Information Management and Business Review (ISSN 2220-3796)
Vol. 17, No. 1, pp. 90-102, 2025

Breaking Barriers: Unleashing Workplace Culture to Empower Women and Combat Discrimination

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Abstract: Women's discrimination in the workplace refers to the behavioral component or differential actions taken towards women. Women often face discrimination due to societal biases and stereotypes. People usually view women as possessing positive traits such as kindness, compassion, and thoughtfulness due to gender stereotypes. Conversely, many people perceive women as reliant, feeble, and overly sentimental, viewing these traits as weaknesses that make them incompatible with leadership roles. Women often miss out on promotions or leadership opportunities, even though they are equally or more qualified than their male counterparts. The purpose of this study is to explore the relationship between women's discrimination in the workplace and workplace culture. A sample of this study included 215 respondents from Malaysian government-linked companies. The data was analyzed using the Structural Equation Modelling (SEM) approach. The findings reveal that workplace culture has a significant impact on women's discrimination in the workplace. Therefore, the implications of this study show that workplace culture is essential and has a direct influence on preventing workplace discrimination against women.

Keywords: *Women Discrimination, Workplace Culture, Workplace Discrimination*

1. Introduction

Women still face obstacles in advancing their careers and are underrepresented in certain organizations. Over the past century, the female labor market has significantly grown in most developed countries. However, women still do not consistently experience the same job conditions as men (Bishu & Headly, 2020). The 2022 Global Gender Gap Report highlights that the power structure remains predominantly controlled by men, even though women make up over half of the population in Malaysia. Most wealth and political power are held by men, leading to significant challenges for female employees. They struggle to attain higher authority positions and face increased obstacles in securing promotions (Global Gender Gap Report, 2022). Discrimination against women is more probable to occur in the workplace, mainly when human resource management decisions are made informally, based on subjective judgments, and without proper documentation, explicit and validated criteria, or transparent advertising of opportunities or training for supervisors and other personnel decision-makers (Valentine et al., 2021).

Gender discrimination against women in the workplace is a significant issue, widely acknowledged and thoroughly researched in various contexts. Studies have demonstrated that discrimination and harassment based on gender have detrimental effects on the physical and mental well-being of women, as well as their economic prospects (SteelFisher et al., 2019). Discriminatory behaviors often originate from stereotypes and prejudices that create perceptions of inadequacy among women, leading to discrimination in the workplace is linked to depressive symptoms and can negatively impact job attitudes, physical and psychological health, and work-related results (Kim et al., 2020; Triana et al., 2018). Furthermore, being subjected to discrimination in the workplace could result in a pessimistic view regarding achieving gender equality (Pitot et al., 2022). Although women comprise more than half of Malaysia's population, men predominantly hold and control most wealth and political power. Women face significant obstacles in obtaining higher-ranking positions and encounter greater challenges when pursuing promotions (Mamun, 2021).

The workplace culture significantly impacts employees' experiences and substantially influences their sense of belonging and inclusion within an organization. The research conducted by Goryunova et al. (2021) highlights the significance of fostering an inclusive workplace culture by implementing gender-sensitive practices and providing awareness training. Furthermore, it is essential to emphasize the differentiation between diversity

and inclusion, where inclusion specifically centers on molding employees' experiences within the workplace's cultural environment (Jerónimo et al., 2021). This highlights the importance of cultivating an inclusive work environment to tackle the inequities in employment chances. Furthermore, Gewurtz et al. (2021) have established a correlation between inclusive workplace practices and a range of positive results. Their research highlights the advantages of inclusive work practices, such as enhanced organizational culture, increased productivity, and reduced employee turnover (Gewurtz et al., 2021). Research by Santuzzi et al. (2021) and Wijayawardena (2022) highlights the positive effects of inclusion on job satisfaction, organizational commitment, and interpersonal trust, emphasizing the importance of fostering an inclusive workplace culture.

