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ARTÍCULO

The Role of Gender Diversity Management on Workplace Happiness and Job Satisfaction that Brings Earning Quality

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Abstract: Earning quality has emerged as a critical factor that drives organisational success, warranting greater focus in contemporary research. Therefore, the present study investigates the role of gender diversity management (GDM) in enhancing workplace happiness and job satisfaction, as well as their collective influence on the earning quality of listed companies in Egypt. Additionally, the study examines the mediating effects of job satisfaction and workplace happiness on the relationship between GDM and earning quality. Data were collected from employees of listed companies through surveys, and the relationships among the variables were assessed using Smart-PLS. The findings indicate that GDM has a positive impact on both workplace happiness and job satisfaction, which, in turn, positively influence the earning quality of these companies. Furthermore, the results reveal that job satisfaction and workplace happiness significantly mediate the relationship between GDM and earning quality. This article offers valuable insights for policymakers aimed at enhancing earning quality through the effective management of gender diversity, alongside improvements in job satisfaction and workplace happiness.

Introduction

In today's globalised world, gender diversity is increasingly recognised as a vital factor in enabling organisations to achieve success, particularly in regions undergoing profound social and economic transformation. Egypt, with its rapidly evolving workforce and economic structure, presents a compelling context for an empirical investigation into the role of gender diversity management (GDM) in influencing key organisational outcomes such as workplace happiness, job satisfaction, and earning quality (Amorelli & García-Sánchez, 2021). Effective management of gender diversity extends beyond merely fostering an inclusive culture for public relations purposes; it is a strategic business imperative that significantly impacts organisational functioning and profitability. Given the current dynamics where the Egyptian economy is increasingly intertwined with global trends, the urgency of incorporating gender diversity as a strategic practice to enhance organisational performance is paramount (Orazalin, 2020).

Historically, Egypt has been a patriarchal society with entrenched traditional gender roles that limit women's participation in the workforce. Even in nations where constitutional mandates promote gender equality, the representation of women in critical economic sectors remains insufficient. However, as we advance into the 21st century, substantial policy changes have occurred, partly driven by national reforms and an international push for gender inclusivity (Luo et al., 2020). This evolving landscape has prompted researchers to call for a thorough examination of the impact of GDM on organisational outcomes, particularly in key industries crucial for economic development in Egypt. Against the backdrop of a burgeoning female workforce and the UN Sustainable Development Goals focused on gender equality, managing gender diversity has become integral to organisational strategy (Ramadan & Hassan, 2022). This integration involves the implementation of policies and practices that ensure equitable treatment for all genders in the workplace, fostering an ecosystem where diverse voices are heard and both men and women contribute equally to organisational success (Said, Galal, & Sami, 2022).

In Egypt, traditional gender norms and perceptions have historically influenced workplace dynamics. However, the deployment of effective GDM approaches can serve as a catalyst for transforming corporate cultures toward sustainable futures. Research indicates that gender-diverse workplaces are more innovative and better equipped to solve problems, as teams with varied skill sets generate a wider range of ideas and solutions (Mousa, Ayoubi, & Massoud, 2021). By creating a supportive and empowering environment for all employees, GDM can directly impact workplace happiness and job satisfaction. Organisations that proactively manage gender diversity cultivate an environment where employees feel valued and respected, regardless of gender (Mousa, Massoud, & Ayoubi, 2020). This diminishes feelings of separation, disadvantage, or injustice, which are often sources of frustration and disengagement in male-dominated workplaces. In Egypt, addressing poorly developed cultural practices could significantly improve employee well-being in a society marked by divisive gender norms. Employees who perceive fairness and equality are more likely to find joy in their roles, fostering greater retention and engagement (Ismail, Mansour, & Sayed, 2024). Therefore, effective GDM enhances employee morale and engagement, leading to motivated teams.

