

Gender Discrimination at Workplace

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**Project Paper Submitted in Partial Fulfillment of the Requirements
for the Degree of Master of Business Administration
Universiti Tun Abdul Razak**

October 2022

DECLARATION

I hereby declare that the case study is based on my original work except for quotations and citations that have been duly acknowledged. I also declare it has not been previously or concurrently submitted for any other degree at University Tun Abdul Razak (UNIRAZAK) or other institution.



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Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfilment of the requirements for the Master of Business Administration.

Gender Discrimination at Workplace

By
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October 2022

This study aims to identify the concept of gender discrimination and the challenges due to gender inequality in the Malaysian organization. However, in this study some strategies have been suggested to reduce the negative effects of gender discrimination at the workplace in Malaysia as well. In this research some methods have been included to conduct the entire research study by following a research design, research approach, research philosophy. A secondary data collection process has been selected here to gather all the relevant information from Google Scholar and ProQuest. Inclusion and exclusion criteria along with a PRISMA framework have been chosen by accessing ten literatures on this topic. A qualitative analysis has been discussed here to make thematic analysis in the result and discussion section by drafting all the themes from the selected articles in the systematic literature review table. The research findings and analysis have concentrated on the research objectives of gender discrimination where women have faced ample challenges to obtain their professional achievements. There have also been systematic reviews to understand the findings of previous research that cooperates with this analysis. Besides, they have done thematic analysis to receive effective data after interpreting the problem statement of gender inequality in the workplace of Malaysia which has terrific outcomes. Similarly, valuable strategies are reserved for controlling the penetration of gender discrimination and adopting a comfortable workplace, especially for women are given the higher rate of discrimination against women than men. The findings of the study have been done here by suggesting some effective strategies that would be used to mitigate the challenges due to gender discrimination.

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CHAPTER 1: INTRODUCTION

1.1 Introduction

Gender discrimination refers to a significant meaning which describes an unequal or some disadvantage treatment between an individual group based on gender and a sexual harassment policy which is a form of an illegal gender discrimination. There are many reasons for gender inequality at the workplace and those are education, a lack of proper education in the society, a lack of awareness and many other reasons as well.

Gender discrimination is the common civic rights based on the violations which has different types of forms that involve sexual harassments regarding pregnancy, positioning women at the same hierarchy in the organization. It can be said that gender discrimination is very unlawful and illegal in any certain types of organization where various types of unlawful setting is going on every day with the women as well. However, the gender discrimination is the policy that might create inequality among men and women and government needs to control it effectively so that everyone can do their work. This following chapter consists of background of the research, problem statement, research rationale, aims and objectives, research questions, hypothesis, significance of study.

1.2 Background of the research

Gender discrimination at the workplace has different types of forms and basically it depends on an employee or the job applicants who might be treated differently in the workplace because of favorable standards or preferences. In fact, it has also been observed that the people can be treated wrongly based on their sex, gender, age, race or sexual orientations. However, it has also been observed that the higher authorities of the workplace subordinates not only criticize the people based on their gender or sex but also for their race and ethnicity as well (Gauciet *al.* 2021). Additionally, it has been observed that a woman is heavily affected in the organization as they experienced discrimination most of the time for their skin color, gender. Men workers at the workplace always think that they are efficient enough to

handle any kind of situation or any kind of high post in the organization after having a high pay scale of salary.

According to Kim *et al.* (2020), a recent survey has revealed a report that more than 43% of women has faced gender discrimination related challenges in the workplace most of the time. In fact, if this gender discrimination related challenges increase severely and this would give a negative impact on the employment opportunities of the workers as well. Even most of the time women have to face challenges at the time of interview or at the time of retirement. Most of the women are under the situation of gender discriminated related challenges which has given so many challenges as well.

Pregnancy discrimination is another problem which has given so many obstacles to the women due to desire of starting a family even after the leaving of office for a certain period of time. Society still believes that women have a duty that is to take care of their family members and children, even though they are not capable of doing any heavy lifting or maintaining duties or responsibilities in the workplace (Triana *et al.* 2019). The working women have been paid less than their male colleagues in the organization and they always face harassment by indicating to them that they are not capable like men. A pay gap has been observed among the male and female colleagues based on their race, sex, color, gender, nationality or origin. The senior management level in the organization always tries to give higher positions for the male candidates rather than the female employees in spite of having capabilities.

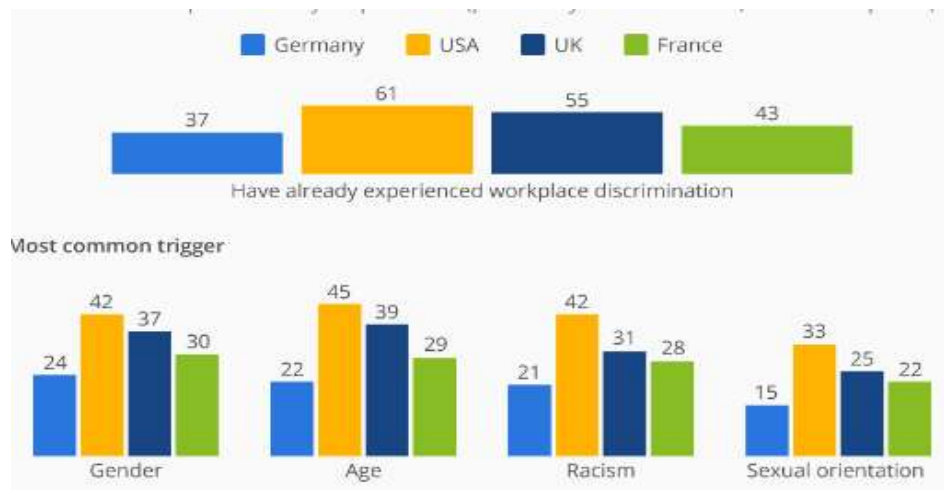


Figure 1.1: Discrimination in the workplace

(Source: Statista, 2019)

Based on the above graph image it has been observed that USA has the highest gender discrimination policies in the organization and the percentage is 61%. This statistics reports have also shown that 55% of gender discrimination is present in the UK companies, 43% in France, 37% in the Germany. These statistics graph also indicates that 45% of people face gender discrimination at the workplace regarding their age, 42% gender and racism, 33% is sexual orientation.

1.3 Problem statement

Gender discrimination is the serious problem that has affected almost every organization and their workplace in a severe way and this given affected the career growth of the employees as well. There are some side effects of gender discrimination is affected the workplace and the quality of the employees in the Malaysian organization. Firstly, continuous harassment regarding gender inequality gives a lot of mental health pressure and it is the main cause for depression or anxiety as well.



Figure 1.2: Gender discrimination on Malaysian organization

(Source: Vase Ai, 2020)

Based on the above graph image it has been observed that the Malaysian female employees have faced challenges due to gender discrimination at the workplace. 60% have faced their race, 26% have faced challenges due to their religion, 34% are the vilest affected due to age.

It has been observed that gender discrimination might give some effective challenges such as high levels of anxiety, outbursts of emotions at the workplace, and depression. For this reason, the level of alcohol

consumption is increasing day by day and the employees are unable to concentrate on their regular job as well (Heilman, and Caleo, 2018). On the other hand, gender inequality increases workplace conflicts among the team members and this situation gets worse if they find the team leader is a lady or not appropriate like them as well. The main reason for this kind of situation is due to a poor company morale policy or reducing the organizational productivity by supporting gender discrimination.

1.4 Research rationale

Legal issues might give birth to the gender discrimination and the organization needs to protect it as well. The challenges due to gender discrimination at the workplace in the Malaysian organization have given fewer opportunities to the women for join in the corporate environment. From the study of the Malaysian government, it has been found that there are different types of factors that are the main reason for gender inequality in the Malaysian organization as well. The key driving factors are, government policies, lack of technical and managerial skills, a labor force full participation, discriminating of dress, childcare, and poverty in the household. From the news of “*Voices of Malaysian Women on Discrimination and Harassment*” in the workplace has revealed a report that more than 50% of women are under the situation of gender discrimination (Verniers and Vala, 2018). The survey of *Women's Aid Organization* has done a survey where they have informed that more than 1100 women have experienced workplace gender discrimination and the workplace hazards.