Gender discrimination remains a pervasive issue across multiple sectors, with the professional environment being no exception. It is essential to delve into the intricate dynamics of workplace culture and its specific impact on women to confront this challenge effectively. This comprehensive research endeavor aims to thoroughly examine how workplace culture influences the experience of gender-based discrimination among women in professional settings. Through in-depth analysis and understanding of this complex issue, organizations and policymakers can identify and implement the necessary initiatives to foster a work environment that is diverse, inclusive, and fair for all individuals.

Problem statement

Despite women joining the workforce at equal rates to men, their representation on corporate boards remains disproportionately low. Fortune's 2021 ranking shows women holding only 41 of 500 CEO positions in major U.S. corporations, and a global survey of around 4,000 organizations found that just 10% of board directors are female. Some experts suggest that the financial crisis 2008 was partly due to this lack of diversity in leadership (Herrera-Cano & Gonzalez-Perez, 2019). Furthermore, evidence suggests that companies with more female directors often achieve better accounting returns, although their market performance might need to be more robust (Leyva-Townsend et al., 2021).

Gender discrimination plays a significant role in the underrepresentation of women in senior roles, leading to salary disparities, limited job titles, and fewer advancement opportunities (Zare Khafri et al., 2022). This discrimination impacts women's job satisfaction and increases their likelihood of job turnover (Elçi, 2021). Moreover, the physical and emotional consequences of workplace gender bias further hinder women's economic and professional progress (SteelFisher et al., 2019). The "glass ceiling effect" is evident as men receive promotions at higher rates, perpetuated by a biased corporate culture that includes sexual harassment and opaque advancement criteria (Chow et al., 2020; Peng et al., 2022). These systemic barriers severely limit women's career advancement and access to equal opportunities within their organizations. Gender discrimination affects job satisfaction and the overall workplace atmosphere, with the organizational environment influencing the relationship between discrimination and job satisfaction (Asif & Rehman, 2021). The wage gap remains a significant symbol of gender bias, perpetuating inequality (Hou et al., 2022).

In Malaysia, gender discrimination affects women across all life facets despite advancements in education and rights awareness. Discrimination is especially prevalent in entry-level positions and entrepreneurship, where societal norms, family responsibilities, and male dominance pose significant obstacles (Poon & Leeves, 2022; Vazeerjan et al., 2022).

Beyond the workplace, Malaysian women face discrimination in the healthcare, legal, and economic sectors. They are often portrayed in media in roles associated with crime, which underscores the complex interplay between gender and economic factors (Harry, 2021; Yusoff et al., 2021). The labor migration system also reflects gender bias, adversely affecting women migrant workers (Miles et al., 2019). To combat these issues, Malaysia needs comprehensive policies targeting systematic prejudices across education, healthcare, entrepreneurship, and the judicial system. Addressing gender discrimination is crucial for fostering a fair, inclusive work environment conducive to everyone's professional development and well-being.

In conclusion, tackling widespread gender bias in workplace cultures requires acknowledging the factors contributing to gender disparities and implementing inclusive strategies. Research highlights the necessity for systemic change, which includes providing adequate support for women in leadership roles, challenging stereotypes, and improving work-life balance (Stephenson et al., 2022; Barkhuizen et al., 2022). By addressing

these interconnected aspects—supporting women in leadership, confronting stereotypes, and enhancing work-life balance—organizations can create a more equitable and productive work environment for all employees.

2. Literature Review

Female labor in Malaysia – an overview

Cultural, sociological, and economic factors shape the presence of women in Malaysia's workforce. Although there has been a rise in the percentage of women participating in the workforce in Malaysia, from 45.7% in 2008 to 56.1% in 2019 (Adzis et al., 2020), most of the labor force in the country is still male. In 2019, the labor force participation rate was 80.8% for males and 55.6% for females (Lew et al., 2022). This discrepancy results from the long-standing gender roles and cultural norms that have historically restricted women's opportunities to participate in the workforce, especially in certain industries like agriculture and trade (Arquisola, 2020). Moreover, the societal pressure for women to prioritize their home obligations following childbirth is an additional obstacle to their active engagement in the workforce (Aliyev et al., 2020). The barriers experienced by women in the workforce are also apparent in the phenomenon known as the leaky pipeline syndrome within the information and communication technology (ICT) industry. Female professionals encounter barriers that hinder their ability to stay in the industry and progress in their careers (Rajendran & Zawawi, 2019).

