



The Impact of Wage Disparities on Employment Sustainability and the Rise of Women in Professional Management in Rania City

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Abstract

The main research objective is the impact of wage disparities on the employment sustainability and the role of women in vocational management in Rania city. This research depends on the quantitative and descriptive analysis method. For this aim, the researchers created a questionnaire, consisting of 30 questions, and a convenient sample of 220 questionnaires was distributed to employees in supermarkets and vocational shops where female employees work. Many supermarkets in Rania city were chosen for the data collection. The response rate was only (197) from which only (186) questionnaires were selected as suitable for analysis. After returning and analyzing them through the statistical analysis program (SPSS v27), the results show that the salary difference has a significant impact on workplace satisfaction, and there is a strong positive correlation between them. This shows that the employees who feel that their salaries are fair are more satisfied in their workplace. On the contrary, when there is unfair salary dissatisfaction increases and this leads to low performance and efficiency in jobs. On the other side, the research suggested that the supermarkets and vocational

shop managers should treat the salary differences by implementing transparency in the salary and constant scrutiny of it to reassure them of a fair salary and non-differences between males and females.

Keyword: Wage Disparities, Employment Sustainability, Women in Management, Profession in Rania City.

کارێگه‌ری نایه‌کسانی مووچه له‌سه‌ر دامه‌زراندنی به‌رده‌وام و سه‌ره‌ڵدانی ژنان له به‌رپوه‌بردنی کاری پیشه‌یی له شاری رانیه

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پوخته

ئامانجی توێژینه‌وه‌که بریتیه له کارێگه‌ری جیاوازی مووچه له‌سه‌ر به‌رده‌وامی دامه‌زراندن و سه‌ره‌ڵدانی رۆلی ره‌گه‌زی مێ له به‌رپوه‌بردنی کاری پیشه‌یی له شاری رانیه، توێژینه‌وه‌که پشتی به رێبازی چه‌ندایه‌تی، شیوازی وه‌سف کردنی شیکاری به‌ستووه، بۆ ئهم مه‌به‌سته توێژه‌ران راپرسی نامه‌یه‌کیان دروستکرد که ۳۰ پرسیار له خو ده‌گریت و وه‌ک نمونه‌یه‌کی گونجاو ۲۲۰ راپرسی نامه به‌سه‌ر مارکیته و دوکانه پیشه‌یه‌کان که کارمه‌ندی مێ تێیدا کارده‌کات دابه‌شکرا. زۆریک له مارکیته‌کان بۆ ئهم کاره هه‌ڵبژێردران. رێژه‌ی وه‌لامدانه‌وه‌ی راپرسیه‌کان ۱۹۷ راپرسی بوو، که ته‌نها ۱۸۶ راپرسی گونجاو بۆ شیکارکردن هه‌ڵبژێردران. دوا‌ی گه‌رانه‌وه و شیکارکردنیان له رێگه‌ی به‌رنامه‌ی شیکاری ئاماری (SPSS v27)، ئه‌نجامه‌کان ده‌ریان خست که جیاوازی مووچه به‌شیوه‌یه‌کی به‌رچاو کارێگه‌ری له‌سه‌ر ره‌زامه‌ندی له شوێنی کار هه‌یه، له‌گه‌ڵ بوونی په‌یوه‌ندییه‌کی ئه‌ریتی به‌هێز و کارێگه‌ر، که ئه‌وه پێشان ده‌دات، ئه‌و کارمه‌ندانیه‌ که هه‌ست به دادپه‌روه‌ری مووچه ده‌که‌ن زیاتر له شوێنی کاره‌کانیان رازین وه به‌پێچه‌وانه‌ش کاتیک جیاوازی مووچه هه‌یه، نارازی بوون زیاد ده‌کات، ئه‌مه‌ش ده‌بێته‌وه‌ی که‌مبوونه‌وه‌ی پالنه‌ر و به‌شداریکردن له شوێنی کاردا. له‌لایه‌کی دیکه‌وه، توێژینه‌وه‌که پێشنياری ئه‌وه ده‌کات که سیسته‌می به‌رپوه‌بردنی مارکیته‌کان و شوێنه پیشه‌یه‌کان پێویسته جیاوازیه‌کانی مووچه چاره‌سه‌ر بکه‌ن به جێبه‌جێکردنی پێکهاته‌ی شه‌فافی له پێدانی مووچه و ئه‌نجامدانی وردبینی به‌رده‌وام بۆ مووچه، وه دڵنیا‌بوون له هێتانه‌دی دادپه‌روه‌ری و نه‌هێشتنی جیاوازی ره‌گه‌زی له کاردا.

