INTERNATIONAL JOURNAL OF ECONOMIC SOCIAL SCIENCE AND MANAGEMENT LAW
Peer Reviewed, Referred & Indexed Journal
E-ISSN: 3070-0558
VOL.5, NO.3 (2024)

Integrated Organizational Climate and Women Employees' Job Satisfaction in an Ethiopian Technical and Vocational Training Institute

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Abstract

Women's job satisfaction in technical and vocational education and training (TVET) institutions remains understudied in Ethiopia, despite the sector's importance for skills formation and women's labor-market participation. This study examined whether overall job satisfaction among women employees at the Federal Democratic Republic of Ethiopia Technical Vocational Training Institute (FDRE TVTI) is better explained by demographic characteristics or by organizational climate factors. Using a cross-sectional survey of 50 women employees, the study analyzed composite scores for work–life balance, work environment, recognition and promotion, job security, social relations, company policies, and overall job satisfaction. Descriptive statistics, independent-samples t tests, one-way ANOVA, Pearson correlations, ordinary least squares regression, and principal component analysis were employed. Overall job satisfaction was modest ($M = 2.64$, $SD = 1.14$ on a 5-point scale). Group differences by age, service duration, and current position were not significant, and the educational-background comparison was marginal rather than statistically significant at the .05 level ($t = -2.03$, $p = .052$). By contrast, all six organizational domains were strongly and positively associated with overall job satisfaction ($r = .962$ to .970, all $p < .001$). The regression model explained 95.4% of the variance in job satisfaction, but no individual coefficient was statistically significant once the six domains were entered simultaneously, reflecting severe multicollinearity (VIFs = 27.4–43.8). Principal component analysis showed that the six organizational domains loaded on one dominant component explaining 98.0% of total variance. The findings suggest that women employees' job satisfaction at TVTI is shaped less by demographic background than by an integrated organizational climate. Policy responses should therefore combine flexible work practices, job-security assurances, supportive supervision, fair promotion systems, and gender-responsive organizational policies.

Keywords: *Job satisfaction, women employees, TVET, Ethiopia, organizational climate, work–life balance, job security*

1. Introduction

Job satisfaction is one of the most extensively studied constructs in organizational research because it captures how employees evaluate their work and because it predicts outcomes that matter for both institutions and workers. Classical and contemporary scholarship converges on the view that job satisfaction is not a single fleeting feeling but a durable evaluative state that integrates affective experience, cognitive appraisal, and behavioral orientation toward work (Fisher, 2000; Judge & Klinger, 2008; Locke, 1969, 1976; Saari & Judge, 2004; Spector, 1997). Higher job satisfaction is consistently associated with stronger well-being and better performance, while lower satisfaction is linked to withdrawal cognitions, turnover

intentions, and weaker organizational functioning (Bowling et al., 2010; Judge et al., 2001; Tett & Meyer, 1993).

In educational institutions, job satisfaction is especially consequential because staff morale shapes service quality, continuity, and institutional learning. Research on school and university employees shows that satisfaction influences commitment, instructional quality, and retention, particularly where workloads are high and advancement opportunities are unevenly distributed (Crossman & Harris, 2006; Hee et al., 2020; Sloane & Ward, 2001). The same concern applies to technical and vocational education and training (TVET), where institutions are expected not only to deliver instruction but also to connect training to labor-market demand and skills development. In Ethiopia, TVET plays a strategic role in human-capital formation, yet the sector continues to navigate capacity, governance, and workforce challenges (Fukunishi & Machikita, 2017; Krishnan & Shaorshadze, 2013).

The gendered character of work further sharpens the importance of job satisfaction. Although women's participation in paid employment has expanded, cross-national and Ethiopian evidence still points to persistent disparities in pay, advancement, and the quality of employment available to women. These inequalities are not merely distributive; they also affect how women experience recognition, fairness, security, and voice at work (UN Women, 2024; UNESCO International Institute for Capacity Building in Africa [UNESCO IICBA], 2024; World Bank, 2019). Studies from Ethiopia and comparable settings suggest that contextual work factors—leadership, organizational culture, supportive policies, and perceived fairness—may matter more than demographic characteristics alone in shaping job satisfaction (Addis et al., 2018; Ambo, 2024; Degef & Kidane, 2024; Gessesse & Premanandam, 2023; Mohammed et al., 2019).

