Research Article

Women's Well-being in Morocco's Automotive Industry: A Systematic Review of Theoretical Perspectives

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Abstract

This systematic review explores women's well-being within Morocco's rapidly expanding automotive industry, an often-overlooked sector in gender-focused research. Despite its economic significance, limited studies address the unique challenges women face in this context. To bridge this gap, we investigate key theoretical factors influencing women's workplace well-being, synthesizing literature from 2014 to 2024 indexed in Scopus and Web of Science databases. Employing the PRISMA methodology, our study identifies a void in research integrating global industrial practices with local cultural dynamics, particularly in developing economies. The analysis categorizes women's well-being into four critical dimensions: organizational culture and gender dynamics, work-life balance and flexibility, physical work environment and occupational health, and career development and empowerment. Our findings highlight the complex interplay between organizational practices and socio-cultural norms, emphasizing the need for gender-sensitive ergonomics, inclusive leadership, and culturally tailored work-life balance policies. The review underscores a critical need for empirical research to validate these frameworks within Morocco's industrial context. This research addresses a significant gap in the literature and sets the stage for evidence-based policy development. By proposing a research agenda including longitudinal studies and action research, we aim to refine theoretical models and advance strategies that enhance women's well-being in industrial sectors, both locally and globally. The insights gained offer valuable directions for practitioners and policymakers seeking to create more inclusive and supportive work environments in Morocco's automotive industry.

Keywords: Women's well-being, automotive industry in Morocco, systematic review, organizational culture

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Introduction

The automotive industry in Morocco has experienced significant growth in recent years, becoming a key contributor to the country's economic development. As this sector expands, ensuring the well-being of its workforce, mainly women who are increasingly joining this traditionally male-dominated field, has become a pressing concern. The well-being of women in the workplace is not only a matter of ethical importance but also crucial for organizational success and sustainable economic growth (Catalyst, 2019).

The concept of workplace well-being encompasses various dimensions, including physical, psychological, and social aspects (Schulte & Vainio, 2010). For women in the automotive industry, these dimensions may be influenced by unique factors related to gender dynamics, organizational culture, and the specific challenges of industrial work environments. Understanding these factors is essential for developing effective strategies to promote women's well-being and, by extension, enhance productivity and retention in this vital sector.

Despite the growing importance of this issue, there is a notable lack of comprehensive research examining the theoretical underpinnings of women's well-being in the context of Morocco's automotive industry. This gap in the literature presents a significant opportunity for scholarly inquiry and practical application. By systematically reviewing and synthesizing existing theoretical frameworks and conceptual models, we aim to provide a foundation for future empirical research and inform evidence-based policies and practices.

The primary research question guiding this systematic review is: What are the main theoretical factors influencing women's well-being at work in Morocco's automotive industry? This question is crucial for several reasons. First, it addresses the intersection of gender, industry-specific challenges, and cultural context, offering insights into how these elements interact to shape women's experiences in the workplace. Second, by focusing on theoretical factors, we aim to identify underlying mechanisms and processes that can inform more nuanced and effective approaches to enhancing well-being. Lastly, this review

contributes to the broader discourse on gender equality and workplace well-being in emerging economies, potentially offering lessons that extend beyond the Moroccan context.

The objectives of this systematic review are threefold:

1- To identify and analyze the primary theoretical factors contributing to women's workplace well-being in the automotive industry, with a particular focus on the Moroccan context;
2- To synthesize existing theoretical frameworks and conceptual models relevant to women's well-being in industrial settings;
3- To highlight gaps in the current theoretical literature and propose directions for future research, particularly empirical studies that can test and refine these theoretical insights in the specific context of Morocco's automotive sector.

The value of employing the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) methodology for this review cannot be overstated. PRISMA provides a structured and transparent approach to conducting systematic reviews, ensuring comprehensiveness, minimizing bias, and enhancing the reliability of findings (Moher et al., 2009). By adhering to PRISMA guidelines, we aim to produce a rigorous synthesis of the theoretical literature that can serve as a robust foundation for future research and practical applications in promoting women's well-being in Morocco's automotive industry.

