

Echoes of Empowerment: Job Satisfaction among Female Sale Representatives at Mega Malls in Multan

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ABSTRACT

Aim of the Study: This study's aims are to find the satisfaction among female sales representatives with interpersonal connection related to the job, to identify the social and familial determinants of females and professional and economic factors of female sale representative and their job satisfaction.

Methodology: The design of this study was quantitative. In this cross sectional study researcher used Multan city as universe. Seven mega malls of Multan were selected as sample. Sampling technique was non probability particularly purposive sampling was operationalized. Data was gathered from sample of 384 respondents. For data collection interview schedule was used as an instrument having closed ended questions. Five point Likert scale was used to measure degree of agreement with the questions. Each respondent was personally visited by the researcher. Research ethics were ensured while data collection. SPSS was used for data analysis where descriptive and inferential statistics were applied.

Findings: Study found that female employees and work satisfaction has a greater relationship and work has influence on level of satisfaction of employees. According to the current study, some working women found happy with their occupations when their managers and coworkers act well, and trust among coworkers encourages employees to give their jobs their whole focus. Since men are more likely to engage with women and prefer malls with a strong female population, many women feel that men are given less significance than women at shopping malls. In a similar vein, some women favor female employees because they are happy when buy something.

Conclusion: Study concludes that there is an influence of different factors on female employees' job satisfaction, such as income, promotion, and working conditions, as well as other encouraging and motivating elements.

Keywords: Female Workers, Job Satisfaction, Mega Malls.

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1. INTRODUCTION

A sales representative serves an enterprise or business by promoting and selling its products to customers. Someone in this position offers products for possible customers, introduces fresh ones to current customers, manages current consumer finances, and guarantees an efficient sales process and high customer satisfaction (Maina and Afande, 2015). Sales representative have expansion in the administrative function it caused, to satisfy the expectations of their families, colleagues, partners, and coworkers, and they are no longer able to spend time with their families owing to the increased workload (Johnston, 2020).

Individuals sometimes pay less attention to their family and behave poorly with their family members. There is strong link among job satisfaction and work-family conflict, and it increased significantly. The factors include a decline in people's mental health role stress and role conflict (Spector 1997). Definition of work motivation includes the occupations and vocations that people seek, as well as how they deploy their resources and the influences that influence them. Employment prefers by the workers that allows them the choice and chance to use their abilities and skills (Kowang, 2018). Similarly, duties that are too demanding cause dissatisfaction and cause boredom whereas those that are not too challenging (Bajpai & Srivastava, 2002). In people's life work is crucial; hence, engaging it increases job satisfaction, depending on the setting (Tsigilis et al., 2006).

It is suggested that if workers are given great-achieving works and exciting tasks, they will be less likely to leave the business (Chughtai and Zafar, 2009). Workers are given wages in exchange for their labor, which allows them to acquire goods for a variety of uses. Personality qualities are frequently identified as analyst of satisfaction of employee's. As a result, behavior traits serve a mutual purpose in studies, whether conducted in developed or underdeveloped countries (Sokoya, 2000). The main factors used to evaluate job happiness are frequently all of the work, pay, supervision, growth, environment, and coworkers worldwide (Ellickson & Logsdon, 2001).

The most evident value of manufacturing things and services is the primary function played by economics. (Nauffal, D., and Nader, J. 2022) A worker's human context is made up of other people; the organizational environment is made up of organizational policies, structure, and culture; and the larger societal backdrop is made up of the political system, social structure, political climate, and community levels of technology and education (Kuenzi et al., 2020). Employees respond more favorably to five work satisfaction criteria, which have been determined over time to be the most significant aspects of a job. These elements include superiors and colleagues, pay, and opportunities for advancement (Luthans, 2005). According to Tella et al. (2007), from past researches, the following issues influence satisfaction in job: coworkers, compensation, workplace, and work (Robbins, 1998).