کلێل وشه: جیاوازی مووچه، دامه‌زراندنی به‌رده‌وام، ژنان له به‌رپوه‌بردن، کاری پیشه‌یی له شاری رانیه.

1. Background of the study

Today, initiatives towards greater differentiation on professional work wage differentiation boards have gained traction in many parts of the world. Gender Disparities is the process by which individuals, based on age, race or color, and social class, are distinguished, but the research emphasizes the male and female in the labor market (de Castro, Ramundo Staduto et al. 2022). Gender differences in job choice are the effect of attitudes, behaviors, and performance on gender equality opportunities (Baerg MacDonald, Benson et al. 2023). Originally, the concept "sustainability" is related to the way that individuals and organizations manage the environment. The United Nations (1972) defined sustainability as a broad perspective that encourages individuals to work towards meeting current needs without compromising those of future generations (Docherty, Kira et al. 2009). Linking the concept of sustainability to employment implies that employers ought to make an effort to set up their operations so that their human resources are developed rather than taken advantage of allowing these resources to be deployed in the future (Mohrman and Worley 2010; Van Dam, Van Vuuren et al. 2017). Sustainable employment has been defined as the extent to which workers are able and willing to remain working now and in the future (Van Dam, Van Vuuren et al. 2017). Employee sustainability is the contribution of an employee to their own organization's sustainable performance. It involves job responsibility aspects (Fu, Zha et al. 2023). Also, it refers to the show of high-level, stable, and continuous performance by employees in the framework of the task performance maintained over an extended period of time. Therefore, understanding the factors that contribute to employee sustainable performance is crucial for their benefit, both practically and scientifically (Ji, de Jonge et al. 2021; Fu, Zha et al. 2023). Wage is defined as an amount of money paid to employees for their work performance within the market. The employer pays the worker a wage in exchange for the worker's economic contribution to the manufacturing process (Madan 2019; Le Barbanchon, Rathelot et al. 2021; Cai, 2023). Furthermore, the stability of wage differentials in the job market has been one of the major features of the job market and has maintained a key emphasis point of policy markets. Conventionally, wage differentials occur when employee performance in a similar type of work is given different recompense for the work or equal productivity is not rewarded with equal payment. The economic literature demonstrates that there are wide wage differences between

employees keeping identical job positions in various sectors, professions, or types of market (Scicchitano 2014, Madan 2019). In addition, previous studies have examined the characteristics that contribute to gender wage disparities, and the characteristics affecting the gender wage gap are education level, gender, occupation, employee performance, work experience, and working hours (Yang and Jeong 2020; Rožman, Sternad Zabukovšek et al. 2021; Chen and Zhai 2023). According to Evetts (2014), professional work is based on practical experience. Furthermore, Professional work includes tasks, duties, or activities performed within the extent of a particular occupation or typically requiring specialised knowledge, skills, or training. It is frequently distinguished by adherence to particular professional norms, ethics, and codes of conduct (Sako, Qian et al. 2022).

Notwithstanding attempts to promote gender equality in professional work, gender-based differences in employment sustainability and wage levels remain significant challenges in many regions, including Rania City. This research aims to fill in that gap through analysis and evaluation of data gathered by the researchers on the effects of gender differences on employment continuity and wage differences in professional work in Rania city.

Research Problem

Identifying the problems of research is very important to improve the performance of anyone who works on policymaking. In many parts of the world, many major countries have tried to reduce gender differences and the wage gap between men and women. This could be due to several outcomes as many studies showed such as the decrease in unemployment. When there is a high percentage of individuals who cannot find work and become unemployed, it also affects the welfare of society. The purposes of this study are to examine the effects of gender differences on employment continuity and to specify the wage differences in professional work. The study also examines the kinds of occupations that are mostly preferred by females and males through its three major dimensions: age, level of education, and locality, where females are either more concentrated or sometimes fewer than male employment.