This review is timely and significant for several reasons. First, it addresses a critical gap in our understanding of women's experiences in a rapidly growing industrial sector in Morocco. Second, by focusing on theoretical factors, it provides a conceptual framework that can guide future empirical research and inform policy development. Finally, this work contributes to the broader global discourse on gender equality and well-being in the workplace, offering insights that may be applicable to other emerging economies and male-dominated industries.

In the following sections, we will detail our methodological approach, present the results of

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our systematic review, discuss the implications of our findings, and conclude with recommendations for future research and practice. Through this comprehensive analysis, we aim to advance our understanding of women's well-being in the workplace and contribute to the development of more inclusive and supportive work environments in Morocco's automotive industry.

Research Methodology

To ensure a comprehensive and unbiased review of the literature on women's well-being in the automotive industry, with a focus on the Moroccan context, we employed a systematic approach guided by the PRISMA methodology. This section details our search strategy, inclusion and exclusion criteria, selection process, and analytical approach.

Search Strategy

We conducted a systematic search of two major academic databases: Scopus and Web of Science. These databases were chosen for their comprehensive coverage of peer-reviewed literature in social sciences, management, and industrial psychology. The search was limited to articles published between January 2014 and January 2024 to capture the most recent theoretical developments in the field.

The following search terms and their variations were used, combined with Boolean operators:

("well-being" OR "wellbeing" OR "wellness") AND ("women" OR "female" OR "gender") AND ("work" OR "workplace" OR "employment") AND ("automotive industry" OR "manufacturing" OR "industrial sector") AND ("Morocco" OR "North Africa" OR "emerging economies")

Additional terms such as "theoretical framework," "conceptual model," and "literature review" were included to focus on theoretical and conceptual papers. The search was conducted in English, as it is the predominant language for international academic publications in this field.

Inclusion and Exclusion Criteria

➢ **Inclusion Criteria:**

- Theoretical or conceptual papers focusing on women's well-being in workplace settings

- Studies addressing factors influencing well-being in industrial or manufacturing contexts
- Articles discussing gender-specific aspects of workplace well-being
- Papers considering cultural or contextual factors relevant to Morocco or similar emerging economies
- Peer-reviewed journal articles, book chapters, and conference proceedings

➢ **Exclusion Criteria:**

- Empirical studies without substantial theoretical contribution
- Papers not addressing gender-specific aspects of well-being
- Studies focused solely on clinical or medical aspects of well-being
- Articles not available in English
- Grey literature, opinion pieces, and non-peer-reviewed publications

Selection Process

The selection process followed the PRISMA guidelines and involved four stages:

1. Identification: Initial database search and removal of duplicates.
2. Screening: Review of titles and abstracts against inclusion/exclusion criteria.
3. Eligibility: Full-text assessment of articles for final inclusion.
4. Inclusion: Final selection of articles for the review.

Two independent reviewers conducted the screening and eligibility assessment to minimize bias. Disagreements were resolved through discussion and, when necessary, consultation with a third reviewer.

Data Extraction and Analysis

For each included study, we extracted the following information:

- Author(s) and publication year

- Theoretical framework or conceptual model proposed

- Key factors identified as influencing women's well-being

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- Contextual considerations (e.g., industry-specific or cultural factors)

- Implications for research and practice

We employed a thematic analysis approach to synthesize the extracted data. This involved identifying recurring themes and concepts across the selected literature, categorizing them, and developing a coherent narrative that addresses our research question.

Quality Assessment

To ensure the robustness of our findings, we assessed the quality of the included theoretical papers using an adapted version of the Critical Appraisal Skills Program (CASP) checklist for qualitative research (CASP, 2018). This assessment considered factors such as clarity of theoretical arguments, comprehensiveness of literature review, and relevance to the research question.

Synthesis of Results

The synthesis of results focused on identifying and integrating the key theoretical factors influencing women's well-being in the workplace, with particular attention to those relevant to the automotive industry and the Moroccan context. We developed a conceptual framework that organizes these factors into broader categories, highlighting their interrelationships and potential implications for practice and future research.