Salespeople, who behave as moderator, possess particular traits that affect a customer's level of engagement with them. Salespeople with strong understanding, for example, got more attention from clients than those with low empathy because empathy fosters contact (Comer & Drollinger, 1999). The customer may thus have a better idea of how content highly empathic salespeople are with their line of work. Since the former can only affect the latter to the extent that it is evident to the custom encountered, it is possible that the level of empathy exhibited by the salesperson sustains the relationship between the sales representative's happiness and the customers' contentment (Barrick et al, 1993).

Taylor (2014) stated that individual determinants include women's choices to work in a specific area, which might be influenced by gender stereotypes. Another consideration is social attitudes; gender stereotypes may impact whether or not women and girls are encouraged to make certain options. Sex discrimination refers to discrimination that has a significant influence on a few aspects of the workplace environments in which men and women work in order to shed light on the similarities and/or differences in job satisfaction (Hersch, 2024). Employees are more productive when they are content with their jobs. Satisfaction has a greater impact on worker behaviours, and worker attitudes are also influenced by their level of job satisfaction (Abbas and Dogan, 2022).

Job satisfaction is more significant for sales representatives because of the impact of the organization on consumers and vice versa. It works with stakeholders such as customers' retailers and distributors; It directly affects the sales representatives' success. Additionally, customer orientation and adaptive selling are impacted (Franke and Park, 2006). There have been some gaps in previous researches on job satisfaction. Some studies focused more on the individual level looking at job satisfaction that it has impacted by personal factors, while neglecting the organizational factors. In the current study new variables were discussed in detail that how these outcomes affect the job happiness improve the work. Previous researches has often been limited in its scope focus on certain region which may not capture full range of factor that influence job satisfaction, this research focused in understanding job satisfaction and its implications. These implications bring improvement in work of employees and in organization.

1.1 Study Objectives

The primary objectives of the study are given here:

- a. Assessing the level of satisfaction that female sales representatives have with social and professional relationships.
- b. Evaluating how social and familial issues affect female sales representatives' job happiness.
- c. Determining how economic and professional factors affect female sales agents' job happiness.

2. METHODOLOGY

The study used a quantitative approach to its design. In achieving research aims, the researcher used Multan as the universe. Purposive sampling was used to collect samples from various malls in Multan, including Mall of Multan, Crystal Mall, the United Mall, KK Mart, Mall of Gulghast, Chase Value and Chenone Tower Multan, all in the Multan district of Punjab. The investigator collected 20 respondents in the pilot testing. The research involved only women participants between the age of 18 to 50 who worked as sales agents at mega malls for at least five years. The sample size was 384. Data collection took place with the help of interview schedule. All the questions were closed ended as it was a structured interview schedule. In this study, Likert scales with five points (from strongly disagreeing to strongly agreeing) were included. Acquired data was analyzed using IBM SPSS. The researcher employed correlation to decide the association among several variables, and to compare the means of two groups, and ANOVA in measuring the means on more than two groups and determine the mean difference and significant variance among the groups. Facial validity was used. The WHO standards and recommendations were used to assure study ethics and participant confidentiality.

3. RESULTS

Results are divided in inferential and descriptive statistics. In the first section descriptive statistics results are shown in the 2nd part inferential statistics are shown.

3.1 Descriptive Statistics

Table 1: Respondents and their demography

Sr. No	Variables	Categories	Frequency (f)	Percentage (%)
01	Aging	Less than 20	115	29.9
		20-30	171	44.5
		31-40	98	25.5
02	Marital status	Single	113	29.4
		Married	271	70.6
03	Family	Joint family	196	51

04	Section	Nuclear family	188	49
		Cosmetics	64	16.7
		Jewelry	152	39.6
		Clothing	76	19.8
		Crockery	92	24.0
05	Shift duration	4-5 hours	175	45.6
		6-7 hours	142	37
		8-9 hours	65	16.9
		10 or above	2	0.5

Table 1 indicates the demographics of the responders. 29.9 percentages of participants were under the age of 20, the majority of participants (44.5 percentages) were between the ages of 20 and 30, with 25.5 percent falling among the ages of 31 and 40. Regarding the marital status of the sales agents, 29.4 percent were single, while 70.6 percentages was married. The maximum of responders were married. According to family type, 51% of respondents lived in a joint family and 49% in a nuclear family. When asked about the posting department, 16.7 % of workers was organized in cosmetics, 39.6 percent in jewelry, 19.8 percent in apparel, and 24.0 percent in crockery. The majority of respondents (45.6 percent) worked between 4-5 hours, 37% worked between 6-7 hours, 16.9 percent worked between 8-9 hours, 0.5 worked 10 or more hours, and a handful worked 10 hours or longer.