This research also examines the mediating roles of workplace happiness and job satisfaction in the relationship between GDM and earning quality. Employees who feel included and supported are more likely to experience heightened job satisfaction and overall happiness, which, in turn, reflects on their performance and loyalty to the organisation (El-Deeb & Mohamed, 2024). In the context of Egyptian society, where economic pressures and societal expectations converge, workplace happiness and job satisfaction are critical for staff retention and motivation. Promoting gender diversity management can foster an inclusive environment, yielding positive emotions that enhance job satisfaction and contribute to workplace happiness (Mousa, 2021). The implications of this research extend to understanding the mediating roles of workplace happiness and job satisfaction in the relationship between GDM and earning quality. Earning quality refers to the financial health and efficiency of an organisation, which is collectively shaped by its workforce (Ghaleb et al., 2021). Improved job satisfaction resulting from effective GDM can lead to enhanced financial performance, including lower employee turnover, higher productivity, and increased employee engagement.

This contributes to addressing acute issues such as the gender pay gap and limited upward mobility for women, as well as prevailing attitudes that hinder female hiring challenges that remain prevalent in Egypt (Zalata et al., 2022). Therefore, this study aims to investigate the impact of managing gender diversity on workplace happiness, job satisfaction, and earning quality in Egypt. It seeks to elucidate the mediating roles of job satisfaction and workplace happiness in the relationship between GDM and earning quality, thereby filling an important gap in the literature. This paper adds value by exploring the Egyptian context, where deeply rooted traditional gender roles have shaped workplace dynamics, shedding light on a pressing business issue with implications for both employee well-being and gender equity essential components for achieving sustainability in organisational performance. Targeted at decision-makers, this research delves into practical strategies for creating inclusive and diverse workplaces that drive both business success and employee happiness. The subsequent section will review relevant literature, propose hypotheses, and outline the research methodology.

Literature Review

Studies and organisational experiences indicate a

positive relationship between gender diversity management (GDM) and workplace happiness. By encouraging and managing gender diversity, organisations foster a welcoming, equitable environment that supports employee well-being. Workplaces that value the contributions of all employees, regardless of gender, create a sense of fairness and transparency, leading to enhanced job satisfaction and, ultimately, higher levels of workplace happiness (Mousa et al., 2020). Gender diversity is associated with improved teamwork and increased innovation and creativity, which contribute to a positive work environment (Mousa et al., 2021). This atmosphere enhances employees' perceptions particularly among women regarding opportunities for growth and advancement, as well as fair treatment, when GDM is prioritised. This proactive approach reduces conflict, workplace discrimination, and stereotyping, which can directly lead to frustration and stress. Engaged, productive employees experience higher levels of happiness when they feel supported and appreciated. In the Egyptian context, where traditional corporate practices and social norms around gender roles have historically shaped workplace dynamics, effective GDM can significantly impact inclusivity. Companies striving for gender diversity are likely to cultivate happier, more productive employees, which translates to enhance organisational success, reduced turnover, and improved workplace culture, underscoring the importance of GDM in promoting workplace happiness (Singh & Banerji, 2022). Thus, the study establishes the following hypothesis:

H1: Gender Diversity Management has a positive relationship with Workplace Happiness

GDM practices enhance an inclusive work environment and foster feelings of worth, esteem, and fairness among employees concerning their gender, which positively influences job satisfaction. By actively managing gender diversity, organisations ensure equal opportunities for all employees, dismantling archaic barriers such as bias, unequal pay, and limited career progression for women. Employee perceptions of fairness and inclusion correlate strongly with job satisfaction (García-Rodríguez, Dorta-Afonso, & González-De-la-Rosa, 2020). Workers who perceive their companies as committed to diversity and opportunities for advancement report better relationships with colleagues, higher job satisfaction, enhanced problem-solving skills, longer job tenures, and greater commitment. Research indicates that gender-diverse teams deliver a broader range of perspectives and innovative solutions, ultimately leading to improved decision-making (Clark, D'ambrosio, & Zhu, 2021). In the context of Egypt, where gender inequality has been prevalent, effective GDM is essential for overcoming obstacles that women face in career advancement, thus contributing to job satisfaction. By establishing equitable workforce policies and fostering a culture of trust and support, organisations that embrace diversity recognise the value of empowering women and other underrepresented groups, leading to enhanced job satisfaction and overall organisational performance (Li et al., 2020). Therefore, effective management of gender diversity is significantly linked to job satisfaction.