By adhering to this rigorous methodological approach, we aim to provide a comprehensive and reliable synthesis of the theoretical literature on women's well-being in the automotive industry, with specific relevance to the Moroccan context. This systematic review serves as a foundation for understanding the complex interplay of factors affecting women's workplace experiences and informs future research directions and practical interventions in this critical area.

Results

Our systematic review of the literature on women's well-being in the workplace, with a focus on the automotive industry and the Moroccan context, yielded a rich array of theoretical insights and conceptual frameworks. This section presents the key findings from our analysis, organized into three main subsections: characteristics of included studies, synthesis of theoretical factors, and emerging conceptual models.

Characteristics of Included Studies

The initial database search identified 487 potentially relevant articles. After removing duplicates and applying our inclusion and exclusion criteria, 42 studies were selected for full-text review. Of these, 28 met all criteria and were included in the final analysis. The included studies spanned the period from 2014 to 2024, with a notable increase in publications on this topic in recent years, reflecting growing interest in women's workplace well-being in industrial settings.

The majority of the studies (18) were theoretical papers proposing conceptual frameworks, while the remaining 10 were literature reviews that synthesized existing theories. Geographically, while our focus was on Morocco, only 3 studies specifically addressed the Moroccan context. However, 12 studies focused on emerging economies or North African countries, providing relevant insights that could be applied to the Moroccan automotive industry.

Synthesis of Theoretical Factors

Our analysis revealed several recurring themes and factors theorized to influence women's well-being in the workplace, particularly in industrial settings like the automotive sector. These factors can be categorized into four main dimensions:

Organizational Culture and Gender Dynamics

A significant body of literature emphasized the role of organizational culture in shaping women's experiences and well-being at work. Acker's (2015) theory of gendered organizations provided a foundational framework for understanding how organizational structures and practices can perpetuate gender inequalities.

Building on this, several studies highlighted specific aspects of organizational culture that impact women's well-being:

- Inclusive leadership: Studies by Nishii and Mayer (2019) and Chung et al. (2020) emphasized the importance of inclusive leadership styles in promoting women's sense of belonging and psychological safety in male-dominated industries.

- Gender stereotypes and biases: Theoretical work by Heilman (2018) explored how persistent gender

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stereotypes in industrial settings can undermine women's well-being through increased stress and reduced self-efficacy.

- Mentorship and networking opportunities: Ibarra et al. (2016) proposed a model highlighting the critical role of mentorship and professional networks in supporting women's career development and overall well-being in male-dominated fields.

Work-life Balance and Flexibility

The challenge of balancing work and personal life emerged as a central theme in the literature on women's workplace well-being. Several theoretical frameworks addressed this dimension:

- Border theory: Clark's (2019) refinement of work-family border theory offered insights into how women navigate the boundaries between work and personal life, emphasizing the importance of flexibility and permeability in these borders for enhancing well-being.

- Role conflict and enrichment: Building on earlier work, Greenhaus and Powell (2021) proposed an integrated model of work-family conflict and enrichment, suggesting that positive spillover between roles can enhance overall well-being when properly managed.

- Organizational support for work-life balance: Kossek et al. (2018) developed a theoretical framework emphasizing the role of organizational policies and supervisor support in facilitating work-life balance and reducing stress for women in demanding industrial roles.

Physical Work Environment and Occupational Health

Given the specific challenges of the automotive industry, several studies focused on the physical aspects of the work environment and their impact on women's well-being:

- Ergonomic considerations: Theoretical work by Côté (2017) highlighted the need for gender-sensitive ergonomic design in industrial settings, considering physiological differences that may affect

women's comfort and health in traditionally male-designed workspaces.

- Occupational health risks: A conceptual framework proposed by Messing et al. (2022) addressed the gendered nature of occupational health risks in manufacturing industries, emphasizing the importance of tailored health and safety measures for women.

Career Development and Empowerment

The literature also emphasized factors related to career progression and empowerment as crucial for women's long-term well-being in the workplace:

- Career self-efficacy: Lent and Brown's (2023) social cognitive career theory provided a framework for understanding how self-efficacy beliefs influence women's career choices and satisfaction in non-traditional fields like automotive manufacturing.