Table 2: *Work related factors*

Sr. No.	Statement	Strongly disagree %	Disagree %	Neutral %	Agree %	Strongly agree %
Section A: Work Satisfaction						
01	Are you satisfied with the job?	10.9	38.5	12.2	37.8	0.5
02	Do you feel supported by the colleagues at the workplace?	5.2	15.9	26.8	40.9	11.2
03	Is that work challenges you?	10.9	16.1	6.0	47.9	19.0
04	Do you face challenges with this job?	2.9	11.5	21.4	45.6	18.8
05	Does your work satisfaction increase the commitment and involvement?	2.9	11.2	16.4	43.2	26.3
Section B: Pay						
06	Are you satisfied with the pay structures?	2.6	10.4	29.7	56.3	1.0
07	Does the staff here get equal opportunity for rewards?	3.0	13.0	31.8	25.8	29.2
08	Does your salary increase at your work?	0.3	21.1	32.8	26.3	19.5
09	Do you feel that there are several economic incentives?	5.5	14.6	41.9	8.3	29.7
10	Are your expectations for this job is realistic?	10.4	26.8	11.5	41.1	10.2
Section C: Promotion						
11	Do you think that there is merit based promotion in this mall?	3.9	20.8	10.9	47.7	16.7
12	Do you think there is no interference in promotion systems?	2.6	39.3	26.6	25.0	6.5
13	Does the fair of promotions decrease turnover?	5.5	26.3	21.9	45.3	1.0

14	Are the promoted workers were more committed?	2.9	26.8	29.9	11.5	28.9
15	Do you get promotion opportunities here?	5.7	14.1	1.0	50.3	28.9
Section D: Work Environment						
16	Do you feel all the facilities are available here?	3.1	24.5	29.4	38.0	4.9
17	Do you feel that there is no fear based culture in this mall?	3.0	24.0	29.7	21.9	24.2
18	Have you notice that your workplace environment is cooperative?	2.6	11.2	23.4	22.4	40.4
19	Do you think that the good environment increases the interest of work?	3.1	13.5	31.5	32.3	19.5
20	Do you feel confident about your profession when you entered in mall?	5.5	14.1	8.1	51.3	21.1

Table 2 shows various work-related factors organized into distinct parts. Section A focuses on the respondents' perceptions of their work satisfaction. sales representatives with respect in job satisfaction, and 10.9 percent respondents belonged to the category of intensely Disagree, regarding job satisfaction, 38.5 percent of respondents disagreed, 12.2% of participants fell into the neutral category, meaning they were neither in favor of nor against, 37.8 percentage respondents were agreeing, and 0.5 percent intensely agree.

5.2% of sales professionals strongly disagreed, 15.9% disagree due to lack of support from workers, 26.8% was neutral, neither in against nor in favor, maximum of participants (40.9%) agreed, with 11.2 percent strongly agreeing, that they felt encouraged by their coworkers at work. 16.1% of participants was disagreeing in job's difficulty, 10.9 percent strongly disagreed. 47.9 percent of respondents agreed because they believed they were in a difficult situation at work, 19 % strongly agreeing, and 6 % was indifferent about their employment, meaning they were neither in opposed nor in favor to the degree of job. Regarding workplace problems, 21.4 percentages was neutral, nor against nor in support, 11.5 percent had disapproved, 2.9 % had strongly disagreed. Maximum of participants 45.6 percentages had been agreed category they faced hurdles in work, while 18.8% strongly agreed that they felt challenges in the workplace because of the numerous challenges they faced. Additionally, 2.9 % had been strongly disagreed related to satisfy with work, which helps to increase association and commitment include, while 11.2 percent disagreeing, 16.4 percentages was neutral, nor against not supported, 43.2 % agreeing about their job, and 26.3 percent strongly agreed.