H2: Gender Diversity Management has a positive relationship with Job Satisfaction

Workplace happiness is directly related to earning quality, as employees are crucial to productivity and financial performance. Happy employees are engaged, motivated, and exhibit higher levels of efficiency, leading to improved organisational outcomes (Bhatia & Mohsin, 2020). Increased productivity contributes to better quality earnings, as satisfied employees work more effectively, positively impacting the organisation's overall success. Companies that prioritise employee happiness benefit from reduced absenteeism and turnover, which lowers hiring and training costs, thus ensuring consistent and efficient business operations and maintaining high earning quality (Charles-Leija et al., 2023). Moreover, higher workplace happiness fosters collaboration among employees, enhancing idea-sharing and promoting innovation, thereby strengthening the organisation's competitive edge. Happier employees also deliver better customer experiences, leading to increased customer satisfaction and retention, which ultimately contributes to higher quality earnings characterised by predictable and reliable revenue streams. By creating a positive work environment, organisations enhance their workforce, driving sustainable earning quality (Alameeri et al., 2021). Hence, the study establishes the following hypothesis:

H3: Workplace Happiness has a positive relationship with Earning Quality

Job satisfaction also leads to improved earning quality, as satisfied employees tend to be more productive, dedicated, and effective in their roles. High levels of job satisfaction increase engagement and productivity, resulting in better overall performance (De Santis et al., 2021). Greater employee engagement translates into higher productivity, enhanced quality of work, and improved operational efficiencies, all of which contribute to better earning quality. Satisfied employees experience lower turnover rates, resulting in reduced hiring and training costs. This stability in the workforce minimises operational interruptions, which could adversely affect earning quality (García-Mainar & Montuenga-Gómez, 2020). Employees who are happy in their jobs often put forth greater effort, driving innovation and maintaining high service standards, thereby enhancing financial performance. Additionally, job satisfaction fosters stronger workplace relationships and teamwork, cultivating a healthy work culture that propels the organisation toward its larger objectives. This culture of trust contributes to consistent improvements in earning quality as the motivated workforce aligns with organisational goals (Parenti, Pinto, & Sarno, 2022). Therefore, the study establishes the following hypothesis:

H4: Job Satisfaction has a positive relationship with Earning Quality

The mediating effect of workplace happiness is significant in the relationship between gender diversity management and earning quality. Best practices in GDM cultivate inclusive working environments that leverage

diverse perspectives and valued contributions. In such environments, employees feel listened to, cared for, and driven (Clark et al., 2021). This atmosphere can enhance job satisfaction, leading to happier employees and improved overall performance. Happy employees are more likely to meet project deadlines and contribute to stronger organisational productivity. Higher employee morale, when managed effectively, can lead to improved decision-making, innovation, and team collaboration, which positively affects earning quality (Alves, 2023). Organisations that formally address gender diversity concerns are more likely to foster an environment of fairness and equity, reducing turnover and enhancing retention rates, ultimately benefiting the organisation financially. Furthermore, a happy team translates to satisfied and loyal customers, further strengthening the organisation's profitability. Consequently, workplace happiness serves as a mediator that reinforces the connection between gender diversity management and the enhancement of earning quality by creating a positive, achievement-oriented workspace (Zhu et al., 2022). Thus, the study establishes the following hypothesis:

H5: Workplace Happiness mediates the relationship between Gender Diversity Management and Earning Quality

Additionally, job satisfaction is found to mediate the relationship between gender diversity management and earning quality. Organisations that foster gender diversity and manage it effectively create a more inclusive workplace where employees feel recognised and valued, enhancing job satisfaction (Mickson, Anlesinya, & Malcalm, 2021). This state of positive emotion energises employees, making them more enthusiastic and committed to their tasks, which profoundly affects their life satisfaction. Increased job satisfaction fosters a sense of community and loyalty, which elevates productivity levels and mitigates turnover rates. This, in turn, enhances operational efficiency and innovation key components for driving earning quality higher. Effective GDM leads to more innovative, competitive, and robust organisations due to the broader perspectives it encourages and the heightened job satisfaction it promotes (Chen & Hassan, 2022). With improved job satisfaction, employees are more likely to collaborate, take initiative, and solve problems in pursuit of delivering exceptional services or products. Satisfied employees lead to satisfied customers, generating positive results that cascade up to improved financial performance. Therefore, job satisfaction acts as a mediating variable that connects effective GDM to enhanced earning quality through employee engagement and productivity (Edmans et al., 2024). Thus, the study establishes the following hypothesis:

H6: Job Satisfaction mediates the relationship between Gender Diversity Management and Earning Quality

Research Methods

This study investigates the role of gender diversity management in workplace happiness, job satisfaction, and earning quality, as well as the mediating effects of job satisfaction and workplace happiness on the relationship between GDM and earning quality in listed companies in Egypt. These relationships are depicted in Figure 1. Data were collected from employees of these listed companies through surveys utilising a five-point Likert scale for the questions. These questions were designed to measure the relevant constructs: GDM was assessed with six questions adapted from Mousa et al. (2020), workplace happiness was evaluated with five questions adopted from Abdullah & Ling (2016), job satisfaction was measured with six questions derived from Mousa et al. (2020), and earning quality was assessed using five questions taken from Kalembe et al. (2024). The respondents for this study were selected based on purposive sampling, targeting employees of the listed companies. Surveys were distributed via mail and through personal visits to the companies. Out of 532 surveys sent, 290 valid responses were received, yielding a response rate of 54.51%. The study also examined the relationships among the variables using Smart-PLS, a widely recognised tool for primary data analysis that produces effective outcomes, even with large datasets (Hair Jr, Howard, & Nitzl, 2020). The study identifies one predictor variable gender diversity management (GDM) and incorporates two mediating variables, namely workplace happiness (WPH) and job satisfaction (JS), along with one outcome variable, earning quality (EQ).
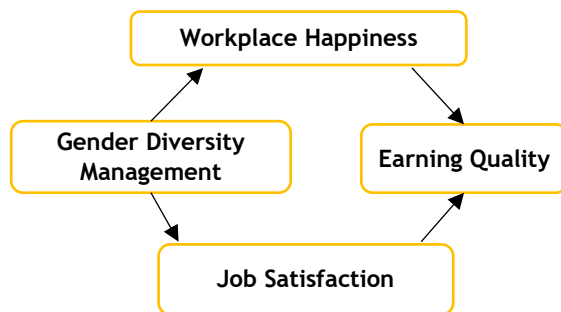

Figure 1: Theoretical Model.

Research Findings

To assess convergent validity, we evaluated the correlation between items using Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). Results indicated that all measures exceeded the recommended thresholds: both Cronbach's Alpha and CR values were greater than 0.70, while the AVE and factor loadings were above 0.50. These findings confirm that the items within each construct are highly correlated, demonstrating good convergent validity. Detailed results can be found in Table 1. Discriminant validity was assessed using the Heterotrait-Monotrait (HTMT) ratio. The results showed that all HTMT values were below the threshold of 0.90, indicating that the constructs are not highly correlated. This further supports the distinctiveness of the variables in the study. The detailed HTMT ratios are presented in Table 2. The assessments confirm both convergent and discriminant validity of the constructs employed in this study, ensuring robust measurement of gender diversity

management, workplace happiness, job satisfaction,   and earning quality.

Table 1: Convergent Validity.

Constructs	Items	Loadings	Alpha	CR	AVE
Earning Quality	EQ1	0.866	0.870	0.906	0.660
	EQ2	0.733			
	EQ3	0.856			
	EQ4	0.783			
	EQ5	0.817			
Gender Diversity Management	GDM1	0.892	0.940	0.952	0.769
	GDM2	0.904			
	GDM3	0.865			
	GDM4	0.817			
	GDM5	0.881			
	GDM6	0.902			
Job Satisfaction	JS1	0.825	0.926	0.942	0.729
	JS2	0.865			
	JS3	0.855			
	JS4	0.827			
	JS5	0.883			
	JS6	0.868			
Workplace Happiness	WPH1	0.879	0.968	0.975	0.888
	WPH2	0.976			
	WPH3	0.965			
	WPH4	0.974			
	WPH5	0.912			