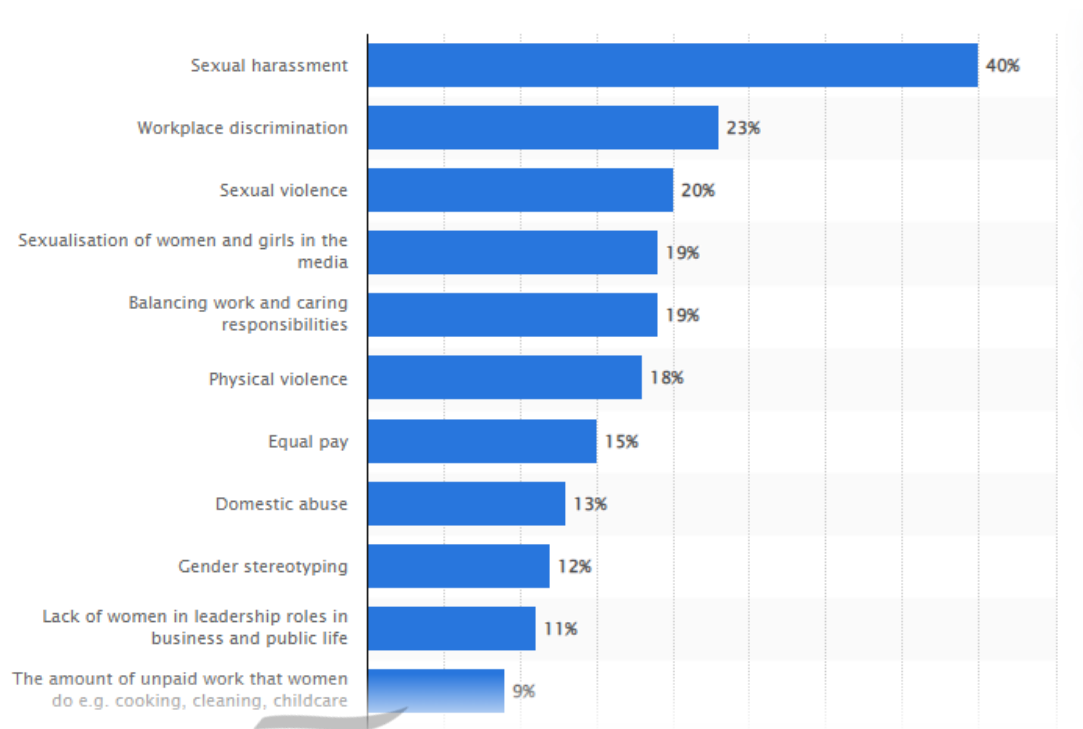


Figure 1.3: Gender discrimination issues at the Malaysian private sector

(Source: Statista, 2019)

They have also mentioned that the women employees continuously received comments or irreverent questions on their marital status or pregnancy related questions from the less qualified colleague and other male colleagues. 48% of women employees have been asked about their marital status or starting the family, 5% have asked about their ability for holding a high post in the organization as well. 55% of women have companies that most of the organization has not given them maternity leave during their pregnancy and the company has forced them to work even in this difficult situation (Schnurr and Fuchs, 2022). According to the report from the *Women's Aid Organization* in the Malaysia has revealed in the report that the government needs to change their organization policies after including an improvement on the Employment Act 1955.

In that provision act it has been clearly indicated that the women employees need to provide facilities like maternity leave, paternity leave and other types of organizational policies to support them in the workplace as well. In that provision act it has been clearly mentioned that the organizations have to provide seven days paid parental leave. The organization has to extend maternity leave for the female

employees from 2 months to 3 months and this has to be paid leave. The government has included an act based on the restrictions on gender, race, age and other employability status as well.

1.5 Research aims and objectives

Aims

The aim of the research is to find the significant reasons of gender discrimination at the workplace in the Malaysian organization. The purpose of the study has been considered to find the effective strategies that can be used to mitigate challenges due to gender discrimination at the workplace.

Objectives

The objectives of the research have been listed below,

- To understand the concept of gender discrimination at the workplace
- To investigate the present condition of gender discrimination in the Malaysian workplace
- To find the challenges faced by the female employees and workplace in the Malaysian organization due to gender discrimination
- To recommend suitable strategies which would help to decrease the gender discrimination in the workplace

1.6 Research hypotheses

H0: There is a relationship between gender discrimination and the decisions of female employees in the Malaysian organization

H1: There is a significant relationship between gender discrimination and other challenges at the workplace

1.7 Research Questions

- What is the concept of gender discrimination?
- What is the present condition of gender discrimination in the workplace in Malaysia?
- What are the challenges faced by people and organizations due to gender discrimination?
- What are the suitable strategies to reduce gender discrimination in the workplace?

1.8 Significance of the research

The study is highly effective and beneficial for readers as this will be helpful in understanding the different kinds of gender discrimination faced by females. Studies reveal that gender discrimination is of various kinds and these would be discussed in the study that would help readers increase their insights regarding these aspects. The management teams of organizations would be able to increase their understanding and knowledge regarding gender discrimination and its impact on the organization. This is due to the reason that the study is going to include different aspects of gender discrimination. As per the views of Triana *et al.* (2019), Gender discrimination is of various types and it has been found to be prevalent almost all over the world. Some of the common types of gender discrimination in the workplace are in terms of getting lower salaries for a similar job as men. Studies reveal that the prevalence of gender discrimination is found in almost every workplace and females are paid less than males.

The management teams and other readers of the study would be able to understand various theories and regulations imposed by the Malaysian government about gender discrimination along with the consequences that can be faced due to not following them. Laws and regulations for gender discrimination have been generated by almost all the nations across the world and these need to be implemented into the organizational policies along with bringing them into action (Heise *et al.* 2019). However, despite the development of various laws and policies regarding gender discrimination, it has been found to be prevailing in every workplace. This affects females significantly and creates a reinforcing system perpetuating institutional discrimination which leads to discrimination in decision making, enactment and many others. Moreover, gender discrimination does not merely affect employees, yet, it also affects the reputation of an organization and a lack of transparency and collaboration is visualized. Malaysian companies would be able to understand their present situation and they would try to improve that. This is due to the fact that the study includes a detailed discussion regarding the current scenario of gender discrimination in Malaysia.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

Gender discrimination has been found to be affecting females significantly across the globe. Additionally, these challenges are prevalent in almost all organizations. Organizational structure, policies, and practices have been observed to be interrelated and these may contribute significantly to discrimination. Moreover, gender inequalities affect other aspects as well in terms of creating and perpetuating institutional discrimination, leading to affect HR policies and decision making. This has become a huge challenge for the entire globe as almost all countries face such issues despite developing various laws and regulations. In this regard, the section highlights the concept of gender discrimination as well as the current scenario of gender discrimination in the workplace in Malaysia. This section also focuses on the impact of gender discrimination on females as well as organizations. It has been found that gender discrimination often leads to adverse situations in females' lives as they tend to attempt suicide and other malicious activities. The section provides a detailed discussion regarding the challenges faced by organizations due to gender discrimination.

2.2 Concept of gender discrimination

Gender discrimination refers to the unequal treatment of an individual or group based on their gender. Some examples of gender discrimination are failure to promotion, earning low wages, unfair treatment, and getting less support from others based on gender. All kinds of gender discrimination have been observed to be illegal practices. According to the viewpoint of Qu *et al.* (2020), there are various reasons behind gender discrimination such as poverty, social beliefs, costumes and practices, patriarchal setup, and many others. Poverty is one of the biggest reasons for gender discrimination and despite educational availability, females get low education. Gender discrimination has also been found to be associated with color and race such as the females coming from a background that is considered to be backward as well as those having pigmented skin complexion. These cause significant issues for females and lead to gender discrimination.

Females make up two third of the illiterate people of the world and according to the report of the United Nations, only 39% of rural girls complete secondary education (Unwomen.org, 2022). Therefore, it has been found that the poor educational background of parents and lack of awareness also leads to increase gender discrimination. Moreover, social customs, practices and beliefs play a key role in gender discrimination as men are always privileged in society and get preferences in different ways. The governments of nations have generated various laws to protect the rights of females and reduce gender discrimination, yet, these have not been found to be unpracticed properly leading to high gender discrimination.

2.3 Gender discrimination in Malaysia

Gender discrimination in Malaysia has been found to be due to the driving factors such as lack of technical or managerial skills, participation in the labor force, household poverty, childcare and many others. Moreover, 56% of women in Malaysia have experienced some kind of gender discrimination in their workplace, according to the survey conducted by WAO (Women Aid Organization) in collaboration with their research agency (Wao.org.my, 2022). This also involves receiving comments about the marital status of women and their planning to start a family. These kinds of comments have been found to be passed by the supervisors in order to get promotions. According to this survey, female employees have been found to be asked by their colleagues about making coffee or preparing refreshments. According to the report of WAO, around 47% of women have been asked about their marital status during a job interview. According to the survey results of WAO, it has been found that there is a requirement for changing some policies and amendments in the employment laws.