Despite this growing literature, evidence on women employees in Ethiopian TVET institutions remains sparse. Much of the existing research examines mixed-gender samples, higher education institutions, or non-educational sectors. Less is known about how women staff in vocational institutes evaluate their jobs and whether their satisfaction is better explained by who they are (age, education, tenure, position) or by how the organization functions (work–life balance, work environment, recognition, security, social relations, and policy fairness). This distinction matters because demographic explanations suggest subgroup targeting, whereas organizational explanations imply institution-wide reform.

Against this background, the present study addresses the following research question: Are women employees' job satisfaction levels at FDRE TVTI primarily associated with demographic characteristics or with a broader organizational climate? The article advances the thesis that job satisfaction in this setting is best understood as an outcome of an integrated organizational climate rather than of demographic variation alone. To test this claim, the study re-examines survey evidence from women employees at FDRE TVTI and presents the findings in a journal-style format suitable for scholarly publication.

2. Literature Review

Research on job satisfaction has been shaped by several complementary theoretical traditions. Maslow's hierarchy of needs proposes that workers seek to satisfy progressively higher-order needs, suggesting that jobs become more satisfying when they address not only material security but also esteem and self-actualization (Maslow, 1943). Herzberg's two-factor theory distinguishes between hygiene factors, which prevent dissatisfaction, and motivators, which actively generate satisfaction, thereby offering a useful framework for separating basic conditions

such as policy fairness and security from growth-oriented experiences such as recognition and responsibility (Herzberg et al., 1959). Vroom's expectancy theory further implies that satisfaction depends on whether effort is believed to yield valued outcomes, while Adams's equity theory emphasizes the centrality of perceived fairness in comparing one's treatment with that of others (Adams, 1965; Vroom, 1964). Finally, the job characteristics model argues that meaningfulness, autonomy, and feedback are central pathways through which work design influences motivation and satisfaction (Hackman & Oldham, 1975, 1976).

Measurement traditions have also diversified. Early work such as the Job Descriptive Index emphasized satisfaction with distinct facets of work, whereas later instruments such as the Job Satisfaction Survey offered broader, validated ways to assess overall and domain-specific satisfaction across service settings (Smith et al., 1969; Spector, 1985, 1997). Contemporary scholarship increasingly treats job satisfaction as both a global evaluation and a multidimensional construct whose facets may move together but need not do so perfectly (Judge & Klinger, 2008; Locke, 1976; Saari & Judge, 2004). This distinction is important in the present study because the six organizational domains may each matter in their own right while also reflecting a broader latent climate.

Gender and job satisfaction constitute another major line of inquiry. One persistent debate concerns the "female contented worker" paradox, whereby women sometimes report equal or higher job satisfaction despite structural disadvantages. Clark (1997) argued that job satisfaction must be interpreted in relation to expectations, opportunity structures, and job sorting. Subsequent work has shown that gender segregation, occupational rank, institutional setting, and the distribution of rewards can either dampen or amplify women's satisfaction at work (Bender et al., 2005; Fernández-Puente & Sánchez-Sánchez, 2021; Oshagbemi, 2000; Sabharwal & Corley, 2009). In educational institutions, studies of women employees and faculty have repeatedly highlighted the importance of fair promotion systems, supportive supervision, and visible recognition (Crossman & Harris, 2006; Vijayashree et al., 2022).

A substantial body of evidence identifies work–life balance as a central antecedent of job satisfaction, particularly for women whose paid work often intersects with substantial family and care responsibilities. Work-to-family conflict tends to reduce satisfaction, whereas family-supportive environments and work–family enrichment tend to strengthen it (Allen, 2001; Allen et al., 2000; McNall et al., 2010; Shockley & Singla, 2011). At the organizational level, flexible arrangements and supportive policies are most effective when embedded in a wider culture that signals legitimacy, fairness, and managerial support rather than being offered merely as symbolic benefits (Beauregard & Henry, 2009; Haar et al., 2014).

Other organizational mechanisms operate through support, recognition, and social exchange. Perceived organizational support strengthens employees' sense that their contributions are valued, while high-quality leader–member exchange and constructive coworker relations improve satisfaction by reducing ambiguity, increasing trust, and facilitating collaboration (Chiaburu & Harrison, 2008; Eisenberger et al., 1986; Gerstner & Day, 1997; Yuwono, 2021). Recognition and performance-linked rewards also matter, although their effects depend on whether employees judge them to be fair and credible (Green & Heywood, 2008). Likewise, job insecurity undermines well-being and satisfaction because uncertainty about continuity, resources, and the future functions as a chronic stressor rather than a discrete event (De Witte, 1999; Sverke et al., 2002).