The presence of women in corporate boardrooms is a crucial element of gender diversity and inclusivity in the business sphere. Women's representation on corporate boards in Malaysia has risen significantly, with women occupying 30.6 percent of board seats in the top 100 publicly listed firms (PLCs) and about 25 percent in all PLCs on Bursa Malaysia (Bernama, 2023). In 2004, the Malaysian government implemented a strategy supported by Prime Minister Abdullah Badawi to promote gender equality. This strategy aimed to ensure that women occupy 30% of high-level managerial roles in the public sector (Abdullah & Ismail, 2013). In 2011, lawmakers implemented legislation that required companies in the corporate sector to enforce a 30% quota. In 2017, regulators expanded this 30% requirement to include publicly traded companies (Baharudin, 2021). The most recent revision of the Malaysian Code of Corporate Governance (MCCG)-2021 requires that all boards have a 30% representation of women. The MCCG-2021 recommendations emphasize the need for gender balance on boards and recommend a minimum of 30% female representation. This advancement demonstrates an increasing acknowledgment of the significance of gender diversity in corporate governance and decision-making procedures. This commitment highlights the importance of gender diversity in the corporate sector and the initiatives to establish more inclusive and fair boardrooms in Malaysia.

Malaysia is positioned at 103rd out of 146 nations in the Global Gender Gap Report 2022, indicating its level of gender equality. Malaysia ranks 88th for economic involvement and opportunity and 123rd for political empowerment. Malaysia is ranked 106th in the area of lawmakers, senior officials, and managers, with a score of 0.33 on the female-to-male ratio scale. A score of 0.00 indicates disparity, while 1.00 indicates equality. Malaysia is ranked 116th in women's representation in parliament and 90th in women's representation in ministerial positions. The equivalent ratios for these rankings are 0.17 and 0.92, respectively. The Global Gender Gap Report evaluates gender disparity regarding economic involvement and employment, educational achievement, political influence, life expectancy, and sex ratio (Global Gender Gap Report (2022), 2023).

Overall, the analysis of female labor in Malaysia demonstrates an intricate interaction of cultural, sociological, and economic elements that impact women's involvement in the workforce. To effectively tackle the gender disparities and challenges experienced by women in the labor market, comprehensive policies and interventions that consider the intersectionality of gender, health, geographical location, and cultural expectations are necessary. This approach aims to establish a labor force in Malaysia that is more inclusive and equitable for women.

Women's discrimination in the workplace

The workplace has long faced the persistent issue of gender discrimination, disproportionately affecting women. Studies have demonstrated that gender discrimination can exert a substantial influence on multiple dimensions of work-related consequences, including job stress and job satisfaction (Muyidi et al., 2022). A recent study on Saudi female journalists discovered significant correlations between gender discrimination,

supervisory assistance, government support, and their impact on occupational stress and satisfaction (Muyidi et al., 2022). Moreover, women undergoing surgical residency training were shown to have more excellent rates of abuse, such as gender discrimination and sexual harassment, according to a study by Hu et al. (2019). This highlights the widespread occurrence of gender discrimination and its harmful impact on women in professional settings.

Supervisory assistance is essential in shaping the work environment and influencing gender discrimination. Research has emphasized the impact of supervisor gender on the work-family culture, gender norms, and workplace expectations within an organization (Hennekam et al., 2022). Moreover, research by Li et al. (2021) has revealed that the attitude of supervisors who are supportive of family matters significantly affects the extent to which employees express their opinions and ideas. This study also highlights the varying ways in which supervisor behavior influences male and female employees. In addition, the concept of family-supportive supervisor behaviors has been examined from a gender perspective, highlighting the significance of comprehending the gender-specific factors that influence these actions (Sargent et al., 2022).