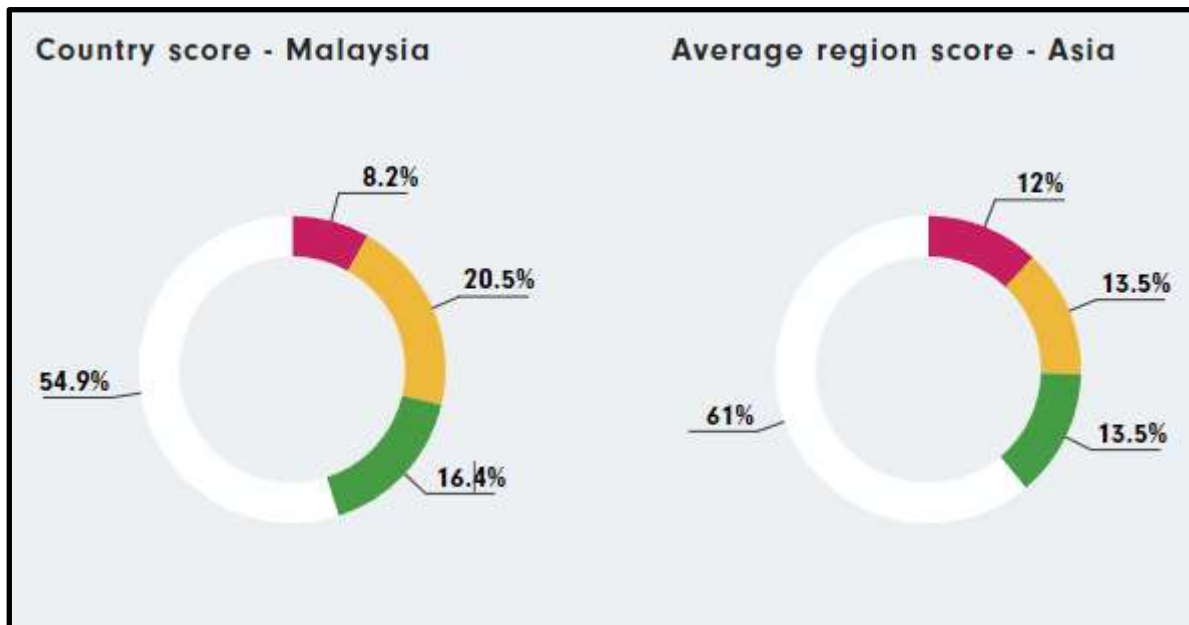


Figure 2.1 Gender Discrimination In Malaysia

(Source: Data.unwomen.org, 2022)

“*Gender Equality Act* has been imposed in Malaysia in order to protect the rights of females in different sectors including the workplace as well. Adoption of this law focuses on abolishing the discriminatory laws as well as policies against females in the country along with fulfilling the rights of LGBTIQ (Arrow.org.my, 2022). CEDAW (Convention on the Elimination of All Forms of Discrimination Against Women), UPR (Universal Periodic Review), are based on commitments to the elimination of all kinds of gender discrimination. The Malaysian constitution has been found to focus on the elimination of discrimination of all kinds from the country. Gender discrimination has been found to be existing in employment practices and it has been observed to be prevalent in the country, despite the generation of various laws and acts by the government of the country. The government is taking effective steps to resolve the issue of gender discrimination in the country and it has been found that around 75% of the objectives have been achieved so far. 8.2% of organizations have maintained low performance in this area while 16.4% have maintained a high performance.

2.4 Impact of Gender Discrimination in the Workplace

Gender discrimination does not merely affect the lives of females, it has also been found to affect organizations. However, it has been found that gender discrimination leads females to exposure to

violence, inequality in society, depression, anxiety, low self-esteem, and many others. In this regard, it has been observed that there are seriously long-lasting consequences of gender inequality or gender discrimination in the workplace. This is due to the fact that the females often get depressed and develop anxiety which affects their mental state adversely and thereby creates a lifelong threat to them. Moreover, females suffering from gender discrimination in the workplace have been observed to face issues in society as well. According to the discussion by Hosang and Bhui (2018), it has been observed that gender discrimination leads to a decrease in the self-esteem of females and they develop depression and stress throughout life.

Gender discrimination in the workplace has been found to affect society as they get low access to education, lesser freedom to education and to work along with making decisions in life. The family life of people is also affected due to gender discrimination. As opined by the views of Triana *et al.* (2019), organizations also suffer due to gender discrimination as their brand reputation is decreased and collaboration is not achieved due to this. Gender stereotypes are affecting organizations and this has been leading to affecting the performance of organizations the employee retention rate is also affected adversely. With the help of adopting gender equality, companies can enhance their performance and productivity along with helping females conduct their performance properly thereby positively affecting rights of females.

2.5 Causes of gender discrimination in workplace

Gender discrimination can be considered as an influential factor in workplace management while it is directly related to the employee management of organizations. Additionally, the presence of gender inequality occurs within business premises due to unequal payment which is capable of reducing the engagement rate of female workers in the workplace (Bilan *et al.* 2020). This can be harmful to a business firm's marketing position, especially in this current changing cultural approach. In addition, it has been noticed from the current market research that gender discrimination primarily happened due to the negligence of organizational HR managers toward female employees in comparison to male employees. As per the knowledge of Scarborough *et al.* (2019), patriarchies as well as the traditional

culture of the typical traditional society are responsible for the increment of gender inequality within the workplace.

On the other hand, it has been found that "lack of education" is also capable of increasing the chances of gender inequality in business organizations. According to the description by Manzi (2019), gender discrimination indicates the presence of lower respect for female workers in comparison to male workers which requires serious attention from the organizational HR managers. In this context, it can be said that the presence of gender inequality is capable of indicating the presence of poor awareness among the employees and HR managers regarding gender equality. Since gender inequality is capable of reducing the marketing competitive advantages, especially in this current changing business climate (Scarborough *et al.* 2021). Therefore, it can be understood that the lack of HR managers' consideration of employee management performance increases the chances of gender discrimination in the workplace.

2.6 Challenges due to gender discrimination in the workplace

Gender discrimination creates critical challenging conditions for female employees in their workplace by reducing their mental satisfaction while gender discrimination increases the chances of unequal pay scale among the employees (Casas *et al.* 2021). In addition, gender inequality supports the harassment of female workers while male employees get more potential than female workers. In this case, it has also been noticed that female employees faced challenges in their workplace position while gender discrimination decreases cultural diversity (Casas *et al.* 2021). These kinds of issues are also capable of decreasing the confidence level of female workers by attacking them professionally as well as personally. Since the lower workplace position of female workers increases the probability of internal conflicts within the workplace which is quite harmful to organizational growth (Clavero and Galligan, 2021). Therefore, it can be said that gender discrimination is effective to reduce the growth of a business firm by reducing its working productivity and overall performance.

Apart from the above-mentioned challenges, it can be said that gender discrimination is also effective to increase the probability of legal issues. Since managing gender equality is one of the most important ethics in a business organization (Ismail *et al.* 2021). In addition, it is necessary to say that most of the

business players nowadays are considering the improvement of their cultural diversity by implementing gender equality for a better workflow. Since the presence of gender discrimination is capable of reducing the working productivity of a business firm by negatively influencing its employees, especially the female employees (Casas *et al.* 2021).

2.7 Strategies to mitigate gender discrimination challenges

Educating workers

Employees can play a key role in reducing gender bias in an organization, by making it easy to accept all colleagues in different places. As per the views of Clavero and Galligan (2021), it is important to make them understand gender equality. In this regard, employees need to distribute chances about planning and make a decision about any jobs without highlighting gender discrimination. In this way, female and male both employees can be efficient according to their capacity (Clavero and Galligan, 2021). As a result, both the employees can be allowed for any jobs and can take part in the process of planning and decision making about any jobs, leading to a decrease in gender discrimination in the organization.

Reviewing recruiting process

It has been seen that in many organizations there is discrimination against both males and females in case of recruiting for any job role. For instance, most of the hospitality sector has been noticed to recruit only female candidates as a receptionist. On the other hand, many organizations are running with the concept of not recruiting any female candidate for the management role by highlighting their several obstacles. As per the views of Scarborough *et al.* (2019), it is important to provide chances to both genders for any job role so that they can be capable from different sides. Review the process of recruitment by highlighting the capacity, not the gender can play a pivotal role in making this happen.

Fair compensation and promotional procedure

The most important strategy to reduce gender discrimination in an organization is to look after the procedure of promotion. For example, organizations must follow the "***Peter Principal Theory***" in order

to give promotions to their employees. According to the mentioned theory, the process of promotion in an organization mainly depends on the capacity of employees, not their gender. In that case, most of the female employees who are capable of getting any promotion can be promoted effectively to the hierarchy. It can be helpful in reducing gender discrimination in an organization in an effective way.

2.8 Theoretical framework

Feminist Theory

The Feminist Theory is primarily focused on the reduction of gender discrimination by changing from the male dominant culture of organizations. In other words, Feminist theory is a conflict theory that helps business firms to examine the actual issues regarding gender discrimination or gender inequality in the workplace Manning (2021). Hence, it can be said that the adoption of this theoretical aspect is helpful for the traditional business forms of Malaysia to reduce the challenges of gender discrimination.

Inequality Theory

The perspectives of Inequality Theory believe in gender diversity rather than gender differences to manage organizational employees adequately. According to the explanation of Ismail *et al.* (2021), gender differences within a business culture reduce the cooperative culture and innovative performance which is not suitable for the current changing business environment. Hence, it can be said that the business firms of Malaysia need to follow the rules and principles of Inequality Theory in their HR management system. Since it is mandatory for the reduction of the possibility of gender discrimination or inequality related internal conflicts.