Studies in educational and developing-country contexts reinforce this broader picture. Research on academic staff in Malaysia, Bangladesh, and India has found that leadership, workload, promotion opportunities, security, and work–life balance predict satisfaction more strongly than simple demographic descriptors (Hee et al., 2020; Saif et al., 2016; Vijayashree et al., 2022). Ethiopian evidence points in a similar direction. Addis et al. (2018) showed that contextual work factors drive satisfaction in industrial employment; Mohammed et al. (2019) and Gessesse and Premanandam (2023) documented significant dissatisfaction among academic employees linked to institutional conditions; and more recent work in Ethiopian TVET and polytechnic settings has underscored the importance of organizational culture and leadership for staff satisfaction (Ambo, 2024; Degef & Kidane, 2024). Taken together, the literature suggests that women employees in TVET institutions are likely to experience job satisfaction as a cumulative product of organizational climate rather than as a simple function of demographic status.

Based on this review, three expectations guide the analysis. First, demographic characteristics are expected to show limited association with overall job satisfaction once organizational context is considered. Second, the six organizational domains—work–life balance, work environment, recognition and promotion, job security, social relations, and company policies—are expected to correlate positively with overall job satisfaction. Third, these domains are expected to cluster strongly enough to indicate a higher-order organizational climate construct. The analysis below evaluates these propositions in the case of FDRE TVTI.

3. Methodology

This study employed a cross-sectional survey design focused on women employees of the Federal Democratic Republic of Ethiopia Technical Vocational Training Institute (FDRE TVTI) in Addis Ababa. The institutional setting is relevant because TVTI organizations occupy a strategic position between education and labor-market preparation, making staff morale and retention especially consequential for public-service delivery and skills development.

The analytic sample comprised 50 complete responses from women employees. Demographic variables included age group, educational background, service duration in the current position, and current position. The survey instrument used five-point response formats in which higher scores indicated more favorable evaluations. Responses were summarized into six organizational-domain composites—overall work–life balance (OWLB), overall work environment (OWE), overall recognition and promotion (ORP), overall job security (OJSec), overall social relations (OSR), and overall company policies (OCP)—as well as an overall job satisfaction (OJS) score. Each composite ranged from 1 to 5 because the source study averaged responses within each domain. The underlying multi-item instrument demonstrated excellent internal consistency in the source study (Cronbach's $\alpha = .990$), supporting the use of composite scores for subsequent analysis.

Data analysis proceeded in five steps. First, descriptive statistics were used to summarize the sample and to estimate mean levels of the focal constructs. Second, independent-samples t tests compared overall job satisfaction across the key binary contrasts reported in the original analysis: age group 1 versus 2, educational background 2 versus 3, service duration 2 versus 3, and current position 2 versus 3. Third, one-way ANOVA tested whether overall job satisfaction differed across all service-duration categories. Fourth, Pearson correlations and ordinary least squares regression examined the association between the six organizational domains and overall job satisfaction. Fifth, principal component analysis (PCA) was applied to the six composite domains

to assess whether they reflected a broader common factor. Because the PCA was conducted on aggregate domain scores rather than on individual questionnaire items, it is interpreted as evidence of higher-order clustering rather than as a full item-level measurement model.

The source questionnaire described participation as voluntary and confidential. The present article reports the institutional survey results in aggregate form and therefore does not identify any respondent. Given the sample size and the cross-sectional design, inferential findings are interpreted cautiously and in conjunction with effect sizes and substantive context rather than significance tests alone.

4. Results

The participant profile is summarized in Table 1. Most respondents were in the 30–40 age group (40.0%), followed by the 20–30 age group (36.0%). With respect to education, the largest subgroup held a master's degree (36.0%), while diploma and doctoral holders each represented 20.0% of the sample. The most common service-duration category was 6–10 years (28.0%), and the largest current-position category was "other" (26.0%), followed closely by managerial roles (24.0%).