Table 2: Discriminant Validity

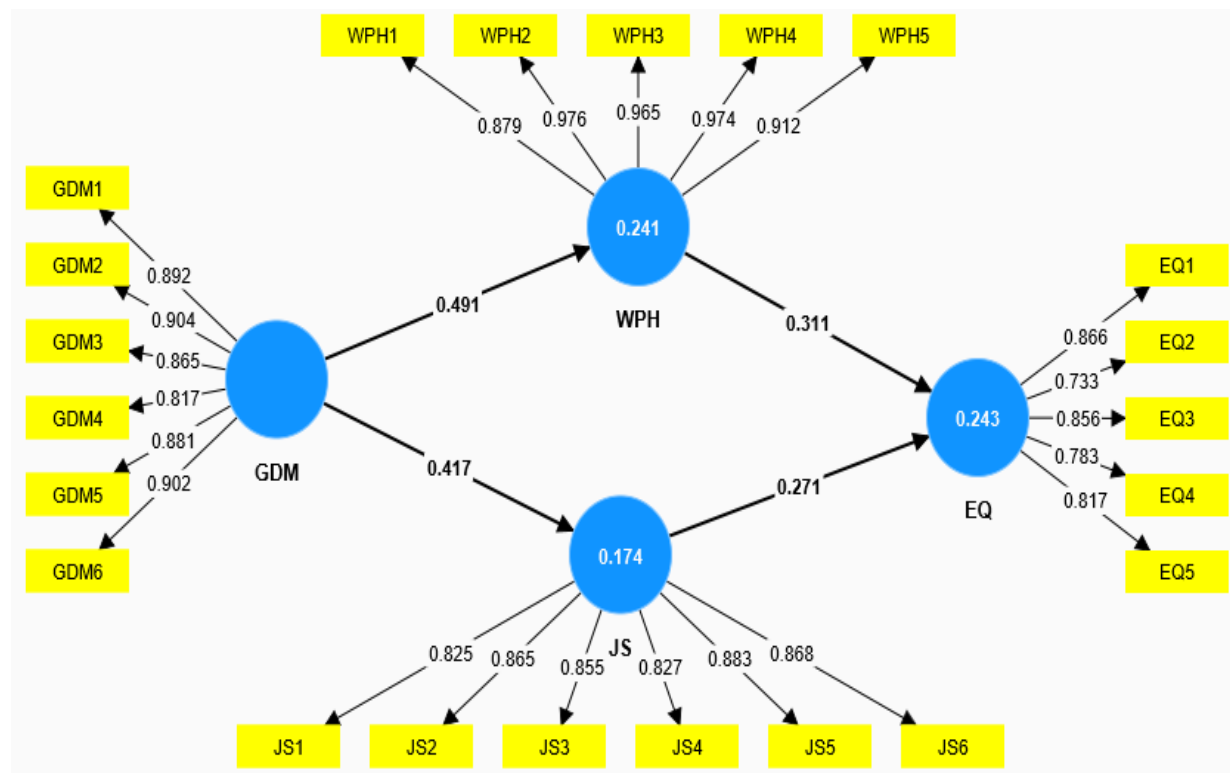|	EQ	GDM	JS	WPH
EQ				
GDM	0.534			
JS	0.447	0.445		
WPH	0.466	0.515	0.455	

Figure 2: Measurement Assessment Model.

Results of Path Analysis

The path analysis results revealed that Gender Diversity Management (GDM) positively influences workplace happiness and job satisfaction within listed companies in Egypt, thereby supporting Hypotheses H1 and H2. These associations are illustrated in Table 3. Furthermore, the findings indicate that both workplace happiness and job satisfaction positively affect earning quality, confirming Hypotheses H3 and H4. Additionally, the analysis showed that job satisfaction and workplace happiness significantly mediate the relationship between GDM and earning quality, validating Hypotheses H5 and H6.

Table 3: Path Analysis.