Section B is about respondent's perception with respect to their pay. There were 2.6 percent who severely disagreed with pay, 10.4 percentages who disagreeing, and 29.7 percent who were neither neutral nor hostile to their pay structures, 56.3 percent who agreed, and 1.0 percent who highly agreed. Regarding equal possibilities for incentives for employees, 3% of respondents strongly disagreeing, 13% disapproved, 31.8 percentages was in neutral that is, neither in favor of nor against., and 25.8 percent agreed about feeling opportunities for rewards. 29.2 percent said they strongly agreed. 0.3% of sales representatives strongly disagreed with salary increases at work, 21.1% disagreed, 32.8% were neutral, 26.3% agreed, the majority agreed because they were satisfied with the salary they received from their employer, and 19.5% strongly agreed. 5.5% of sales representatives strongly disagreed about the economic incentives, 14.6% disagreed As they felt they take the incentives, 41.9% of respondents was not opposed nor in favor, 8.3% agreeing, and 29.7% strongly agreeing. Of the respondents, 10.4 % strongly disagreeing, 26.8% was disagreeing in the workplace with the job, 11.5 percentage were neutral, meaning they were neither in favor of nor against the expectations, 41.1 % agreeing as, and 10.2 percentage

strongly agreeing.

Section C is about, regarding merit-based promotions in the workplace, 20.8 % of respondents disagreeing, 10.9 percent were indifferent, meaning they were neither in favor nor against them. Approximately 47.7 percentages of participants agreeing, and 16.7 % had strongly agreed, About 2.6 percent of respondents strongly disagreed that the promotion system is free from interference, 39.3 % disagreeing, 26.6 percent were neutral—that is, not supported not against—25.0 percentage agreeing and 6.5 percentage strongly agreeing for this statement. 5.5% of respondents strongly disagreeing that promotions lower turnover. 26.3 percentage disagreeing about promotion level that reduced turnover; 21.9 % was neither in favor nor opposed, showing neutrality; 45.3 % agreeing; and 1.0 percent highly agreeing in turnover drop in the workplace's promotion system. 2.9% of respondents strongly disagreed with the dedicated workers, while 26.8% objected, 29.9% were neutral (neither opposed nor supportive), and 11.5% agreed. 28.9 percent said they strongly agreed with the dedicated workers. And for promotion in job they don't find prospectus 14.1 percentage of respondent was disagreeing, 5.7 % was strongly disagreeing with opportunities of promotion, 50.3 percentage was agreeing and 28.9 were strongly agreeing whereas one percent was in neutral category not against nor in favor.

Section D is about. Respondent's perception of their work environment, a total of 29.4 % of participants was neutral, 38 percent agreeing, 4.9 % intensely agreed, and 3.1 % strongly disagreed with workplace's facilities for employees. Additionally, 24.5 percent disagreed with the workplace's facilities because they found no additional facilities there. About 24% of respondents disagree because they do not encounter, in the workplace there is a fear based culture, However, 3% of respondents strongly disagreeing that there is no such culture. Due to their observation of the fear-based culture, 21.9 percent agreeing, 24.2 percent had strongly agreeing, and 29.7 percent were neutral. Two and a half percent of female salespeople strongly disagreed. Of those surveyed, 11.2% disagreed with the cooperative climate at work, and 23.4 percent were ambivalent, meaning they were neither in favor of nor against the cooperative atmosphere since they found it to be cooperative at times and not at others. 40.4 % strongly agreeing and 22.4 % had agreed, citing collaborative atmosphere. With the statement 3.1 percentage of participants was strongly disagreeing that the workplace atmosphere fosters interest in work. About 31.5% of female sales agents were neutral, while 13.5% of employees disagreed. Because they think that a positive work atmosphere increases interest levels, 32.3% of them strongly agreed. 19.5 significantly agreed because they believe that a positive work atmosphere increases enthusiasm for the job. Because they are satisfied with their level of confidence in their profession, 51.3 percent of respondents agree, 21.1 percentage had strongly agreed, 14.1 percentage of respondents was disagreed, 8.1 % was exist in neutral, 5.5 % strongly disagreeing.