Table 1: Participant profile (N = 50)

Variable	Category	n	%
Age group	20–30 years	18	36.0
	31–40 years	20	40.0
	41–50 years	6	12.0
	51–60 years	5	10.0
	61–70 years	1	2.0
Educational background	Diploma	10	20.0
	Undergraduate degree	12	24.0
	Master's degree	18	36.0
	Doctorate	10	20.0
Service duration in current position	1–3 years	9	18.0
	3–6 years	11	22.0
	6–10 years	14	28.0
	10+ years	8	16.0
	Other	8	16.0
Current position	Managerial	12	24.0
	Supervisor	10	20.0
	Specialist	8	16.0

Variable	Category	n	%
	Associate/Assistant	7	14.0
	Other	13	26.0

Note. Percentages are based on the full analytic sample of 50 respondents. Category labels reproduce the questionnaire coding.

Table 2 reports descriptive statistics for the six organizational domains and overall job satisfaction. The six organizational composites clustered closely around the neutral midpoint of the scale, with means ranging from 3.00 for company policies to 3.08 for social relations. Overall job satisfaction was lower (M = 2.64, SD = 1.14), indicating that respondents were, on average, somewhat less positive in their global evaluation of their jobs than in their ratings of specific organizational domains.

Table 2: *Descriptive statistics for the organizational domains and overall job satisfaction*

Variable	M	SD	Minimum	Maximum
Overall work–life balance	3.07	1.26	1.00	5.00
Overall work environment	3.05	1.28	1.00	4.90
Overall recognition and promotion	3.04	1.25	1.04	4.89
Overall job security	3.03	1.25	1.01	4.97
Overall social relations	3.08	1.25	1.07	4.86
Overall company policies	3.00	1.24	1.05	4.86
Overall job satisfaction	2.64	1.14	1.00	4.60

Note. All variables were scored on five-point scales, with higher values indicating more favorable evaluations.

The pairwise group comparisons reported in Table 3 show limited evidence that demographic characteristics differentiate overall job satisfaction. The age comparison between group 1 and group 2 was negligible, $t(36) = -0.17$, $p = .866$, $d = -0.06$. The comparison between service-duration groups 2 and 3 was also non-significant, $t(23) = 0.70$, $p = .488$, $d = 0.28$, as was the comparison between current-position groups 2 and 3, $t(16) = -0.42$, $p = .681$, $d = -0.20$. The only contrast approaching significance was educational background 2 versus 3, $t(28) = -2.03$, $p = .052$, $d = -0.75$, suggesting a moderate difference in means that did not cross the conventional .05 threshold.

A one-way ANOVA comparing overall job satisfaction across all service-duration categories likewise showed no statistically significant difference, $F(4, 45) = 0.55$, $p = .699$, $\eta^2 = .047$. Thus, the between-group variation associated with service duration accounted for only a small proportion of total variance in job satisfaction.

Table 3: *Pairwise comparisons of overall job satisfaction across selected demographic contrasts*

Comparison	n1	n2	M1	M2	t	p	Cohen's d
Age 1 vs 2	18	20	2.57	2.63	-0.17	0.866	-0.06
Education 2 vs 3	12	18	2.27	3.00	-2.03	0.052	-0.75
Tenure 2 vs 3	11	14	3.00	2.69	0.70	0.488	0.28

Comparison	n1	n2	M1	M2	t	p	Cohen's d
Position 2 vs 3	10	8	2.32	2.52	-0.42	0.681	-0.20

Note. M1 and M2 refer to the mean overall job satisfaction scores for the two groups being compared.

The strongest findings emerge from the organizational domains. As shown in Table 4, each domain correlated very strongly and positively with overall job satisfaction. The correlation coefficients ranged from .962 for recognition and promotion to .970 for job security, with all p values below .001. This pattern indicates that women employees who reported better work–life balance, safer and more supportive environments, stronger recognition, higher security, better social relations, and fairer policies also reported substantially higher overall job satisfaction.

Table 4: *Pearson correlations between organizational domains and overall job satisfaction*

Predictor domain	r with OJS	p
Work–life balance	0.967	< .001
Work environment	0.966	< .001
Recognition and promotion	0.962	< .001
Job security	0.970	< .001
Social relations	0.967	< .001
Company policies	0.964	< .001

Note. All correlations are positive. OJS = overall job satisfaction.