2.9 Conceptual framework

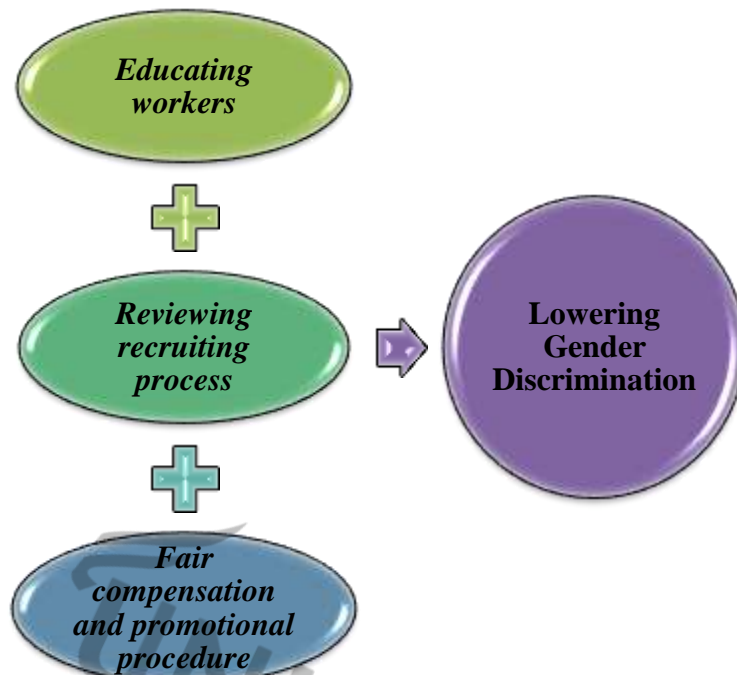


Figure 2.2: Conceptual framework

(Source: Self-created)

2.10 Summary

Based on the above description it can be concluded that the gender discrimination is a critical; factor in the business operations of a local or global firm. Since the presence of gender discrimination within a business firm is capable of reducing the market value and position of a business firm. In addition, it has been noticed from the above discussed context that gender discrimination happens due to the lower concern of the organizational HR department toward employee management performance as well as organizational ethics. Due to the presence of gender inequality, traditional business firms can face typical challenges in the marketplace for poor working productivity of firms and their respective employees.

On the other hand, it has been noticed from the above discussion that Malaysian business firms can reduce their gender discrimination-related internal conflicts and challenges by following the rules and principles of Feminist theory and Inequality theory. In this phase, it can be said that the target of this entire chapter has been met successfully. Since there is in-depth knowledge about gender discrimination in the workplace along with its causes and effects on organizational growth and market value. Hence, it can be said that the purpose of this chapter has been fulfilled according to the requirements.


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CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

This chapter is one of the major chapters, which helps to conduct the study by following various types of data collection and analysis of the present research topic. Research methodology is the best way for explaining the intention of the researchers as well. This chapter helps the researcher to be assured of getting reliable and valid results through the chosen methods. The research methodology consists of various types of research methods such as research design, philosophy, approach, data collection, and analysis methods. These research methods are very effective to provide any kind of scientific findings on this present research topic for the methodology chapter as well.

3.2 Research onion

Research onion is the process that helps to consider all the strategies that can involve various types of research activities to conduct the present research topic. Research onion is a very useful method in the research methodology chapter as it can create any type of stage after having some series that have various types of research methods. The data collection method is also very understandable as it can draw an effective methodological study with the help of research design. However, research onion is not a type of research design but it is a guideline for the researchers so that they can understand the entire research process as well. As per the views of Melnikovas (2018), a research onion is developed to cover all the stages of present research topics for understanding an effective as well as an efficient research strategy. Research onion has various types of layers where each and every layer describes all the stages of the research process for conducting this present study as well. According to Orth *et al.* (2021), research onion helps to understand the research process for considering all the requirements of the research methodology chapter. Hence, this is very efficient to integrate the research to understand the reason for designing the research methodology as well.

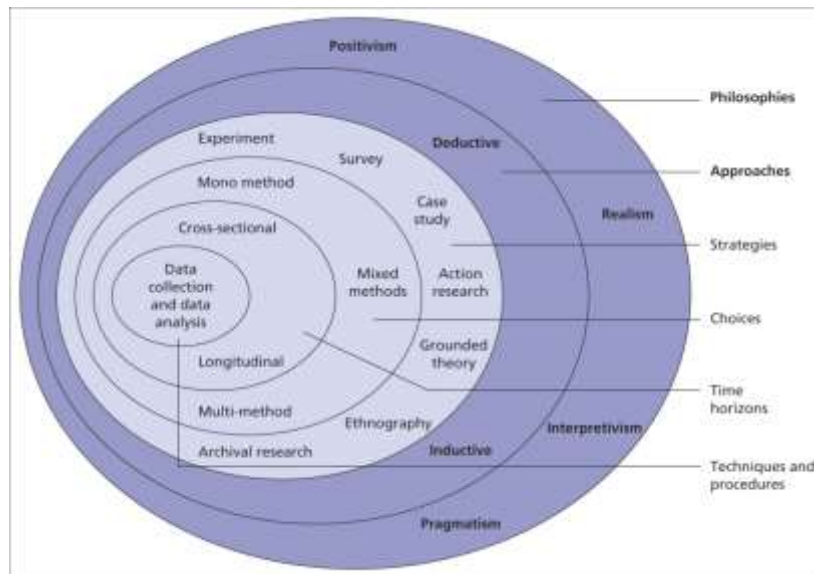


Figure 3.2: Research onion

(Source: Saunders *et al.* 2007)

3.3 Research approach

A research approach is a type of planning or process that covers all the steps of a research methodology based on a wide range of assumptions for providing a complete data collection method as well as analysis. *Inductive* and *Deductive* are the two types of research approach which helps the researcher for conducting the entire study as well. Additionally, an Inductive research approach has been selected here to find the application of nonstatistical data (Roy and Uekusa, 2020). It has been found that an inductive research approach is very useful for undertaking a systematic process that helps to analyze the data so that the researchers can receive guidance for influencing various types of objectives. The meaning of an inductive research approach is to make a cause of process for including a conclusion from those specific objectives as well. Therefore, the benefits of an inductive research approach are it provides close and contextual support, flexibility and as well as integration of theories.

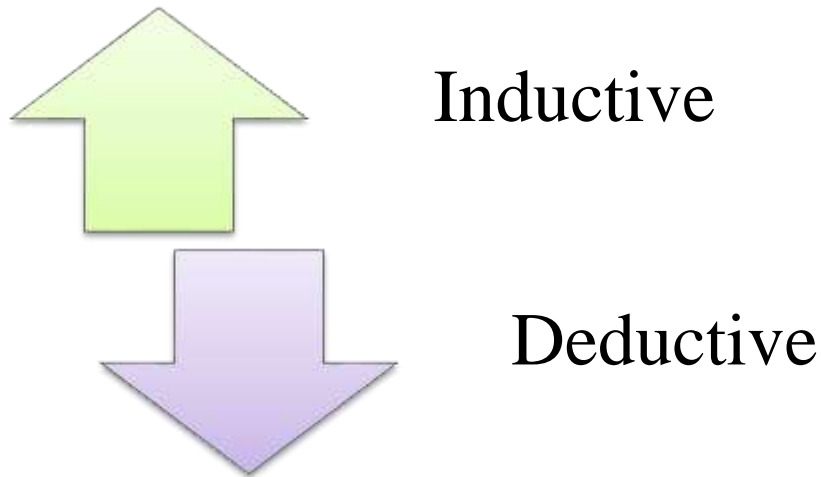


Figure 3.3: Research approach

(Source: Created by the learner)

3.4 Research philosophy

Research philosophy assists the researcher in gathering any kind of knowledge based on the present research topic and it allocates a systematic way for reconsidering assumptions of the research topic as well. However, the researchers very well know four types of research philosophy and those are "*Interpretivism, Positivism, Realism, and Pragmatism*". Among these research philosophies, the researchers for conducting the entire research study as well have chosen the Interpretivism research philosophy. An Interpretivism research philosophy is very helpful to undertake the key principles that can describe the performance role of the researchers. As per the views of Parvari (2019), the advantage of Interpretivism research philosophy is it relies very closely on the truth and drafts all types of effective reflection. The main focus of this Interpretivism research philosophy is to make general but universal laws so that they can focus on the interpretation style of the researchers after having all types of conditions and contexts.

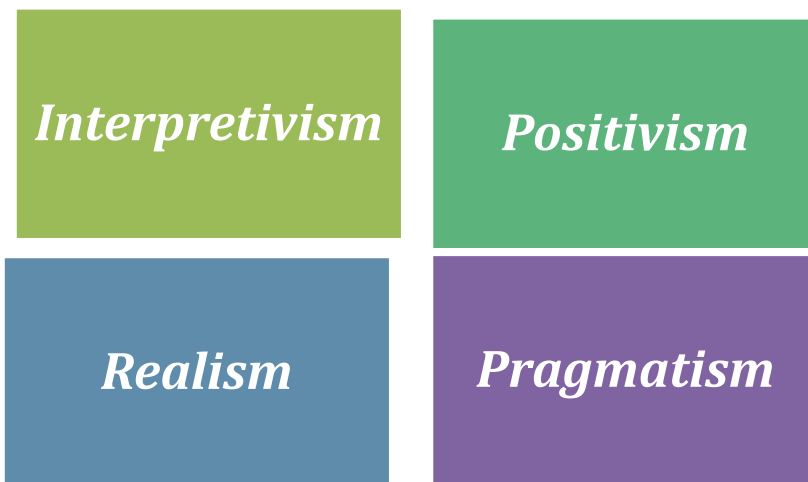


Figure 3.4: Research philosophy

(Source: Created by the learner)

3.5 Research design

Research design is a type of strategy that might be selected to establish an overall research project and as well as generating the elements of the research study after including logical factors to convey the research process. A research design process allows highlighting different types of research that are appropriate for the entire subject of the research and the readers can get successful study materials. However, the researchers use some common types of research design and those are, *exploratory research design, Descriptive research design, and Experimental research design* (Sileyew, 2019). Therefore, an exploratory research design has been chosen here for explaining the research questions and some other unexplored areas that have not been investigated previously. The main beneficial factors of an exploratory research design are to guide the researchers in preparing all the solutions to the research problems, learning all the research concepts, and formulation the hypothesis.