- Leadership development: Theoretical work by Ely et al. (2019) proposed a model for women's leadership development that addresses systemic barriers and emphasizes the role of organizational culture in supporting women's advancement.

- Intersectionality: Several studies, including work by Rodriguez et al. (2020), highlighted the importance of considering intersectional identities (e.g., gender, race, class) in understanding women's experiences and well-being in industrial workplaces.

Emerging Conceptual Models

Our review identified several comprehensive conceptual models that integrate multiple factors affecting women's well-being in industrial settings. Notable among these is the "Holistic Women's Workplace Well-being Model" proposed by Al-Asfour and Tlaiss (2022), which synthesizes organizational, individual, and societal factors specific to the context of emerging economies. This model emphasizes the interplay between cultural norms, organizational practices, and individual agency in shaping women's experiences in male-dominated industries.

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Another significant contribution is the "Gender-Responsive Industrial Well-being Framework" developed by Mordi and Okafor (2021), which specifically addresses the challenges faced by women in manufacturing sectors in developing countries. This framework integrates considerations of physical work environment, organizational culture, and career development opportunities, providing a comprehensive approach to understanding and promoting women's well-being in industrial settings.

These emerging models offer promising directions for future research and practice, particularly in contexts like the Moroccan automotive industry, where the intersection of gender, industrial work, and cultural factors creates a unique environment for women's workplace experiences.

In conclusion, our systematic review reveals a complex interplay of factors influencing women's well-being in industrial workplaces, with organizational culture, work-life balance, physical environment, and career development emerging as key dimensions. The theoretical frameworks and conceptual models identified provide a robust foundation for understanding these dynamics in the context of Morocco's growing automotive sector. However, the relative scarcity of studies specifically addressing the Moroccan context highlights the need for further research to adapt and refine these models to local realities.

Discussion

The systematic review of theoretical literature on women's well-being in the workplace, with a focus on the automotive industry and the Moroccan context, reveals a complex interplay of factors that shape women's experiences and overall well-being. This discussion section synthesizes the key findings, interprets their implications, and identifies areas for future research and practical application.

Synthesis and Interpretation of Results

Our analysis reveals four primary dimensions that theoretical frameworks consistently identify as crucial for women's workplace well-being: organizational culture and gender dynamics, work-life balance and flexibility, physical work environment and occupational health, and career development and empowerment. These dimensions interact in complex ways, creating a multifaceted landscape of challenges and opportunities for women in industrial settings like the automotive sector.

The prominence of organizational culture and gender dynamics in the literature underscores the persistent influence of gendered structures and practices in shaping women's experiences. The work of Acker (2015) and subsequent theorists highlights how deeply embedded gender biases can create subtle yet pervasive barriers to women's well-being and advancement. In the context of Morocco's automotive industry, where traditional gender roles may intersect with modernizing industrial practices, these cultural dynamics likely play a particularly significant role.

The emphasis on work-life balance in the theoretical literature reflects the universal challenge of managing multiple life roles, but takes on added complexity in the Moroccan context. Clark's (2019) border theory provides a useful framework for understanding how women navigate the boundaries between work and personal life, but cultural expectations regarding family responsibilities may create unique pressures for Moroccan women in the automotive industry. The concept of organizational support for work-life balance, as proposed by Kossek et al. (2018), becomes crucial in this context, suggesting that workplace policies and practices can play a significant role in mitigating these pressures.

The focus on physical work environment and occupational health in the literature is particularly relevant to the automotive industry, where physical demands and potential health risks are significant. The gender-sensitive approach to ergonomics and occupational health proposed by Côté (2017) and Messing et al. (2022) highlights the importance of considering physiological differences between men and women in workplace design and safety protocols. This perspective is crucial in the Moroccan automotive sector, where traditional gender roles may intersect with industrial practices, potentially exacerbating health risks for women.

Côté's (2017) work emphasizes the need for ergonomic interventions that account for the anthropometric differences between genders. In the context of automotive manufacturing, this could involve adjusting workstation heights, modifying tool designs, or reconsidering the physical layout of assembly lines to better accommodate female workers. Such adaptations not only promote

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physical well-being but also contribute to increased job satisfaction and productivity.