The multiple regression model summarized in Table 5 produced an overall R^2 of .954 and an adjusted R^2 of .947, $F(6, 43) = 147.29$, $p < .001$, indicating that the six domains jointly explained most of the variance in overall job satisfaction. However, no individual regression coefficient reached statistical significance when all six predictors were entered together. The standardized coefficients were largest for job security ($\beta = .305$) and work–life balance ($\beta = .282$), but both remained non-significant. This result reflects severe overlap among the predictors rather than an absence of substantive importance; the VIFs ranged from 27.4 to 43.8, confirming strong multicollinearity.

Table 5: *Multiple regression coefficients predicting overall job satisfaction*

Predictor	B	SE B	β	t	p	VIF
Work–life balance	0.253	0.154	0.282	1.640	0.108	27.359
Work environment	0.069	0.189	0.078	0.366	0.716	41.862
Recognition and promotion	0.002	0.181	0.002	0.009	0.993	36.561
Job security	0.277	0.197	0.305	1.405	0.167	43.780
Social relations	0.201	0.192	0.221	1.046	0.301	41.487
Company policies	0.089	0.190	0.097	0.472	0.640	39.611

Note. Model fit: $R^2 = 0.954$, adjusted $R^2 = 0.947$, $F(6, 43) = 147.29$, $p < .001$. β values are standardized coefficients. VIF = variance inflation factor.

Finally, principal component analysis provided a useful higher-order summary of the six domains. As shown in Table 6, a single principal component explained 98.0% of the total variance (eigenvalue = 6.00),

and all six domains correlated extremely highly with that component (.987 to .992). The PCA therefore suggests that the domains operated as indicators of one dominant organizational-climate dimension in this sample.

Table 6: *Principal component analysis of the six organizational domains*

Domain	Correlation with component 1
Work–life balance	0.987
Work environment	0.991
Recognition and promotion	0.989
Job security	0.992
Social relations	0.991
Company policies	0.991

Note. A single principal component explained 98.0% of total variance (eigenvalue = 6.00).

5. Discussion

The results support the central argument of the article: women employees' job satisfaction at FDRE TVTI is explained more convincingly by organizational climate than by demographic variation. The descriptive evidence is already suggestive. On a five-point scale, the mean for overall job satisfaction was 2.64, which falls below the neutral midpoint, while the six organizational domains clustered close to 3.00. This pattern suggests that employees experienced many features of the organizational environment as mixed or ambivalent, but translated that ambivalence into a somewhat more negative global judgment of their jobs. Put differently, neutral ratings on isolated conditions did not aggregate into positive overall satisfaction.

The comparative tests reinforce this interpretation. Differences in overall job satisfaction across the age, service-duration, and current-position contrasts were negligible and statistically non-significant. The educational-background contrast produced a medium effect size but only a marginal p value ($p = .052$), which means that the evidence is suggestive rather than conclusive. In practical terms, more educated employees may hold different expectations about recognition, advancement, or role fit, but the present sample is too small to treat the educational pattern as definitive. This nuanced reading is important because the original claim of a clearly significant educational effect would overstate what the data can support.

The strongest evidence instead comes from the organizational domains. Each of the six domains correlated extremely strongly and positively with overall job satisfaction, and the regression model as a whole explained 95.4% of the variance in OJS. At first glance, that result could suggest that the domains are all powerful predictors operating independently. However, the simultaneous regression shows the opposite: once entered together, none of the individual coefficients is statistically significant, and the VIFs indicate severe multicollinearity. This means that the domains overlap so strongly that they do not function as distinct explanatory blocks in this dataset. Rather, they appear to move together as interconnected manifestations of a single broader climate.

The PCA strengthens that interpretation. A single dominant component accounted for 98.0% of the total variance, and all six domain scores loaded on that component at very high levels. In substantive terms, work–life balance, work environment, recognition, job security, social

relations, and policy fairness were not experienced as isolated features by respondents; they formed a bundled organizational reality. This finding is theoretically coherent. It resonates with the job characteristics perspective, which links meaningful and supportive work design to motivation, with perceived organizational support theory, which emphasizes employees' global inferences about whether the institution values them, and with social-exchange models in which fair treatment in one domain generalizes to broader work attitudes (Eisenberger et al., 1986; Hackman & Oldham, 1976; Yuwono, 2021).