Figure 3.5: Research design

(Source: Created by the learner)

3.6 Data collection

Data collection is a typical method that helps to assemble any kind of information based on the present research topic from different types of reliable sources like Google scholar and Proquest for solving the research problems. Therefore, the researchers would get opportunities for highlighting the consequences of the research problem of the present research topic gender discrimination in the workplace. This data collection process permits the researchers to reach any conclusion on any research questions but this might be based on assumptions about future profits on recent trends (Vraa, 2022). These data collection methods have been categorized into two types of divisions that are Primary Data collection process and the Secondary data collection process. Here, a Secondary data collection process has been adopted to gather any kind of relevant information on gender discrimination in the workplace.

Secondary data is a type of information that is collected through reliable primary or secondary sources for conducting the research more authentic for incorporating them into the research. There are different types of sources of secondary data collection processes like published sources on governmental or nongovernmental websites, books, journals, newspapers, websites, and many other sources (Misniket

al. 2019). The benefits of a secondary data collection process are cost effective, clean structural data saves the time and effort of the researchers. Hence, the selection of secondary data collection methods is justified and appropriate. 10 articles have been used here based on inclusion and exclusion criteria through Prism framework.

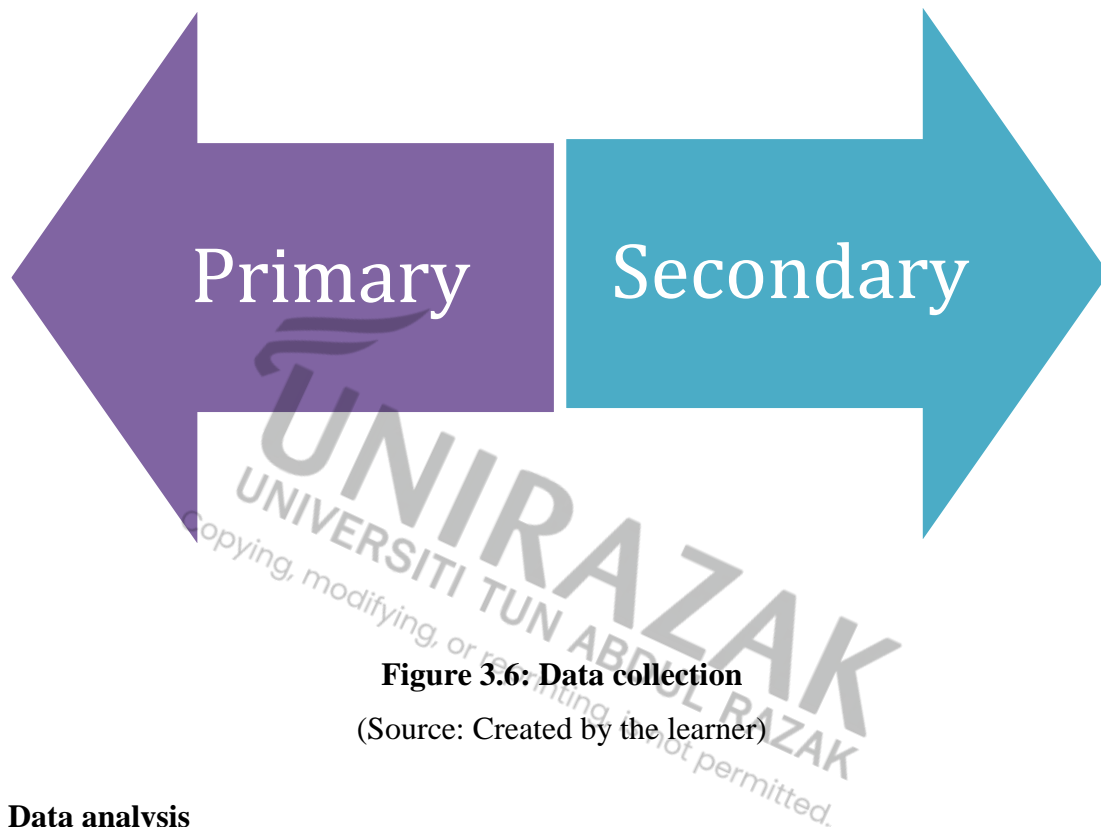
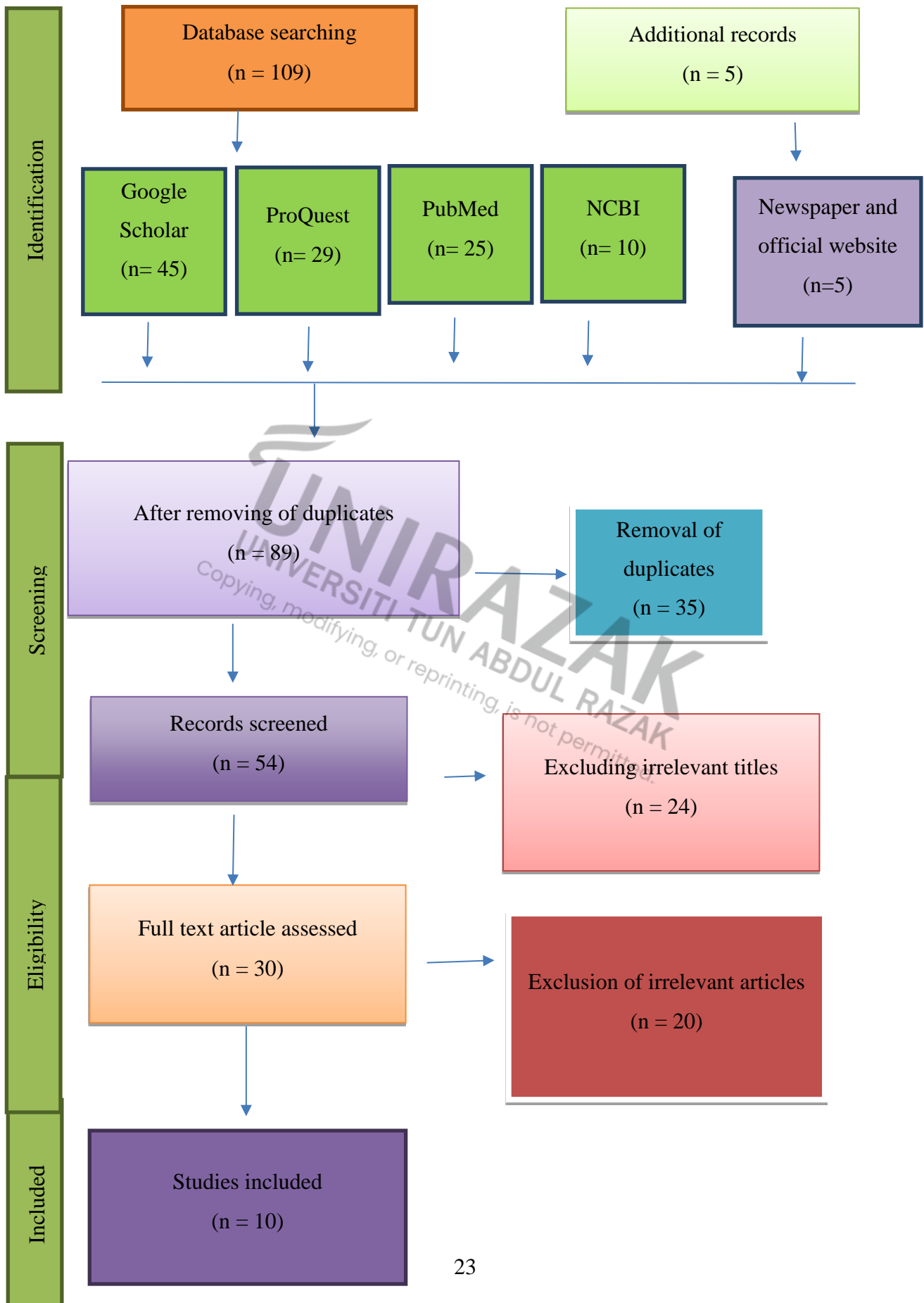


Figure 3.6: Data collection
(Source: Created by the learner)

3.7 Data analysis

This is a type of implementation for gathering data that is useful to provide any kind of information on gender discrimination in the workplace and this is very understandable for establishing any kind of decision. Hence, a secondary data collection method has been selected here for collecting authentic data based on the present research topic so the analysis would be made with the help of qualitative analysis (Kuz'minaet al. 2020). This qualitative data analysis is very effective to include an investigation, interpretation, and examination process on selected themes or patterns after gathering statistical data from reliable sources.

3.8 Inclusion & Exclusion criteria



Inclusion criteria refer to a process where all the key factors are used to target the population and the researchers can use this for giving answers to the following research questions in the current research study. However, a secondary qualitative research method has been applied to conduct the research study but no participants would present (Beluret *al.* 2021). Additionally, inclusion and exclusion criteria have been used here for receiving any kind of information which would help the researchers for incorporating all the facts as an integral part of the study. A high-quality research protocol might be there to assist the researchers and they have chosen two types of sources: Google Scholar and ProQuest.