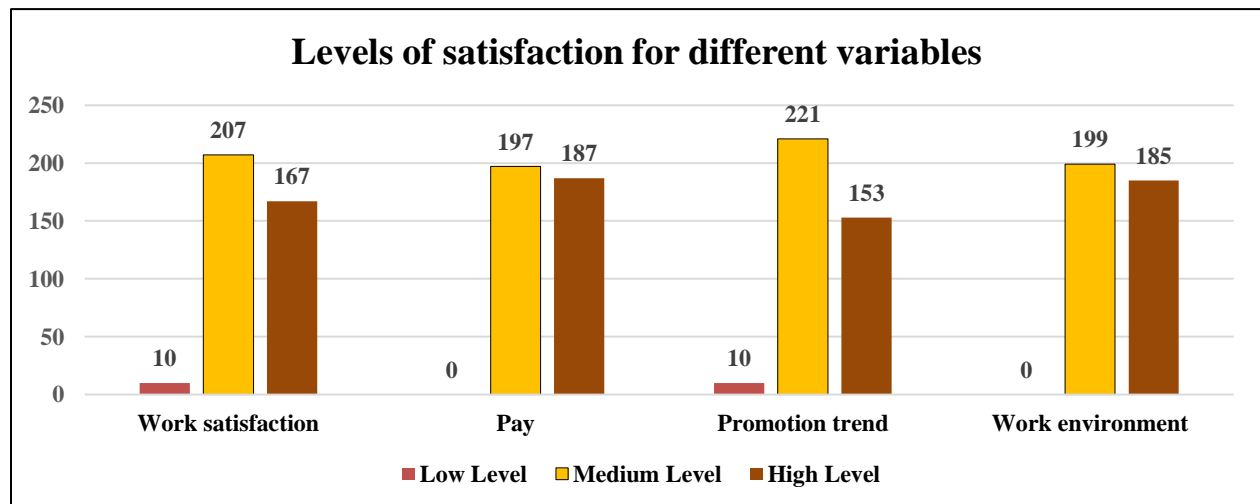


Figure 1: Levels of satisfaction for different variables

Figure 1 represents a bar graph which shows levels of satisfaction for different variables. These variables are work satisfaction, Pay, Promotion trend and work environment. The satisfaction levels are low, medium and high. For the work satisfaction variable 10 respondents showed low level, 207 showed high level while 167 showed a medium level of satisfaction with their work. Second variable is Pay satisfaction where 197 respondents showed a high level and 187 showed medium level of satisfaction with their pay while none of the participants showed a low level of satisfaction. Promotion trend also shows a mixed response where 221 respondents were highly satisfied, 153 were moderately satisfied while only 10 participants' satisfaction was low. The last variable in the bar graph is work environment showing a high level of satisfaction among 199 participants while 185 were moderately satisfied with work environment. Surprisingly none of the participants had a very low level of satisfaction with respect to job environment.

3.2 Inferential statistics

Table 3: *Independent Samples t-test contrasting Work Satisfaction between Nuclear and joint Family respondents*

Gender	N	Mean	S.D	T	P	Finding
Joint family	196	18.21	3.294	8.611	0.000	Significant Difference
Nuclear family	188	15.90	1.749			

Table 3 shows Work Satisfaction of Joint and Nuclear Family Respondents, comparing work satisfaction among nuclear and joint family respondents. The average work satisfaction score for mixed families (N = 196) is 18.21, has a 3.294 standard deviation. 8.611 is the comparison of T-value, indicating statistical significance ($p < 0.001$). This disparity suggests that joint family members are happier at work than nuclear household members. Respondents from nuclear families (N = 188) had a somewhat lower mean work satisfaction score (15.90) with 1.749 as the standard deviation. However, there are positive and statistically significant differences in the level of the absence of a P-value, in the T-test suggest that there is a difference in work satisfaction amongst respondents from nuclear as well as joint households.