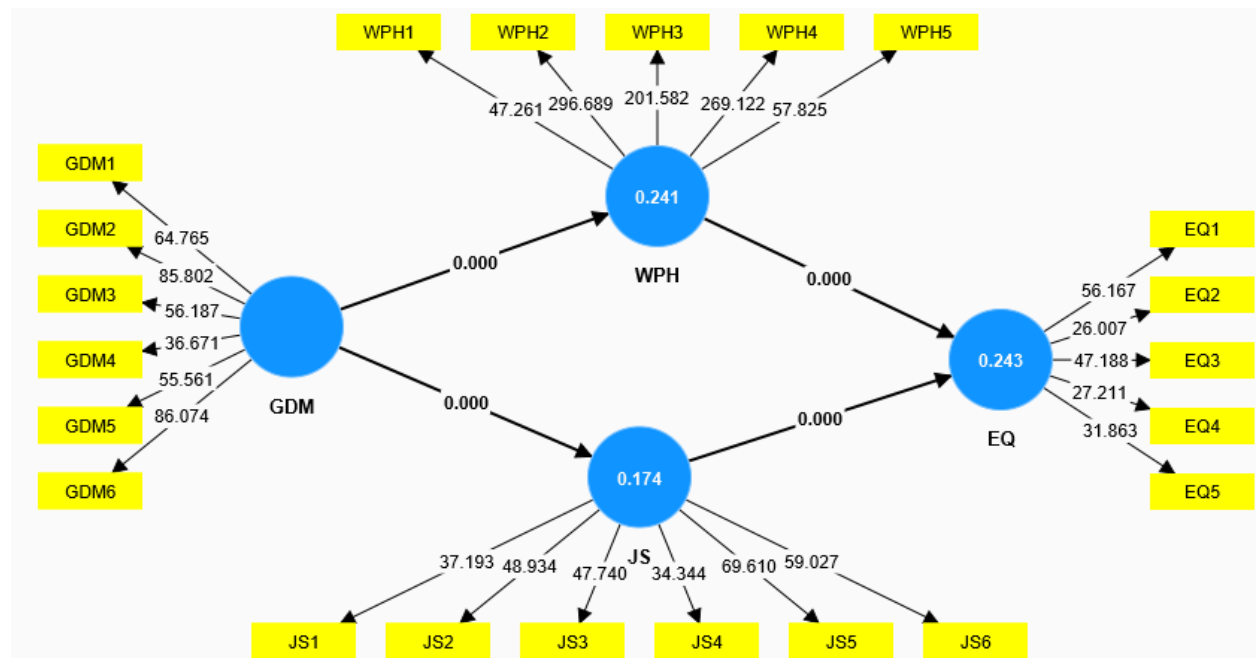| Relationships	Beta	Standard Deviation	T Statistics	P Values
GDM -> JS	0.417	0.055	7.513	0.000
GDM -> WPH	0.491	0.050	9.852	0.000
JS -> EQ	0.271	0.063	4.301	0.000
WPH -> EQ	0.311	0.074	4.190	0.000
GDM -> JS -> EQ	0.113	0.032	3.491	0.001
GDM -> WPH -> EQ	0.153	0.046	3.360	0.001

Figure 3: Structural Assessment Model.

Discussion

This study investigates the impact of Gender Diversity Management (GDM) on workplace happiness, job satisfaction, and earning quality, revealing results that align with and extend existing research, particularly within the Egyptian context. Numerous studies have demonstrated a positive association between diversity management and organisational performance, indicating that inclusive practices can lead to happier employees and improved financial outcomes. The findings highlight the potential of GDM to enhance levels of happiness and job satisfaction in the workplace, thereby underscoring its significance as a mediator in the relationship with earning quality.

The research explores how gender diversity affects employee well-being and satisfaction. For instance, Muskat & Reitsamer (2020) demonstrate that inclusive diversity management practices can significantly improve employees' perceptions of fairness and equality, which are likely to increase job satisfaction. Similarly, by fostering gender diversity, organisations can cultivate a positive working environment that reduces staff turnover. This study corroborates these findings by illustrating that GDM positively and directly influences both workplace happiness and job satisfaction among Egyptian employees. In essence, organisations prioritising gender diversity tend to create welcoming environments where employees feel a sense of belonging, thereby enhancing overall job satisfaction and well-being (Feng & Savani, 2020).