3.9 Ethical consideration

The researchers have followed all the rules and regulations based on ethical considerations and they are able to remove any kind of factors for proving the reliability and validity of the current research study. However, the ethical considerations in qualitative research are confidential, resulting in a communication process, informing the consent authority, and voluntary participation. The researchers have maintained the rules and regulations based on the essential factors of *Academic Regulations*.

3.10. Summary

This summary section is the brief information of the chapter where the researchers have taken various types of research methods for conducting the entire research study. It has been observed that the researchers have followed different types of research methods for integrating the entire research process by undertaking research approach, philosophy, data collection, research design, and data analysis. Therefore, secondary data collection methods have been used here for gathering all types of relevant information based on the present research topic. An inclusion & exclusion criterion along with the Prisma framework have been applied to progress the research study.

CHAPTER 4: FINDINGS AND ANALYSIS

4.1 Introduction

The fourth chapter of the traditional dissertation has focused on the critical analysis of the problem statements from different perspectives to receive the ultimate data after interpretation. In this regard, this assessment has emphasized the current and sensitive complication of gender discrimination in the workplace in Malaysia. The experience of women especially, in any kind of professional field is evil in the context of gender inequality. Moreover, the research has preferred to analyze the systematic review for further elaborate previous research information. Along with this, the thematic analysis can cooperate to present realistic information about, challenges and the current state in Malaysia for a transparent overview.

4.2 Systematic reviews

<i>Sl No</i>	<i>Project title</i>	<i>Author</i>	<i>Journal Name</i>	<i>Aim</i>	<i>Keywords</i>	<i>Findings</i>
1.	"Gender discrimination in the workplace"	Njoki, 2021	"Gender-Related Studies"	The research aims to assess the factors of gender discrimination which is a persistent complication in the workplace.	"Gender discrimination, workplace, women, Men, gender"	The research has followed a " humanistic approach to textual analysis " by doing secondary qualitative analysis. Hence, the interpretation has shared the data that most females have

						<p>been discriminated against at the workplace rather than males. As a result, employees' satisfaction, motivation, commitment, and enthusiasm standards have declined which indicates a high-stress level for workers in the workplace.</p>
2.	<p>"Gender discrimination and its links with compensations and benefits practices in enterprises"</p>	<p>Bilan et al. 2020</p>	<p>"Entrepreneurial Business and Economics Review"</p>	<p>The key purpose of the research is to measure the factors of gender discrimination including compensation and advantages of practices to assure equal authority for</p>	<p>"compensation and benefits; discrimination; enterprises; gender; labor rights"</p>	<p>The findings convey that the gender gap and women's financial equality in place EU-specific quality scale. The policy of labor has applied to increase the</p>

				inspiring employees.		socio-labor agreements declining the inequality factors in the workplace.
3.	<i>“Women Discrimination in Malaysia”</i>	Suleman, 2021	<i>“Examining ‘The Gender Agenda From the Viewpoint of Lenore Manderson’s Women, Politics, and Change. Politics, and Change”</i>	The core intention of the research is to investigate the reason for the high rates of gender discrimination in Malaysia.	<i>“Family, Gender, Marriage, Patriarchy, Roles, Women, Inequality, Discrimination ”</i>	The findings have been received after analysis critically following qualitative methods that optimized the financial barriers of women due to inequality approaches, and minimal opportunities for participation in all sectors like men. As a result, the female satisfaction level has been exhausted due to the high

						barriers to their financial valuation.
4.	<i>"Discrimination against women in the workplace"</i>	Rahman, 2019	<i>"a case study on hotel dress code. Journal of Hospitality and Networks"</i>	The research purpose is to identify the reason for bias and nepotism in the workplace due to complications of gender discrimination.	<i>"Discrimination, Dress Code in Hotel, Impact on Female Workers"</i>	The research has applied qualitative methods that interpret the research, and serving the data on dress code in the hotel industry is another complication that grosses gender discrimination at an excessive level. As a result, females are subjected to mental harassment.
5.	<i>"Gender equality at the workplace"</i>	Jalal et al. 2020	<i>"Malaysia's stance and prevailing challenges. International Journal of Innovation and</i>	The purpose of the research is the analysis of gender inequality and to investigate emerging issues facing	<i>"Gender equality, workplace, women, working mothers, challenges"</i>	The findings reveal the challenges of females due to the gap in technical and managerial skills, the

			<i>Business Strategy</i>	women in the workplace		attires of women can be victimized, and the women that minimize the rates of opportunities also appear the perception of gender inequality.
6.	<i>“Gender inequality in academia: Problems and solutions for women faculty in STEM”</i>	Casas et al. 2021	<i>“Journal of neuroscience research”</i>	The purpose of the research is to apply strategies for reducing the complication of women faculty in the academic field due to STEM.	<i>“STEM, Social Capital, Institutional Interventions”</i>	The findings have emphasized the hiring process of diverse applicants and improved the academic climate for progressing the chances for women professionally.

Table 4.2: Systematic Reviewed

(Source: Self-developed)

4.3 Thematic analysis

Theme 1: High gender discrimination influences the workplace culture of Malaysia

Gender discrimination is a type of illegal practice that harasses a person against the ethics of human rights. The workplace inequality has caused mental stress to the employee which is an unethical approach and suffered the employees especially, female a lot. Besides, the individual may discriminate in various ways that have no control over until the *"Hippocratic mindset"* manipulates others without a valid reason. Moreover, the effects of gender discrimination are terrific that can ruin the professional path of an employee and complicate social life. Poverty is one of the greatest reasons for growing high rates of gender discrimination that indicates the workplace competition also as respective of salary increments and promotion.

According to *Turner and Musick's concept of "conflict theory"*, the causes of discrimination are differentiated cultural beliefs along with there are certain levels of discrimination against women. As a result, the strength, capabilities, and economic, organizational, and cultural resources are disrupted which is hard for the female, also lowering economic, social, and political roles (Njoki, 2021). Moreover, the differentiation between males and females has broad consequences to change the attitude of the staff in the workplace. In this way, they have generated biases and favoritism, unfair services, which is the ultimate loss of the organization due to loss of capabilities. The myth of thinking of women as weak employees is another level of discrimination that freezes the professional thrive of female faculty in the professional sectors.

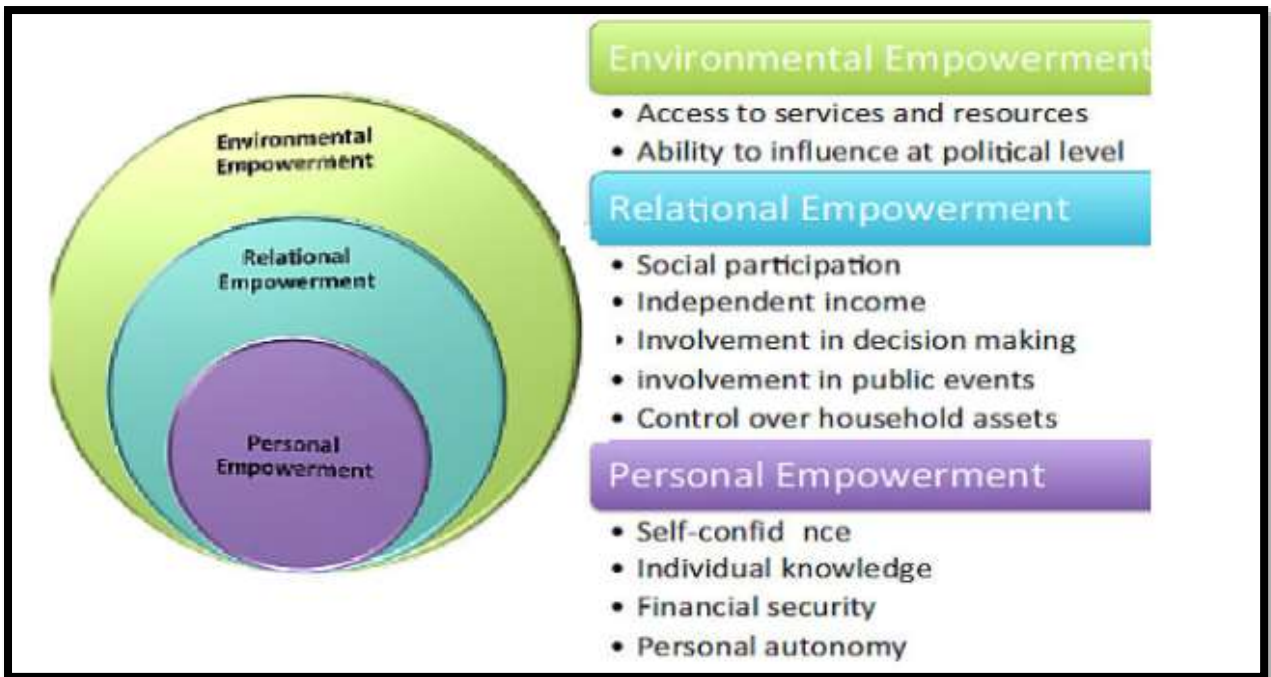


Figure 4.3.1: Women empowerment boosts gender equality

(Source: Niaz and Iqbal, 2019)

Gender equality has served as an ultimate opportunity for the broad organization and community that deduct from the high rates of gender inequality factors. As a result, the organization has neglected to get the advantages of female empowerment to develop the quality of performances (Niaz and Iqbal, 2019). The concept of gender discrimination has been associated with negative that is unable to serve the job satisfaction to the individual employees at the workplace. As a result, the workplace culture has been affected highly and generated conflicts among workers due to the diversity in promotion, payslips, and opportunities

Theme 2: status of Malaysian organizations on gender discrimination

The workplace of Malaysia has highly congested for women due to gender discrimination also as per the survey of the *“Women’s Aid Organisation”* almost 56% of females are the victim of workplace gender inequality and sexual harassment. Gender discrimination has complicated the workplace due to the jealousy, misbehaving, and miss-cooperation of the co-workers that pollutes the organizational culture excessively. The environment and culture of Malaysia are responsible for making an

uncomfortable work environment that affects females rather than males and is depressing mentally (Suleman, 2021). As a result, the rank of females has lowered as respective of the other countries in “*education, financial mobility, participation in politics, and health care sectors*”.