The research problem arises from the abundance of differences, at least in professional settings in Rania City, and more studies are not available for the same research

specifications. Perhaps the previous studies manage the common spots across the entire sectors available. Gender bias in work is seen as one of the numerous often-cited definitions of the termination of work distinctions among male workers, and it can have substantial impacts on family economics and the community. Even so, it can also have direct effects that foster family instability.

These disparities are often rooted in societal norms, unequal access to professional development, and employer biases. However, little research has been conducted to understand the specific factors contributing to these gaps in Rania City and how they influence the career progression and financial stability of men and women in professional roles.

Objectives of the study

The objective of this study is to identify the effects of gender differences on employment continuity and wage disparities in professional work within Ranya City. Specifically, the research aims to identify the key factors contributing to gender-based disparities in job retention and salary levels and to explore how social, cultural, and economic factors influence these differences. By analyzing employment patterns, wage gaps, and career progression across genders, the study seeks to provide insights into existing inequalities and offer recommendations for policies and practices that promote gender equity in the professional workforce of Rania City. We outlined some pertinent research questions. Specifically, the objectives are as follows:

1. To describe the employment continuity for a sample of professional managers and workers;
2. To examine whether women, particularly those with family responsibilities, who make up a large portion of the workforce;
3. To explain the differences in the employment continuity gap and the wage disparities with and without controlling for demographic and contextual variables;
4. To find potential solutions for the problems affecting the continuity of employment;
5. To identify the level of the impact of wage disparities on employment sustainability; and
6. To find correlation between wage disparities and employment sustainability.

Significance of the study

The research aims to understand factors affecting wage disparities on employment sustainability and the rise of women in professional management in Rania City to allow policymakers and concerned agencies to better understand their communities so that they can achieve a fair society. It can foster a harmonious life among community members. On the one hand, employers or those who work with professionals or managers can also achieve this, and the adoption of appropriate policies can create positive attitudes and help individuals in the labour market make decisions that are good for them and can be justified. The research is significant, as gender employment policies and literature are still not widely considered to be very important factors determining long- or short-term employment relegation in professional work, which is important for the livelihood of individuals and thus needs to be addressed.

Another important aspect, particularly regarding gender policies throughout the historic eras of Ranya, is that women, on average, have longer work experience than men. This has led to women often joining lower employment positions, even if males, within a year, make three times more. This has long been devoted to the tradition of this society, which gives men the responsibility of providing for families. This society can grow and develop economically and in terms of living, as in other societies in the world, where the workforce is composed of both males and females and can increase their gross national product when work equality policies are accepted in the workplace. Moreover, the opinions of the thinkers and contributors to this research play a role in determining these factors. For example, a manager or organization co-worker may provide information about the good and bad aspects of the job. Additionally, such long-term employment policies for both males and females can provide career flexibility, allowing individuals to be co-workers in an organization, work, or business, and increase their productivity. This can help create loyal and valued co-workers at various job levels.

Research Hypothesis

H1: There is a significant relationship between Wage Disparities and Employment Sustainability.

H2: There is no significant impact of work Wage Disparities on Employment Sustainability.

Study framework

Based on its evaluation of the previous empirical research, the research presents a model for finding out the impact of wage disparities on employment sustainability and the rise of women in professional management in Rania City. The research framework examines how wage disparities impact the sustainability of employment. The model was created to demonstrate the rise of women in professional management:

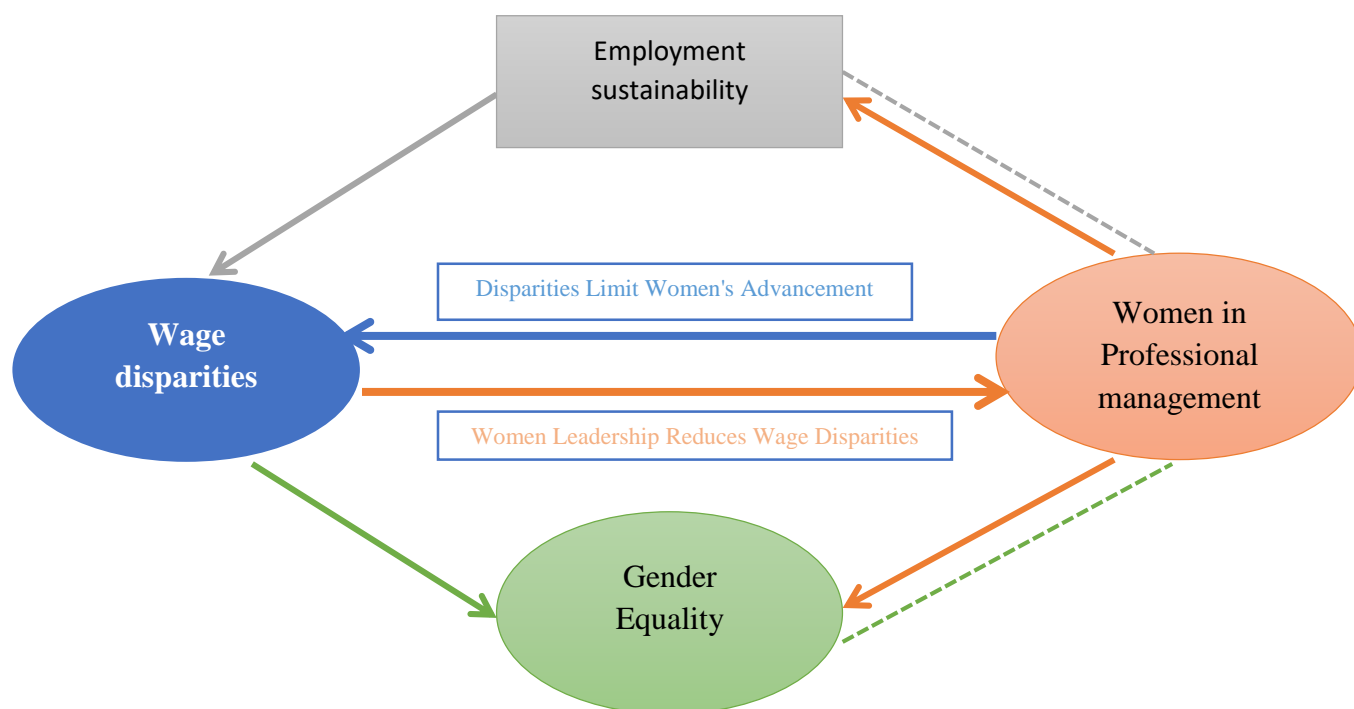


Figure 1: study framework

2. Literature Review

Wage Disparities and Employment Sustainability

Wage disparities, defined as unequal income distribution among workers, have been found to negatively impact employment sustainability in several ways. Wage inequality can reduce job satisfaction and morale, leading to higher employee turnover and decreased job stability (Kuanova, Bekbossinova et al. 2023). Employees who perceive pay

disparities as unfair may become demotivated and more likely to leave their jobs (Chen, Welsh et al. 2022). In Ranya, socio-political factors such as economic instability, limited access to high-paying jobs, and patriarchal norms can exacerbate these issues. Research suggests that wage inequality is particularly severe in developing economies, making employment sustainability more fragile in these contexts. Studies indicate that higher income inequality often correlates with increased job insecurity, particularly for marginalized groups (Yang & Jeong, 2020).

The Gender Pay Gap and Women in Management

The gender pay gap is a central aspect of wage inequality. Women, especially in developing regions like Ranya, tend to earn less than men, even when they hold professional and managerial positions. According to the International Labor Organization, analyzing labor market conditions through a gendered perspective helps uncover hidden mechanisms that sustain inequality (Goh, Wong et al. 2023).