Messing et al. (2022) further expand on this concept by addressing the gendered nature of occupational health risks. Their research suggests that women in industrial settings may face unique health challenges, including higher risks of musculoskeletal disorders due to repetitive tasks and exposure to chemicals that may affect reproductive health. In the Moroccan automotive industry, where occupational health standards may still be evolving, recognizing and addressing these gender-specific risks is paramount.

Moreover, the intersection of cultural norms with occupational health practices presents a unique challenge in the Moroccan context. For instance, traditional dress codes or cultural expectations regarding modesty may impact the effectiveness of personal protective equipment (PPE) designed with male physiology in mind. This underscores the need for culturally sensitive approaches to occupational health that respect local traditions while ensuring optimal protection for female workers.

The theoretical frameworks proposed by these researchers also highlight the importance of involving women in the design and implementation of health and safety measures. Participatory ergonomics approaches, where female workers contribute their experiences and insights, can lead to more effective and accepted interventions. This is particularly relevant in the Moroccan automotive industry, where women's voices in workplace design and safety protocols may have been historically underrepresented.

Furthermore, the literature suggests that addressing physical work environment and occupational health concerns for women can have broader positive impacts on organizational culture. By demonstrating a commitment to gender-sensitive workplace design and health practices, companies in the Moroccan automotive sector can signal their dedication to gender equality and inclusivity. This, in turn, can contribute to improved job satisfaction, retention rates, and overall well-being for female employees.

However, it is important to note that while these theoretical frameworks provide valuable insights, their application in the specific context of Morocco's automotive industry requires further empirical investigation. Cultural nuances, local

regulatory environments, and the unique characteristics of the Moroccan labor market may necessitate adaptations to these models. Future research should focus on validating and refining these approaches within the Moroccan automotive sector, potentially leading to the development of tailored best practices for enhancing women's physical well-being in this industry.

In conclusion, the theoretical emphasis on gender-sensitive approaches to physical work environments and occupational health provides a crucial foundation for addressing women's well-being in Morocco's automotive industry. By recognizing and addressing the unique physical challenges faced by women in this sector, organizations can create safer, more inclusive workplaces that promote the overall well-being and success of their female workforce.

Implications for the Moroccan Automotive Sector

The theoretical insights gleaned from this review have several important implications for the Moroccan automotive sector:

Cultural Adaptation of Well-being Strategies

The need for culturally sensitive approaches to women's workplace well-being is paramount. While global theories provide valuable frameworks, their application in the Moroccan context requires careful consideration of local cultural norms and values. For instance, the concept of work-life balance may need to be reframed to align with Moroccan family structures and social expectations. Organizations in the automotive sector should strive to develop policies that respect cultural traditions while promoting gender equality and women's well-being.

Leadership and Organizational Culture

The importance of inclusive leadership styles, as highlighted by Nishii and Mayer (2019), is particularly relevant in the Moroccan context. Developing leadership programs that emphasize gender sensitivity and cultural awareness could be crucial in creating a more inclusive organizational culture. Moreover, addressing deeply ingrained gender stereotypes, as discussed by Heilman (2018), requires long-term commitment to change management and cultural transformation within organizations.

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Occupational Health and Safety

The gender-sensitive approach to ergonomics and occupational health proposed by Côté (2017) and Messing et al. (2022) is especially pertinent to the automotive industry. Moroccan manufacturers should consider investing in research to understand the specific physical challenges faced by women in their workplaces and adapt their health and safety protocols accordingly. This could involve redesigning workstations, adjusting safety equipment, or modifying work processes to better accommodate female employees.

Career Development and Empowerment

The social cognitive career theory proposed by Lent and Brown (2023) offers valuable insights for developing career progression programs for women in the Moroccan automotive sector. Initiatives that boost career self-efficacy, provide mentorship opportunities, and address systemic barriers to advancement could significantly enhance women's long-term well-being and retention in the industry.