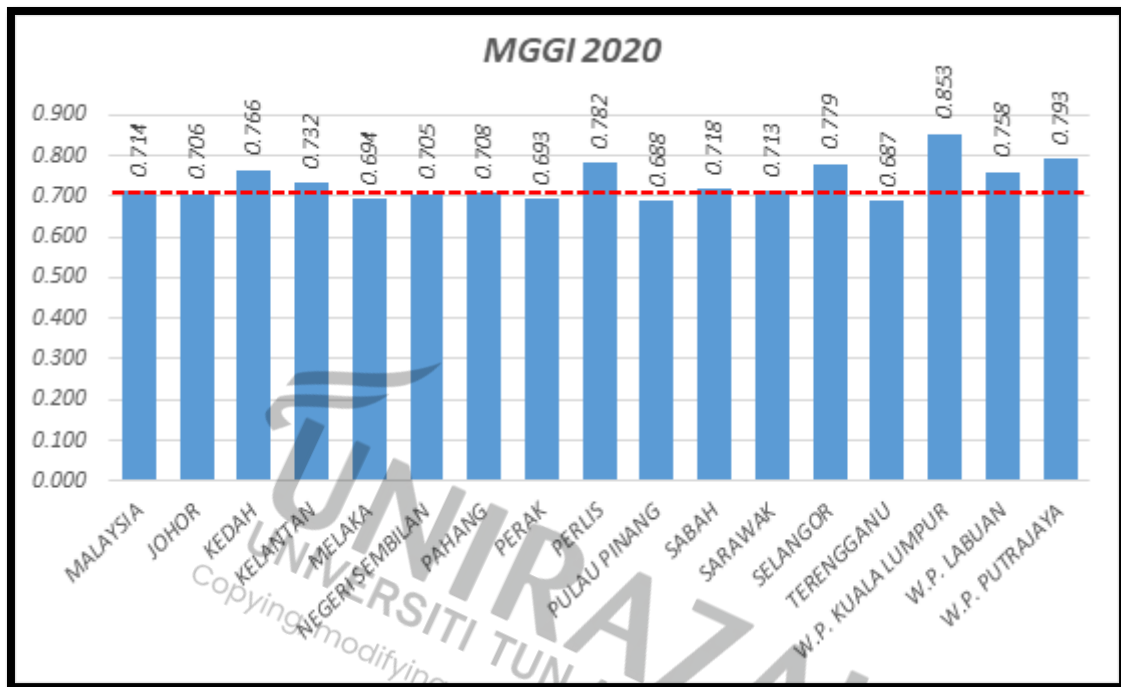


Figure 4.3.2: Rates of Malaysia Gender Gap Index

(Source: Dosm.gov.my, 2022)

On another side, depending on the data of the “*Malaysia Gender Gap Index*” 71.4% in 2020 can assure the benefits for women to get an education, and social and professional opportunities (Dosm.gov.my, 2022). Moreover, it indicates the labor act and policies have influenced the workers and working culture to serve the collaborative workspace for the employees reducing the rates of gender discrimination in the workplace in Malaysia. Apart from that, the family responsibilities and motherhood responsibilities have declined the progression growth due to the high rates of workplace gender inequality. Moreover, the country needs to focus on the improvements in gender equality factors following the “*Gender Equality Act*” so that the Malaysian organization can lower the inequality rates in the workplace.

Theme 3: Challenges for women in the Malaysian workplace include high rates of gender discrimination

Gender discrimination is responsible for making serious challenging situations for women workers by minimizing their emotional satisfaction in their workplace. Likewise, gender discrimination can upgrade the likelihood of unequal pay scales among workers at the organization that occurs in internal conflicts. As a result, the strength of productivity and organizational growth is frozen, also unable to meet employee satisfaction and motivational standards. In this regard, the employees face complications professionally as well as the organization can lose its economic strength (Jalal *et al.* 2020). The female has suffered the most from the cope of high rates of gender inequality in the Malaysian organization workplace as a result; the progression standards of the country have declined as respective of the other nation.

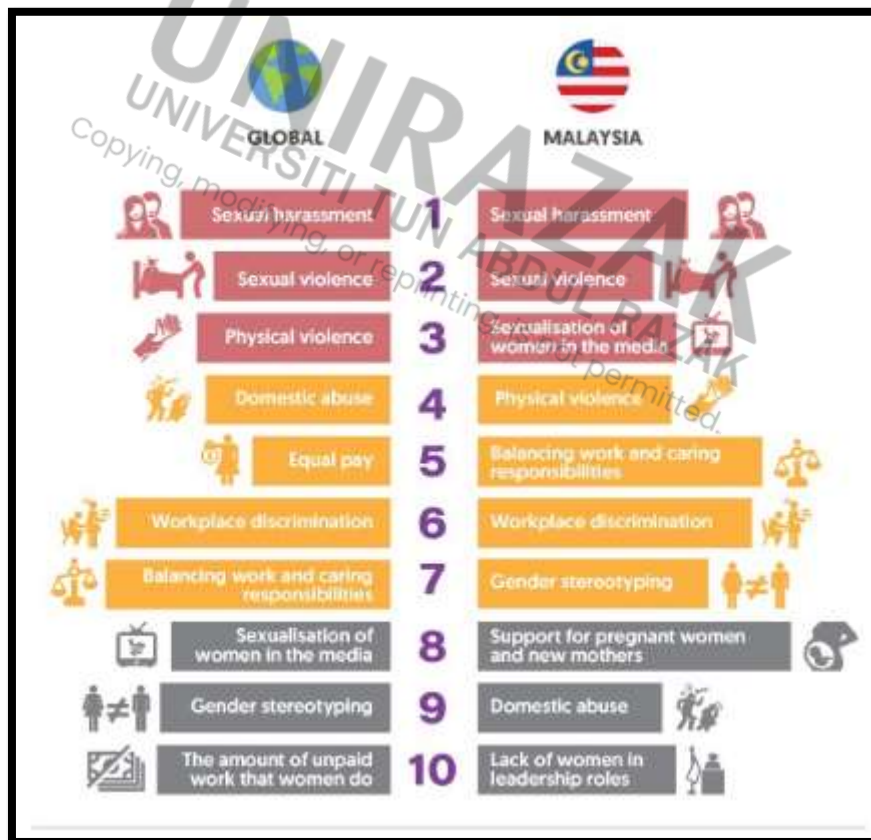


Figure 4.3.3: Challenges of equality issues in Malaysia

(Source: Yussof and Al-Harthy, 2018)

32% of globally believed that sexual harassment is another sensitive cause of gender discrimination whereas 21% of Malaysians believed it eventually and 71% of females can face this equality issues while working in the Malaysian organizational workplace (Yussof and Al-Harthy, 2018). On another side, the challenges of reducing cultural diversity have lost the security of working in the disrupted and challenging working space.

The concept of favoritism can be complicated for both males and females as a result, the eligibility of the workforce of the labor market has declined in Malaysia. Besides, from a female perspective, "*discrimination in dressing code*", "*labor force participation*", "*STEM issues*" and "*manipulating females for skills and confidence level*" are the terrific consequences appearing through workplace inequality. Like the hotel working pace, a female has faced harassment from the misbehavior of the management that negatively influences the organizational progression due to poor performance rates of females mental and job satisfaction has a high value to increase organizational performance potentially (Rahman, 2019). Moreover, the wrong attitude and inequality can pollute the working culture incredibly.

Theme 4: Application of effective strategies for declining gender inequality in the workplace

Based on the modern era, the organizational culture has upgraded globally and emphasizes equality factors incredibly. Besides, the Malaysian organization has also passed through equality issues which can ruin their progression rates negatively. As a result, the nation has suffered from sensitive workplace and cultural challenges that ultimately brought economic and political losses. In this regard, the organization needs to focus on some effective strategies so that the employees can relief from STEM-related gender discrimination (Casadet *al.* 2021). As a result, the employees (especially, women) have experienced the professional threat also declining the opportunities for career and social capital progression.

Depending on that, they have prioritized *training or educating employees* about the behavior at the workplace like *respecting, obeying, and preferences equally* also *avoiding the humiliating attitude*

while maintaining the workplace culture. Besides, the management needs to prioritize *equal opportunities* like *recruiting* a similar proportion of male and female employees, *paying* skills-based salaries, and *promoting* performance-based to avoid the consequences in the workplace. Besides, it is necessary to adopt the concepts of workplace *equality theory* to promote employee diversity rather than inequality, thereby strategically improving the organization's work culture.