In Ranya, there has been a notable rise in women taking on managerial roles, particularly in fields such as marketing and business. This shift has been supported by local and national policies aimed at enhancing women's workforce participation. The work process involves transforming labor capacity into productive work, shaping relationships between managers and employees (Woods, Macklin et al. 2019). Research by Shankar, Li et al. (2021) and Cornelius (2019) highlights that when women receive equal opportunities, they demonstrate strong leadership abilities and contribute significantly to organizational success. However, despite increasing participation, wage disparities continue to hinder progress.

Studies show that gender biases still limit career advancement and contribute to wage differences in management roles (Bornstein 2022). In Ranya, women in professional management positions face challenges such as slower career progression and lower wages than their male counterparts in similar roles, despite their growing representation in leadership.

Employment Sustainability and Gender Equality

Employment sustainability, or the ability of individuals to maintain stable careers, is significantly influenced by wage fairness and gender diversity in leadership. A growing body of research links gender equality in the workforce to better economic outcomes for both businesses and nations. The argument for gender diversity suggests that a variety of perspectives, skills, and ideas enhance problem-solving and organizational performance (Gülsoy and Ustabaş 2019). Increasing the number of women in leadership positions can contribute to sustainable economic growth by tapping into underutilized human capital. Moreover, women in leadership roles often drive cultural changes that result in more equitable pay structures. Studies show that businesses that embrace diversity—particularly in leadership—tend to implement fairer wage policies and employee benefits (Singh, Lim et al. 2023). For women in Ranya City, employment sustainability is closely linked to reducing the gender pay gap. If wage inequality persists, women may feel discouraged from pursuing long-term careers or may leave the workforce altogether, negatively affect employment sustainability. Additionally, persistent wage disparities reinforce traditional gender roles and hinder the city's overall economic development.

3. Research methodology

This study employed a quantitative research approach using the analytical descriptive method. A simple random sampling technique was used to select the sample. The study population consisted of individuals residing in the Raparian area. Data were collected through a questionnaire, which was distributed via a survey and by visiting various supermarkets, where the questionnaires were handed out after obtaining permission from the respective supermarket owners. The questionnaire contains 30 items, which were divided into 4 main parts: the first part is demographic information of participants; the second is about employment sustainability; the third is about wage difference; and the final part is about workplace satisfaction (Hair Jr, Black et al. 2010; Cohen 2013).

For this purpose, many supermarkets were chosen for the data collection. In this way, 220 surveys have been distributed in supermarkets for employees to measure the gender differences in employment sustainability and wage differences in supermarkets in 2024. The total number of respondents was approximately 220 respondents. After data entry

and screening (missing data, constant responses, increasing and decreasing scale in responses, binary responses and high and low values in responses), the response rate was only 197, but the survey questionnaire was distributed, from which only 186 questionnaires were selected as suitable for analysis. For measurement data, a Likert scale from 1 (strongly disagree) to 5 (strongly agree) was used. Also, the program SPSS, version 27, was used to analyze the data.

Local Context: Gender Dynamics in Rania City.

Female Workforce Participation

N	Year	Female gender
1	2016	208
2	2017	186
3	2018	311
4	2019	491
5	2020	315
6	2021	529
7	2022	570
8	2023	603

Source: Directorate of Health Protection, Raparin.

Recent years have seen shifts in traditional gender roles in Rania due to political, economic, social, and technological changes aimed at increasing women's workforce participation. The following table shows the growth in the number of women in the workforce in Ranya over the years:

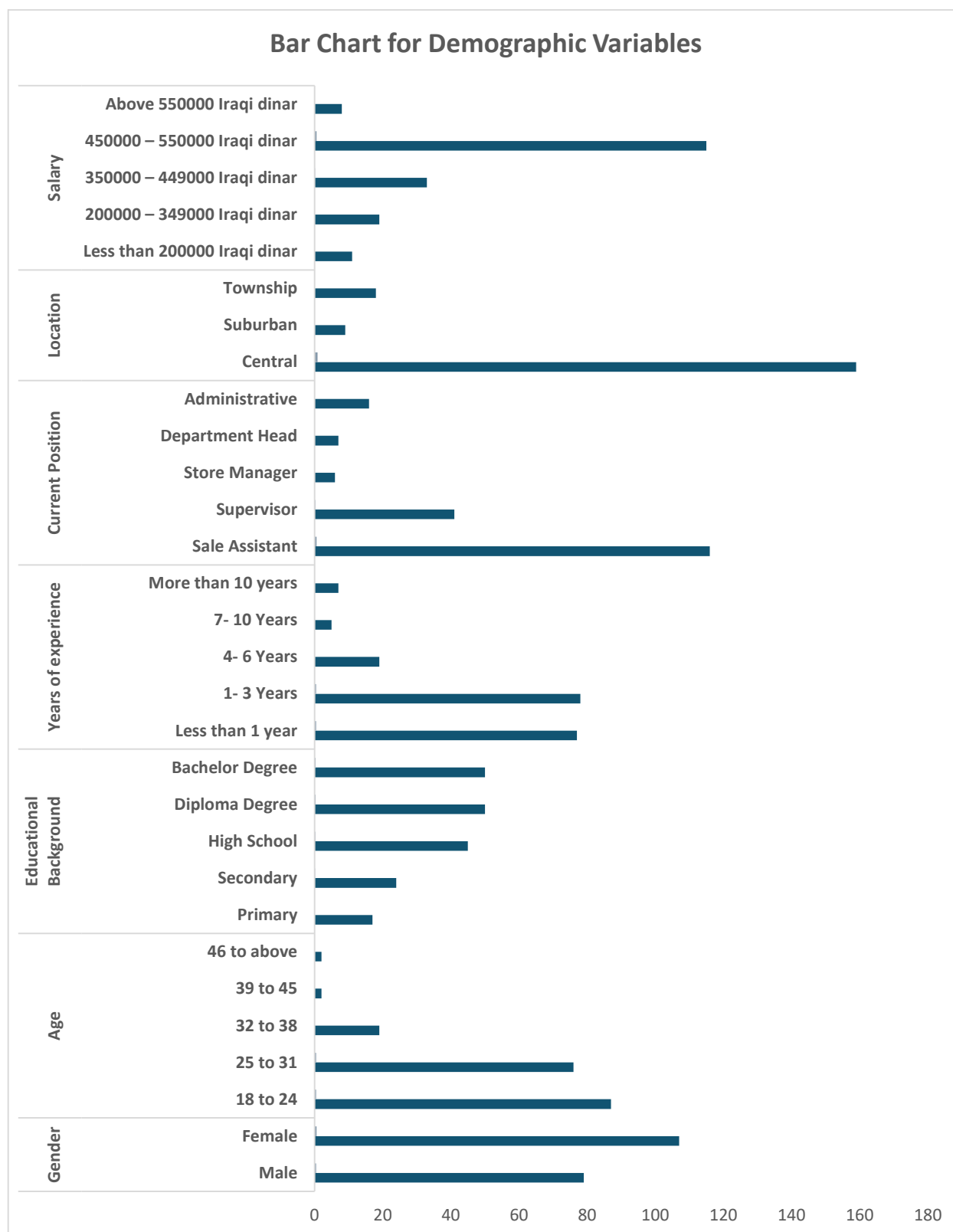
Data analysis:

Statistics							
		Gender	Age	Educational Background	Current Position in Supermarket	Years of Experience in Supermarket Management	Location of Supermarket in Rania
N	Valid	186	186	186	186	186	186
	Missing	0	0	0	0	0	0

Descriptive Statistics for Demographic Variables

Demographic Variables	Categories	Numbers	Percentages
Gender	Male	79	42.5 %
	Female	107	57.5 %
Age	18 to 24	87	46.8 %
	25 to 31	76	40.9 %
	32 to 38	19	10.2 %
	39 to 45	2	1.1 %
	46 to above	2	1.1 %
Educational Background	Primary	17	9.1 %
	Secondary	24	12.9 %
	High School	45	24.2 %
	Diploma Degree	50	26.9 %
	Bachelor Degree	50	26.9 %
Years of experience	Less than 1 year	77	41.4 %
	1- 3 Years	78	41.9 %
	4- 6 Years	19	10.2 %
	7- 10 Years	5	2.7 %
	More than 10 years	7	3.8 %
Current Position	Sale Assistant	116	62.4 %
	Supervisor	41	22.0 %
	Store Manager	6	3.2 %
	Department Head	7	3.8 %
	Administrative	16	8.6 %
Location	Central	159	85.5%