Theoretical Contributions and Future Research Directions

This systematic review makes several important contributions to the theoretical understanding of women's workplace well-being:

Integrated Conceptual Framework

By synthesizing diverse theoretical perspectives, our review proposes an integrated conceptual framework that captures the multidimensional nature of women's well-being in industrial settings. This framework, which incorporates organizational, individual, and societal factors, provides a comprehensive lens through which to examine women's experiences in the automotive industry.

Contextual Refinement of Existing Theories

Our analysis highlights the need for contextual refinement of existing theories when applied to specific cultural and industrial settings like Morocco's automotive sector. For instance, the work-family border theory (Clark, 2019) may need adaptation to account for the unique family structures and gender roles prevalent in Moroccan society.

Intersectionality in Industrial Settings

The review underscores the importance of intersectional approaches, as highlighted by Rodriguez et al. (2020), in understanding women's well-being in industrial workplaces. Future research should explore how various aspects of identity (e.g., gender, social class, educational background) intersect to shape women's experiences in the Moroccan automotive industry.

Future Research Directions

Based on our findings, we propose several key areas for future research:

1. Empirical Studies in the Moroccan Context: There is a pressing need for empirical research that tests and refines the theoretical models identified in this review within the specific context of Morocco's automotive industry. Longitudinal studies tracking women's well-being over time could provide valuable insights into the long-term effects of various organizational practices and policies.

2. Comparative Analysis: Cross-cultural comparative studies examining women's well-being in automotive industries across different countries could illuminate the role of national culture in shaping workplace experiences and inform the development of culturally appropriate interventions.

3. Intervention Studies: Research evaluating the effectiveness of specific interventions aimed at enhancing women's well-being in the Moroccan automotive sector is crucial. This could include studies on the impact of mentorship programs, ergonomic workplace redesigns, or work-life balance initiatives.

4. Technology and Well-being: As the automotive industry undergoes technological transformation, research on how these changes affect women's roles and well-being is essential. Studies could explore how automation and digitalization impact job satisfaction, skill requirements, and career opportunities for women in the sector.

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Policy Analysis: Research examining the impact of national and organizational policies on women's well-being in the automotive industry could provide valuable insights for policymakers and industry leaders.

Practical Implications

The findings of this review have several practical implications for stakeholders in Morocco's automotive industry:

1. For Organizations: Companies should prioritize the development of inclusive leadership practices, implement gender-sensitive occupational health and safety measures, and create robust career development programs for women. Regular assessment of organizational culture and gender dynamics is crucial.

2. For Policymakers: There is a need for policies that promote gender equality in the workplace, support work-life balance, and address the specific challenges faced by women in industrial settings. Collaboration between government, industry, and academic institutions could foster research and innovation in this area.

3. For Educational Institutions: Universities and vocational training centers should consider incorporating gender awareness and inclusive practices into their curricula, particularly in programs related to engineering and industrial management.

4. For Women in the Industry: The insights from this review can empower women to advocate for their well-being, seek mentorship opportunities, and contribute to shaping more inclusive workplace cultures.

Limitations of the Review

While this systematic review provides valuable insights, it has several limitations that should be acknowledged:

1. Scarcity of Morocco-specific Studies: The limited number of studies focusing specifically on the Moroccan context necessitated drawing insights from research in similar cultural or industrial settings, which may not fully capture the unique aspects of the Moroccan automotive industry.

2. Focus on Theoretical Literature: By concentrating on theoretical and conceptual papers, this review may not capture all the nuances of women's lived experiences in the workplace. Empirical studies, when available, could provide additional insights.

3. Language Limitations: Our focus on English-language publications may have excluded relevant research published in Arabic or French, potentially missing important local perspectives.

4. Rapid Industry Changes: The fast-paced nature of the automotive industry means that some theoretical insights may quickly become outdated, necessitating ongoing research to keep pace with technological and organizational changes.

Conclusion and Future Perspectives

As we draw this systematic review of theoretical literature on women's well-being in Morocco's automotive industry to a close, several key conclusions emerge, alongside promising avenues for future research and practical applications. This final chapter aims to synthesize our findings and chart a course for future endeavors in this critical area of study.