Several aspects of the discussion align with existing scholarship. The strong importance of work–life balance and security is consistent with a large literature showing that satisfaction among women employees depends heavily on the compatibility of work with family responsibilities and on perceived employment stability (Allen, 2001; Allen et al., 2000; De Witte, 1999; Haar et al., 2014; McNall et al., 2010; Shockley & Singla, 2011; Sverke et al., 2002). The emphasis on recognition, support, and social relations also matches findings from educational and public-sector settings in which leadership quality, collegial climate, and transparent rewards shape job satisfaction more strongly than demographics alone (Chiaburu & Harrison, 2008; Gerstner & Day, 1997; Hee et al., 2020; Saif et al., 2016; Vijayashree et al., 2022).

At the same time, the present findings speak to debates in the gender-and-satisfaction literature. The absence of strong demographic differences in this sample is broadly consistent with work suggesting that women's reported job satisfaction cannot be inferred directly from observable status characteristics such as age or occupational segregation alone (Bender et al., 2005; Clark, 1997). Yet the results do not imply that gender inequality is irrelevant. On the contrary, Ethiopian evidence shows that women's work experiences remain structured by inequalities in earnings, opportunity, and human-capital returns (UN Women, 2024; UNESCO IICBA, 2024; World Bank, 2019). The key implication is that those macro-level inequalities are likely filtered through local organizational arrangements—policies, supervision, security, and recognition—before they appear as job satisfaction or dissatisfaction at the institutional level.

The study also extends emerging Ethiopian research. Addis et al. (2018) demonstrated that contextual work factors shape satisfaction in industrial employment; Mohammed et al. (2019) and Gessesse and Premanandam (2023) documented significant dissatisfaction among academic employees; and Ambo (2024) and Degef and Kidane (2024) showed that organizational culture and leadership matter in TVET and polytechnic settings. The present study adds a specifically gendered institutional case from Ethiopian TVET and suggests that interventions should be designed as bundles rather than as isolated fixes. For example, a promotion reform is unlikely to have its full effect if employees simultaneously feel insecure, unsupported, or constrained by inflexible work arrangements.

These findings have practical implications for FDRE TVTI and similar institutions. First, management should treat work–life balance as an organizational design issue, not merely an individual coping problem. Flexible scheduling, predictable workloads, and family-responsive practices can signal respect and reduce role conflict. Second, job security should be strengthened through transparent communication about roles, expectations, contracts, and professional development pathways. Third, recognition and promotion systems should be formalized so that advancement criteria are visible and merit-based. Fourth, supervisory practices should emphasize respectful communication, routine feedback, and collegial problem-solving, because social relations appear inseparable from overall satisfaction. Finally, gender-responsive company policies—including safeguards against discrimination and stronger

support for women's progression—should be integrated into the broader organizational climate rather than handled as peripheral add-ons.

The study is limited in several respects. It draws on a single institution and a relatively small sample, which constrains generalizability and limits power for subgroup comparisons. The cross-sectional design prevents causal inference, and the self-report format raises the possibility of common-method bias. In addition, the factor-analytic finding should be interpreted as a higher-order clustering of composite domain means, not as an item-level validation of the questionnaire. Future research should therefore use larger multi-site samples across Ethiopian TVET institutions, combine survey and interview evidence, and track job satisfaction longitudinally. Such work would help determine whether the integrated climate observed here is characteristic of the sector more broadly and whether targeted reforms improve women's satisfaction over time.

6. Conclusion

This study examined women employees' job satisfaction at FDRE TVTI and found that organizational climate mattered far more than demographic background. Age, tenure, and position showed no meaningful differences in overall job satisfaction, and the educational-background contrast remained only marginal. By contrast, work–life balance, work environment, recognition and promotion, job security, social relations, and company policies all exhibited very strong associations with job satisfaction and together behaved as a single, integrated organizational construct.

The substantive conclusion is straightforward: job satisfaction among women employees in this Ethiopian TVET institution is not best improved through demographic targeting alone. It is more likely to improve when institutions address the organizational bundle that employees actually experience—flexibility, fairness, security, recognition, collegiality, and policy support. For policymakers and managers, the implication is that gender-responsive reform should be systemic rather than piecemeal. For researchers, the implication is that future studies should model women's job satisfaction as an organizational-climate phenomenon embedded in wider labor-market inequality, not as a simple by-product of individual characteristics.

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