	Suburban	9	4.8 %
	Township	18	9.7 %
Salary	Less than 200000 Iraqi dinar	11	5.9 %
	200000 – 349000 Iraqi dinar	19	10.2 %
	350000 – 449000 Iraqi dinar	33	17.7 %
	450000 – 550000 Iraqi dinar	115	61.8 %
	Above 550000 Iraqi dinar	8	4.3 %



The data illustrate that out of 186 supermarket employees, there are 79 males %42.5 percent, and 107 females, 57.5% percentage of the workforce, meaning that females are more common among the employees.

Most were aged 18 to 24. With 87 employees representing 46.8% of the workforce located in this class, we can say that the first and second categories contain the majority of employees in the supermarkets in Rania.

Primary graduates were 17 employees with 9.1 percent, secondary graduates were 24 employees with 12.9 percent, high school graduates were 45 employees with 24.2 percent, and diploma and bachelor degree holders were 50 employees each with 26.9 percent for both.

Sales assistance is the most common role creation 62.4 % of employees with 116 individuals, the supervisor is the second most common representing 22 % with 41 individuals, store manager, and department head are less common accounting for 3.2% with 6 individuals, and 3.8% with 7 individuals respectively and administrative role creation 8.6% with 16 individuals. In brief, the most common employees are in frontline roles like sales assistants, while managerial and administrative positions are less frequent.

The data illustrate that 83.3% of the 186 employees have 3 years or less of experience in supermarket management, with 41.4% having less than 1 year and 41.9% having 1-3 years. Only 6.5% have 7 or more years of experience, signifying an employee with limited senior-level proficiency and a potential breach in mid-to-senior management experience.

Most employees, 85.5%, are located in central areas, while suburban and township locations account for a small ratio of the employees 14.5%. This signifies a strong focus on central locations for the supermarket's processes.

Of the common employees, 61.8% earn between 450,000 and 550,000 Iraqi dinars, making this the most common salary range. Only a small percentage of 4.3% earn above 550,000 Iraqi dinars, while 33.8% receive less than 450,000 Iraqi dinars. This signifies an awareness of salaries in the mid-to-upper range.

Regression

Performance of regression							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.462 ^a	.214	.205	.39289	.214	24.897	2

The table illustrates information about the performance of a regression model. However, the model has a moderate explanation for about 21.4% of the variance in the dependent variable, and it is significant, but there is still a large portion of unexplained variance.

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.686	2	3.843	24.897	.000 ^b
	Residual	28.248	183	.154		
	Total	35.934	185			

The ANOVA table illustrates the total significance of the regression model. The regression model is significant statistically ($p < 0.001$), indicating the predictors supportively explain a significant percentage of the variance in the dependent variable. However, the residual sum of squares signifies there is still substantial unexplained variance.

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.341	.279		8.381	.000
	Employee Sustainability	.095	.075	.087	1.259	.210
	Workplace Satisfaction	.381	.062	.426	6.129	.000

The table illustrates the coefficients of the regression model, which helps in realizing the relationship between the interpreters and the dependent variable. Workplace satisfaction is a significant interpreter of the dependent variable, while employee sustainability is not. The model explains variance in the dependent variable, with workplace satisfaction being the stronger contributor.

Correlations				
		Wages Disparities	Employ Sustainability	Workplace _Satisfaction
Pearson Correlation	Wages Disparities	1.000	.229	.455
	Employ Sustainability	.229	1.000	.333
	Workplace Satisfaction	.455	.333	1.000
Sig. (1-tailed)	Wages Disparities	.	.001	.000
	Employ Sustainability	.001	.	.000
	Workplace Satisfaction	.000	.000	.