Co-worker assistance and supervisor support have been recognized as crucial in minimizing the effects of gender discrimination. The findings of a study conducted by Kungu et al. (2019) indicate that individuals who receive support from their family and co-workers are less likely to report experiencing chronic job discrimination. This emphasizes the significance of social support in combating gender discrimination in the workplace. Moreover, the study by Im and Cho (2021) revealed that supervisor incivility moderates employees' general self-efficacy and service performance. This effect is influenced by the gender of the supervisor and the employee, highlighting the intricate interplay of gender dynamics within the workplace. Furthermore, examining supervisor gender's influence on employee motivation and the supervisor-employee dyadic interaction has uncovered the noteworthy function of gender in shaping organizational determinants and results, such as gender prejudice (Kovach, 2020). Research conducted by Mensvoort et al. (2020) has revealed that female supervisors actively participate in initiatives to combat gender discrimination in the workplace, highlighting their potential to address gender discrepancies.

Gender discrimination substantially impacts the prospects for women to advance in different professional environments. Studies have emphasized the widespread occurrence of gender discrimination and its harmful impact on the development and promotion of careers. A study on gender disparity and gender norms highlighted the need to track advancements toward gender equality goals, underscoring the necessity of adopting a comprehensive strategy to tackle differences in possibilities for progress (Gupta et al., 2019). Moreover, the significance of mentoring as a measure to foster gender equality in academic medicine was emphasized, emphasizing the intricacy of tackling gender imbalances in professional progression (House et al., 2021). In addition, the COVID-19 pandemic has been discovered to threaten the growth of gender equality in academic medicine. This underlines the necessity of implementing specific methods to alleviate the negative impact on women's possibilities for progress in the medical sector (Woitowich et al., 2021).

Furthermore, the convergence of women's identities within the realm of professional accountancy careers illuminates the intricacies and obstacles encountered by women in their career advancement, underscoring the necessity for customized strategies to combat gender bias in career progression (Tiron-Tudor & Faragalla, 2022). The study by Tokbaeva and Achtenhagen (2021) emphasized the significance of comprehending the process viewpoint when addressing gender gaps in advancement chances for female workers in male-dominated industries, such as the IT sector. Moreover, the significance of senior leaders in shaping workplace gender equality was seen as a crucial element in facilitating organizational transformations to foster fair opportunities for women to progress (Cortis et al., 2021).

Within the realm of public administration, a detailed examination of gender prejudice in the civil service has emphasized the undervaluation and affront endured by women who defy traditional gender roles. This analysis has shed light on the structural obstacles that impede women's progress and limit their prospects for development (Nasir, 2022). The impact of historical prejudices on women's ability to attain leadership roles in government organizations underscores the necessity of confronting deeply ingrained biases to foster gender equality in professional progression (Wandia, 2022).

To summarise, gender discrimination in the workplace is a multifaceted issue encompassing various aspects of organizational dynamics. This includes the level of support provided by supervisors and colleagues to employees of different genders and the opportunities available for career advancement. Tackling these challenges requires implementing a comprehensive and focused strategy that addresses overt discrimination and aims to foster a workplace culture that promotes gender equality. Creating an inclusive environment supporting the progression of women's careers is crucial and involves initiatives beyond just addressing individual instances of bias. This may include implementing mentorship programs, conducting regular diversity training, and establishing policies promoting equal career growth opportunities.