Table 4: *Spearman Correlation Matrix for different variables*

		Working Conditions	Pay	Promotion	Work Environment
Work Satisfaction	R	-			
	P	-			
Pay	R	0.405**			
	P	0.000	-		
Promotion	R	0.309**	0.794**		
	P	0.000	0.000	-	
Work Environment	R	0.257**	0.680**	0.755**	-
	P	0.000	0.000	0.000	-
	N	384	384	384	384

(* $p < 0.01$)

Table 4 shows Spearman Correlation Matrix covers many factors, including pay, promotion, job satisfaction, and work environment. The correlations between compensation (0.405) and Promotion (0.309) are somewhat favorable, showing that better working conditions are related with greater levels of compensation and promotion chances. A favorable work environment is linked to advantageous working conditions, as evidenced by the lower positive relationship (0.257) between work satisfaction and work environment. Promotion (0.794) and work atmosphere (0.680) are strongly positively correlated. Higher pay are linked to attractive work environments and opportunities for promotion. Conversely, all other variables have a moderately positive relationship with promotion. Better promotion possibilities are linked to greater salaries, a pleasant work environment, and favorable working conditions, according to another component that measures these factors: working conditions (0.309), work environment (0.755),

salary (0.794). Lastly, a desirable environment of work is associated with better opportunities for advancement and higher pay structure, as evidenced by the somewhat positive correlations found between work environment and both promotion (0.755) and salary (0.68). Last but not least, the Spearman correlation matrix illustrates how pay and promotion and Work Environment, are interrelated, suggesting that modifications one may also have an impact on the others.

Table 5: *Multiple Linear Regression analyzing the Impact of Multiple Job related factors on Work Satisfaction*

Predictor	B	S.E	β	T	P	R ²	Finding
(Constant)	9.492	0.798	0.412	11.889	0.000	0.465	Significant Impact
Pay	0.414	0.058	0.630	7.199	0.000		
Promotion	0.665	0.070	-0.525	9.566	0.000		
Work Environment	-0.305	0.033		-9.268	0.000		

Table 5 explains the connection between few factors of job. Job satisfaction is significantly impacted by the coefficient, which is 9.492 with a standard error of 0.798 ($p < 0.001$). The R² value of 0.465 indicates that its predictors can account for 46.5% change in satisfaction of work between work satisfaction and pay the unstandardized regression of 0.414 indicated a correlation that is positive A statistical significance and strong standardized coefficient (Beta = 0.630) between pay and job satisfaction suggest a significant relationship. 0.665 included in the promotion and it has unstandardized regression coefficient, prospects for progress increased and linked with happier work place. The negative influence which indicated that it may be weaker than pay even though the correlation is significant ($p < 0.001$) was indicated by the standardized coefficient (Beta = -0.525), work environment is improved in decreased in the job satisfaction and indicated by the negative unstandardized regression coefficient of -0.305, there is moderate impact on work satisfaction, Despite the absence of a normalized coefficient, the association is statistically significant ($p < 0.001$), on job happiness promotion and money has more impact, as compare to others and provide with higher wages.

Table 6: *ANOVA analyzing Work Satisfaction among respondents posted in Different Sections*

Department	N	Mean	Group Dynamics	Sum of Sq.	Degree of freedom	M.S	F	P	Finding
Cosmetics	64	14.81	B/W	525.067	3	175.022	24.878	0.000	Significant Difference
Jewelry	152	17.51	Groups						
Clothing	76	18.53	Within	2673.430	380	7.035			
Crockery	92	16.76	Groups						

Table No. 6 The findings of an (ANOVA) were used to examine respondents' job satisfaction as they were allocated to various sections or departments. Out of 64 respondents, 14.81 is mean work scored is received by the department of cosmetics. A calculated F-value of 24.878, the ANOVA findings show a significant and differ among satisfaction of work between them ($p < 0.001$). A mean square of 175.022 and a sum of squares for the groups of 525.067, there is a notable variation in work satisfaction. The average work satisfaction score for the Jewelry department, which had 152 responses, was 17.51. Out of all the departments with 76 responders. The department with the lowest average score (18.53) for work satisfaction was the clothes department. Out of the 92 responses from the crockery department, the average The score for work satisfaction was 16.76. According to the ANOVA results, the division or department to which a respondent is assigned has a substantial impact on their level of work satisfaction ($p < 0.001$), the variations among the departments about satisfaction of work is doubtful, given the substantial F-value. In summary, the data indicates that respondents' job satisfaction varies by department, with the highest mean being founded.