This table illustrates the Pearson correlation, which measures the strength and direction of the linear relationships between pairs of variables. Wages disparities have a stronger relationship with Workplace satisfaction moderate positive than with employee sustainability weak positive. Employ sustainability and workplace satisfaction also share a moderate positive relationship. All relationships are statistically significant ($p < 0.01$), meaning they are unlikely to have occurred by chance.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.710	.706	3

This table illustrates reliability statistics. The measure proves acceptable reliability. Cronbach's Alpha equals 0.710, meaning that the sections in the scale are sufficiently related and measure the same construct reliably (Tavakol & Dennick, 2011).

4. Study Findings (results) and discussion:

The study on the effect of the Wage Disparities on Employment Sustainability and the Rise of Women in Professional Management in Rania City revealed significant insights into the relationship between the wage gap, workplace satisfaction, and employment continuity, according to the following results:

The regression analysis showed that wage disparities notably impact workplace satisfaction, with a strong positive correlation; this suggests that employees who perceive wage fairness are more satisfied in their workplaces. Conversely, when wage gaps exist, dissatisfaction increases, which could lead to lower motivation and engagement in workplace. However, the relationship between wage disparities and employment sustainability was weaker indicating that wage fairness alone may not be a strong predictor of long-term job retention. Additionally, workplace satisfaction was found to moderately influence employment sustainability, emphasizing its importance in ensuring a stable workforce. The overall model demonstrated statistical significance, with workplace satisfaction emerging as a key factor in addressing wage disparities and supporting gender-based professional advancement. However, previous studies show that women supervisors are associated with smaller gender earning gaps in workgroups when they are male-dominated. This relationship is stronger for less-advantaged workers, with supervisor gender and workgroup gender composition mattering (Fuller and Kim 2024). However, revealed Job satisfaction was significantly increased by work-life balance, monthly income, and social media connection, while an increase in working hours, complexity in payment systems, and unstable networks all led to a decrease in job satisfaction for more (Sarker, Taj et al. 2024). Krueger, Metzger et al. (2020) found that the wage gap is larger for high-skilled workers and increasing over time. We hypothesize that this sustainability wage gap arises because workers with preferences for sustainability accept lower wages to work in more. Furthermore, the results show significant gender differences in work satisfaction, work engagement, and work efficiency among employees who work from home during the COVID-19 pandemic (Rožman, Sternad Zabukovšek et al. 2021). According to de Castro Romero, Martín Barroso et al. (2023), the results on the impact of gender equality in management on wages are mixed. However, they found that gender equality has a predominantly positive effect in the upper part of the wage distribution and a negative effect in the middle and lower parts. The results showed that wages were directly affected by education level, followed by work experience and working hours. Also, there were significant gender-difference relationships, and males' wages increased faster than females' as education level increased (Yang and Jeong 2020).

Ultimately, this research provides a basis for organizational leaders and policymakers to develop targeted strategies that promote wage equity and employee sustainability, foster workplace satisfaction, and support the sustainable career growth of women in professional management. Integrating these measures will contribute to a more inclusive, equitable, and productive workforce in Rania City.

5. Conclusion

Wage disparities and gender inequality in management roles remain significant challenges in Ranya City's labor market. While women's participation in professional management is increasing, persistent wage gaps and biased career advancement opportunities hinder sustainable employment. Addressing these issues requires policy interventions, cultural shifts, and organizational reforms to ensure pay equity and enhance the long-term sustainability of employment for women in Ranya.

Recommendations:

Based on these findings, several recommendations can be made to enhance workplace equity and employment sustainability.

- 1- Organizations should address wage disparities by implementing transparent salary structures and conducting regular wage audits to ensure fairness across genders and job roles.
- 2- Efforts to enhance workplace satisfaction should be prioritized through improved working conditions, employee benefits, and inclusive policies that support gender equity in managerial positions.
- 3- Employment sustainability can be strengthened by providing career development programs, mentorship opportunities, and training initiatives that empower women to advance in their professions.
- 4- Policymakers and business leaders should increase awareness and policy enforcement to prevent gender wage gaps and promote diversity and inclusion in the workforce. These measures will help create a more equitable and sustainable employment environment in Rania City.
- 5- Providing mentorship programs to support career advancement, particularly for female employees moving into leadership roles is also recommended.

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