4.4 Conclusion

In the end, after interpreting the whole arrival perception based on the concepts of gender discrimination in the workplace in Malaysia. After getting the outcomes of the research from the systematic review, the previous research is also capable of serving similar data about the employee's dissatisfaction, demotivation, and high mental stress. Hence, productivity, and professional growth are declined which is the ultimate loss for the organizational progression. Besides, the complicated experiences of women of gender discrimination have been considered a professional threat. Hence, the application of valuable strategies and government policies can lower the impacts on the workplace and develop a stress-less working environment, especially for female faculty.

CHAPTER 5: CONCLUSION AND RECOMMENDATION

5.1 Conclusion

This is the overall summary of the entire study where the discussion of the previous chapters has been included here linking with objectives, limitations of the study, recommendation, and future scope of the study. Gender discrimination in the Malaysian workplace has become a serious issue and the government wants to mitigate this by applying various types of additional strategies. The improvement of working culture and giving opportunities to the female workers so that they can be able to establish gender equality in the corporate culture.

It has been found that the main problems of gender discrimination are continuous sexual harassment regarding gender inequality and mental pressure on female employees. The purpose of the study is to identify the causes of gender discrimination in the workplace and suggest effective strategies to reduce the reasons. Following the aims and objectives, various types of patterns have been focused on in the second chapter. In the methodology chapter, a secondary data collection method is used to collect information which is related to gender discrimination in the workplace in Malaysia. However, six articles have been selected here to make a systematic table from ten articles of the PRISMA framework and the themes have been developed from those articles only.

5.2 Linking with objectives

Objective 1: Understanding the notions of gender discrimination in the workplace

Gender discrimination is a type of illegal concept in the male-dominated society regarding an unequal pay scale for female employees, promotion to higher posts, sexual harassment in various types of incidents, and racism. These kinds of challenges are the main reason for gender discrimination in the workplace in Malaysian organizations. It has been observed that men employees always want fewer promotions than female employees. They believe that women are not capable like them and they are only preferable for household work and taking care of their family members and children. There are some effects of gender inequality in the workplace that are, creating more opportunities for female employees, discrimination in the HR policies, and challenges to the gender discrimination process as

well. As per the views of Wood (2019), the main reason for gender discrimination in the workplace is a lack of awareness among female employees regarding their rights as well as abilities for achieving equality in the corporate culture.

On the other hand, it has been found that business organization has started to apply different types of the equal treatment process for upgrading the positions of female employees in the organizations. Some equal treatment policies are, providing an equal need for both male and female employees, and offering equal pay or other advantages within some comparable roles (Kalpazidou *et al.* 2020). A similar type of opportunity is very essential for generating the position and promotion of female employees as well. However, during the pandemic situation, most of the private organizations in Malaysia have forced female employees to resign from their posts and they want a faster pace for the male employees in that particular position after having some economic benefits. This objective has been linked up in chapter two or literature review, chapter four results, and discussion.

Objective 2: Analyzing the current situation of gender discrimination in the workplace in Malaysia

Malaysia gender discrimination policies in different types of an organization where most women have been criticized regarding their gender, marital status, or race. This objective has been already discussed in the problem statement and rationale in chapter one. In that particular statement, it has been described that more than 60% of female employees have faced sexual harassment and bullying regarding their marital status (Alarcón and Cole, 2019). From the survey of women's welfare associations in Malaysia, it has been investigated that most private organizations have refused maternity leave, and paternity leaves for women because of a male-dominated society. Most of the women have complained that the organizations have given non-paid leave on their paternity leave and maternity leave as well. This objective has been already linked up with the literature review where it has also been discussed that the lack of technical skills among female workers can be the reason.

In fact, participating in the labor force committees, households working, and taking care of the child are the main reasons for gender discrimination in the workplace. According to Herrera Almanza and

Corona (2020), implementation of the "***Gender Equality Act***" might solve the issues which are related to gender discrimination in the workplace. However, gender discrimination is not only about harassing the women employees but also the factors affecting the LGBTIQ community, and racism toward other employees. There is an impact of gender discrimination in the workplace as well and that is negatively affected the working culture of private organizations as well. Most female employees have faced different types of challenges regarding gender discrimination, they have been affected by mental stress and mental health disorders in the corporate environment, and they cannot overcome the challenges as well.

Objective 3: Investigating the challenges faced by women employees due to gender inequality

The biggest challenge faced by women employees in Malaysian corporate culture or other organizations all over the world is ineffective workplace policies which include paternity, maternity, and other types of packages. Most of the women have not been given promotions and advancements which are inadequate supporting systems to develop their future growth in their careers as well. However, other types of challenges that have been faced by the women employees in the organization are lack of accessibility and flexibility to provide any kind of remote working system in the organization (Suen *et al.* 2019). Therefore, they have faced obstacles like a gender pay gap due to holding a high position among the male employees, and an unusual bias in the team if they find that the leader or higher authority is a woman. Moreover, the statement of this objective has been linked up with chapter two in the literature review part and also in the problem and research rationale in chapter one as well.

However, the other types of challenges, which have been restricted, are the lack of affordable care for their relatives, family members, and children (Chung and Van der Lippe, 2020). Inequality of support between male and female employees regarding pay scale, promotion, and considering high posts in the company are the main challenges of gender discrimination in the workplace. Cultural diversity, LGBTQ community, harassing sexual, racism, religion is the main reason for gender inequality in the Malaysian workplace as well. The higher authorities sometimes attract the employees professionally and personally as they want to dominate them to show the power of the men in the corporate culture and as

well as in society. Hence, some organizations do not follow the rules and regulations which have been proposed to protect the rights of female employees.

Objective 4: Recommendation of appropriate strategies for reducing gender discrimination in the workplace

The recommendations have already been discussed in the literature review chapter and partially in the research rationale so that the readers can understand the importance of gender equality in the workplace in Malaysia. The right and proper strategies are very essential to reduce the challenges of gender discrimination in the workplace. It has been observed that the Malaysian government has implemented a *Gender Equality Act* to protect the rights of female employees. Therefore, an *Employability Act* can be used to reduce the number of harassments from the organizations for establishing a peaceful corporate environment in the organization as well (Flood *et al.* 2019). The Malaysian government needs to provide education to the organization for demolishing the concept of gender discrimination in the organizations and establishing the power of women. According to Bilan *et al.* (2020), some other types of mitigating strategies might be incorporated to remove gender discrimination challenges from the organization as well.

Educating the workers would play an important role in decreasing the challenges of gender discrimination and they can make easy policies so that everyone can understand the policies and apply them accordingly. On the other hand, it has been explained that the organization needs to give promotions based on the capacity of the employees and they have the equal opportunity for making decisions to deal with any project or working assessments as well. Moreover, the human resource management in the Malaysian organization can make a review based on the recruiting process for establishing a particular position for the female employees as well. The organization needs to make a fair and promotional process for upgrading the promotional process for the female employees and including the factors of Peter Principal theory as well.

5.3 Limitations of the study

The limitation of the study is all about the uncovered and unexplored part in the proposed study weight leaving the research paper incomplete. Here, in this research paper, there are some limitations that have also been found as well. The limitations are, the authors did not mention any kind of practical examples of gender discrimination in Malaysian organizations. In fact, the strategies they have taken to fight against gender discrimination in the workplace have not been applied yet. It has been observed that the strategies are very critical and the organization might face problems while implementing them among the male and female employees as well. All the information is very descriptive in nature and it looks very general as a secondary qualitative data collection process has been selected for gathering all the information. Most of the authors have explained the gender discrimination process and they could not provide any strong examples of gender discrimination in the workplace.

5.4 Recommendation

Firstly, a primary data collection process has been recommended here to enhance the quality of the study by gathering various types of authentic information from the female employees in the Malaysian organization as well. This primary quantitative data collection process is very helpful to find accurate information based on statistical information by constructing questionnaires with the help of five Likert scales. The researchers have also suggested that organizations enhance gender discrimination policies in Malaysian organizations. As per the views of Heise *et al.* (2019), the government needs to educate the senior leaders first and the human resource managers can hire or promote both male and female employees based on their capability and quality for understanding any job. The leaders and the managers need to influence the working assignments among the male and female employees for increasing gender equality and they have to deal with unusual bias in the organization as well. However, a practice of social inclusion is very essential for upgrading gender equality in the organization and female employees can also take part in the decision-making process. It can be said that if men can take the responsibilities of households and childcare then they would be able to understand the duties and responsibilities of mothers.

5.5 Future scope of the study

The future scope of the study signifies by providing the concepts of enhancing the gender discrimination policies in the Malaysian workplace and other types of business sectors. The readers would be able to gather knowledge based on the concept of gender discrimination and the challenges due to this policy. It can be said that the Malaysian organization would be able to understand the importance of removing the obstacles due to gender discrimination for giving equal opportunities to female employees as well. On the other hand, the organizations can implement the recommendation for incorporating the gender equality policy in the workplace as well.



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The undersigned certify that the above candidate has fulfilled the condition of the project paper prepared in partial fulfilment for the degree of Master of Business Administration.

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