4. DISCUSSIONS

Female employees and work satisfaction has a greater relationship and work has influence on level of satisfaction of employees. According to Shi et al. (2017), it has a greater effect on the environment and job satisfaction. The new study supports previous research that found that sales representatives' likelihood of leaving is more closely connected with their satisfaction with supervisors and their coworkers than with their male counterparts. Female personality attributes including warmth, compassion, and sympathy, as well as sensitivity to others' needs, devotion, and obedience, are likely to have a substantial impact on relationships with coworkers and superiors. Liu and Comer (2007) state that earlier research has shown how crucial in identifying the input of sales representatives the source of information, marketing, capacity, and delivery and capacity. "Because they are on the front lines, salespeople have a special capacity to identify market trends. According to the current study, some working women are happy with their occupations when their managers and coworkers act well, and trust among coworkers encourages employees to give their jobs their whole focus.

Employee job satisfaction increases when wage promotion and solidarity increase. As the main strategy for raising employee work satisfaction, which promotes long-term organizational performance, human resource and marketing managers should give top attention to training salespeople. Bussing (1998) highlights that salespeople must possess interpersonal communication skills, sales strategies, and an understanding of corporate norms and procedures. According to the current study, the success of an organization is more strongly influenced by the social lives of women, including their awareness of their family responsibilities and peer networks; most participants in my study expressed satisfaction with the mixed family structure.

Previous studies have shown that According to Russell and McNeilly (1995) and McNeilly and Goldsmith (1991), women place a higher priority on social interactions. There are few elements of job satisfaction included managers supervisors and coworkers and these elements has greater impact on commitment of employees. In a similar way, employment may have a more fundamental effect on an employee's organizational commitment for women than for men, and it may be more significant in sales. Men are typically the breadwinners, therefore their income and work satisfaction are probably going to have a bigger effect on organizational involvement (Gomes, R.M., & Paula, F. 2017). Since men are more likely to engage with women and prefer malls with a strong female population, many women feel that men are given less significance than women at shopping malls, according to my research. In a similar vein, some women favor female employees because they are happy when buy something.

5. CONCLUSION

It is determined that female workers' job satisfaction levels are influenced by their interpersonal connection and social surroundings. Their contact with their employees will be improved by emphasizing their value to their coworkers and giving them a setting that makes it easier for them to enjoy their employment and be treated fairly alongside their peers. Reducing gender differences within the company will provide equitable opportunities for all employees. The results of this study on job happiness demonstrate that a number of variables, including workload, kind of employment, and pay, affect employees' job satisfaction. working long hours and putting in extra time, such as attending career development events at night and on holidays, etc. Essentially, the study finds that women's employment satisfaction has a constant impact on Female workers who are content with their positions perform better, which could increase output. Some were unhappy with the way services were now provided, even though the majority were happy with their pay. In a similar way, a lot of respondents said the staff was reliable and helpful.

5.1 *Suggestions*

Various essential recommendations are provided below:

1. To promote development and growth, organizations must provide adequate services for female

employees.

2. Providing female workers with training and motivation can improve their job happiness.
3. Both genders should have equal possibilities to achieve goal they work will fully intentions in the workplace.
4. There should be supportive environment and work arrangements for the workers. Provided that workers with equal rewards, salaries it increases employee happiness.
5. A proper promotion system is necessary to align workers with their spiritual values.
6. Opportunities for growth and advancement should be available based on their talent.
7. Female personnel should have career chances in the workplace so that their work can be better.
8. Workplace atmosphere must be trustworthy for employees in order to boost their mental well-being
9. Among the colleagues there should be supportive and cooperative relationship.

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Conflict of Interest

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