality and women's empowerment in the world of work*. UNESCO Publishing. <https://www.unesco.org>
- Zeng, J., Li, X., & Sun, Y. (2025). Gender stereotypes and job satisfaction: The mediating role of subjective well-being. *Humanities and Social Sciences Communications*, 12, 67.