In the Egyptian context, these results are particularly significant given the societal and cultural constraints that have historically limited women's participation in the workforce. Prior research, such as that by Hsiao et al. (2020), has highlighted barriers that hinder women's career progression due to gender biases and inequitable promotion opportunities. This study suggests that

organisations can dismantle these barriers by providing women with equal opportunities for career advancement through GDM strategies. Consequently, this leads to greater job satisfaction for female employees, who feel more empowered and supported in their roles. The findings indicate that a culture of GDM not only supports women but also benefits all employees, fostering an atmosphere of fairness and equality that enhances workplace satisfaction across the board.

Moreover, the research findings support the mediating roles of workplace happiness and job satisfaction in the relationship between GDM and earning quality. Liu et al. (2021) have shown that highly satisfied workers typically demonstrate higher productivity levels and greater engagement with their organisations. This study expands on these findings by demonstrating that workplace happiness and job satisfaction mediate the relationship between GDM and earning quality within Egyptian organisations. Specifically, the research suggests that companies effectively managing gender diversity can create an environment conducive to employee well-being, leading to enhanced levels of satisfaction and happiness that ultimately translate into improved operational efficiencies and financial returns.

The study also examines the connection between job satisfaction and earning quality, revealing that satisfied employees are more likely to remain with their organisations, thereby reducing turnover rates and enhancing productivity. In a context where economic necessity and social norms often clash, companies that demonstrate robust governance of diversity and inclusion stand to benefit both in terms of employee satisfaction and their financial performance. Promoting gender diversity contributes to a more engaged and productive workforce, which is essential for long-term financial success (Russen, Dawson, & Madera, 2021). Additional studies suggest that organisations with diverse leadership teams experience better financial performance (Topchyan & Woehler, 2021). Diverse teams bring a wider range of perspectives, which can enhance innovation and problem-solving capabilities. The findings of this research confirm that GDM impacts earning quality both directly and indirectly, indicating that creating a diverse workplace is advantageous for businesses, as it cultivates happy employees willing to invest effort in compliance and organisational goals.

Furthermore, the study aligns with previous research regarding the economic rationale for gender diversity as both an ethical obligation and a competitive advantage for enterprises. For example, Hur (2020) demonstrated that companies prioritising gender diversity are more likely to attract top talent, foster higher employee commitment, and enhance overall competitiveness. By examining these dynamics within the Egyptian context, this study contributes to the limited body of research on gender in business and society, exploring how traditional gender norms shape workplace relationships. Successful implementation of GDM could promote inclusive practices and equitable outcomes in the Egyptian workplace, benefiting both employees and organisations.

Implications

The findings of this study suggest that effective GDM can significantly enhance workplace happiness and job satisfaction, leading to improved earning quality among employees in Egyptian organisations. These results imply that GDM plays a crucial role in enhancing employee well-being and financial performance. With an inclusive and supportive organisational culture, companies can experience increased employee engagement, satisfaction, and productivity, which positively impacts retention and overall organisational outcomes. This highlights the necessity for Egyptian organisations to view GDM as more than a compliance requirement; it should be considered a vital enabler of opportunity. Policymakers should also promote GDM frameworks by enforcing regulations that encourage equitable employment practices while recognising and nurturing diverse talents. The study further illustrates that the benefits of GDM extend beyond promoting equity; they also confer advantages to the organisation as a whole. Future research could explore industry-specific effects of GDM within the Egyptian context and longitudinal studies to investigate the causal relationships between GDM, workplace happiness, job satisfaction, and earning quality.

Limitations

Several limitations of this study should be acknowledged. Firstly, the focus on Egyptian organisations may restrict the applicability of the findings to other cultural or economic contexts; the unique dynamics in Egypt may not be generalizable to other countries. Secondly, self-reported data may introduce biases, such as social desirability bias, potentially leading respondents to overstate their job satisfaction or workplace happiness. Another limitation is the lack of differentiation between specific industries or sectors in understanding gender diversity management. Finally, the cross-sectional nature of the study does not allow for the establishment of causal relationships, indicating a need for longitudinal research to validate the findings over time.

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