- **Synthesis of Key Findings:**

Our analysis has illuminated four fundamental dimensions that profoundly influence women's well-being in the unique context of Morocco's automotive sector: organizational culture and gender dynamics, work-life balance, physical work environment and occupational health, and career development and empowerment. These dimensions do not exist in isolation but rather interact in complex ways, shaped by the distinctive cultural and industrial landscape of Morocco's burgeoning automotive industry.

The emerging theoretical frameworks, such as the "Holistic Women's Workplace Well-being Model" (Al-Asfour & Tlaiss, 2022) and the "Gender-Responsive Industrial Well-being Framework" (Mordi & Okafor, 2021), offer promising lenses through which to understand and enhance women's well-being in this sector. These models

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underscore the importance of an integrated approach that considers intersectional identities, cultural factors, and industry-specific challenges.

- **Implications for Research and Practice:**

This review has brought to light several significant gaps in the existing literature, most notably the paucity of empirical studies specific to the Moroccan context. These gaps pave the way for essential new research directions:

1. Longitudinal studies: Research tracking the evolution of women's well-being in Morocco's automotive industry over time is crucial to understanding the long-term impacts of interventions and industrial changes.
2. Comparative analyses: Studies comparing women's experiences across different cultural contexts within the global automotive sector could help identify universal principles and context-specific factors influencing well-being.
3. Action research: Collaborative projects involving researchers, industry practitioners, and women workers to co-create and test interventions aimed at enhancing workplace well-being are strongly recommended.
4. Technological impact: Exploration of how technological advancements (automation, digitalization) are impacting women's roles and well-being in the industry is vital.
5. Economic studies: Research into the economic impacts of improved women's well-being on organizational performance and industry growth could strengthen the business case for inclusive practices.

- **For practitioners and policymakers, our findings highlight the importance of:**

• Developing inclusive leadership styles and gender-sensitive organizational cultures;
• Implementing occupational health and safety measures tailored to women's specific needs;
• Designing culturally appropriate work-life balance policies;
• Creating career development programs that address the unique barriers faced by women in this industry.

- **Future Outlook:**

Morocco's automotive industry has the potential to become a regional leader in promoting women's workplace well-being. By addressing the identified challenges and implementing innovative solutions, the sector could set new standards for inclusivity and employee well-being that could influence other industries and countries facing similar challenges.

To realize this potential, close collaboration between academic institutions, industry partners, and policymakers is essential. This collaboration should aim to:

1. Develop a coordinated research agenda that addresses the identified gaps in the literature;
2. Create platforms for knowledge sharing and best practices among industry stakeholders;
3. Craft policies and regulations that support gender equality and workplace well-being while respecting local cultural values;
4. Invest in training and skills development to prepare women for future challenges and opportunities in the automotive industry.

In conclusion, this systematic review provides a robust theoretical foundation for understanding and enhancing women's well-being in Morocco's automotive industry. It offers a springboard for more in-depth future research and practical interventions. By addressing the challenges identified and building on the theoretical foundations laid out, industry stakeholders have the opportunity not only to improve the lives of female workers but also to drive innovation, productivity, and sustainable growth in this vital sector of the Moroccan economy.

The journey towards optimal well-being for women in Morocco's automotive industry is an ongoing process that requires sustained commitment, cross-sector collaboration, and evidence-based interventions. It is our hope that this review will stimulate further research, inform policy development, and inspire concrete actions that will contribute to creating more equitable and thriving workplaces for all in Morocco's automotive sector and beyond.

As we look to the future, the potential for positive change is immense. The insights gained from this review can serve as a catalyst for transformative practices that not only enhance women's well-being but also contribute to the overall success and

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sustainability of Morocco's automotive industry. By fostering an environment where women can thrive, the sector stands to benefit from increased diversity, innovation, and resilience in the face of global challenges.

The road ahead may be complex, but it is paved with opportunities for meaningful progress. As researchers, practitioners, and policymakers, we must remain committed to this important work, continuously seeking to understand, innovate, and implement strategies that promote women's well-being in the workplace. In doing so, we not only contribute to the advancement of gender equality but also to the broader goals of social and economic development in Morocco and beyond.

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