Workplace Culture

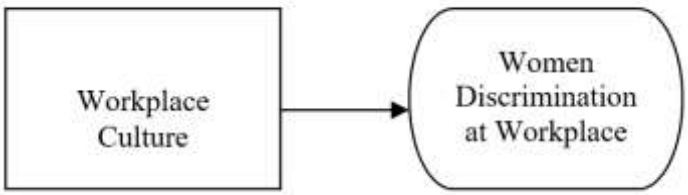
Workplace culture refers to a company's collective attitudes, values, behavioral standards, and expectations. It reflects the organization's underlying assumptions and guiding principles (Beno, 2021). A workplace embodies a comprehensive framework that includes values, beliefs, behaviors, goals, attitudes, work norms, and practices (Beno, 2021). The workplace culture has a significant and wide-ranging effect on various aspects, such as the well-being of employees, their intent to leave the organization, and the occurrence of deviant behavior in the workplace (Ahmad & Kaleem, 2019; Aleksić et al., 2019). Studies have demonstrated a strong correlation between workplace culture and workplace incivility. This connection goes beyond mere disagreement and counterproductive behavior, as it contributes to developing a peaceful work environment (McNamara et al., 2021; Sarkar & Garg, 2020). Furthermore, workplace culture substantially impacts how employees perceive discrimination and their level of involvement in the business (Kartolo & Kwantes, 2019; Nekula & Koob, 2021). The collective values, beliefs, and perceptions that exist inside an organization play a crucial role in determining its future competitiveness and have the potential to impact employees' creativity and their ability to adapt to changes in the workplace (Yang et al., 2022; Liu et al., 2022; Ranganathan, 2021). Furthermore, research has shown that workplace culture impacts worker stress levels, the assimilation of immigrants, and the development of a positive psychological work environment (Davis, 2020; Ertorer et al., 2020; Xu et al., 2022). Moreover, the workplace culture can mold employees' reactions to workplace changes and impact the caliber and expense of healthcare services (Ranganathan, 2021; Xu et al., 2022). Cultural environment significantly influences workplace rules and practices, impacting the behaviors, attitudes, and expectations of employers and workers in their interactions (Collazo & Kmec, 2019).

Nevertheless, while considering the issue of discrimination, it is essential to acknowledge that the dynamics of social interaction inside the workplace can be influenced by biased attitudes, resulting in the establishment of work environments that are characterized and enforced based on race and gender. This is especially apparent in sectors that have historically been dominated by men when the culture of the workplace plays a significant role in creating disadvantages for women. Gender stereotypes in the workplace are evident in the view that certain jobs are naturally suitable for either women or men, therefore reinforcing the idea of "female" and "male" occupations (Vernby & Dancygier, 2019). These prejudices play a role in establishing and maintaining work environments that discriminate against women, limiting their chances for progress and reinforcing gender inequalities.

Conceptual framework and hypotheses development

The primary research model in this study is exhibited in Figure 1.

Figure 1: Conceptual Framework



Based on the conceptual framework provided earlier, the hypothesis is developed as follows to align with the research objectives:

H1: *Workplace culture is significantly related to women's discrimination in the workplace.*

3. Research Methodology

This study employed a quantitative research approach. The researchers gathered data from 215 female employees working in Malaysian Government-Linked Companies. The study utilized a questionnaire consisting of three sections (1, 2, and 3). Section 1 gathered the participants' demographic data, including age, race, educational level, position level, and length of service in their current department. Section 2 focuses on workplace discrimination and divides it into three categories: (1) discrimination during the hiring process, (2) discrimination occurring on the job, and (3) discrimination related to promotions and evaluations. Section 3 focused on workplace culture, specifically examining four categories: (1) supervisor support, (2) co-worker support, (3) employer support for work-family balance, and (4) possibilities for career growth. The survey employed a 5-point Likert scale from 1 (indicating severe disagreement) to 5 (indicating strong agreement). The survey utilized a 5-point Likert scale, ranging from 1 (indicating severe disagreement) to 5 (indicating strong agreement) to capture the participants' responses. The Likert scale was chosen for its user-friendly nature, comprehensibility, and ability to provide dependable and satisfactory replies (Simms et al., 2019).

Measures

A: Workplace Culture
In previous studies, researchers measured workplace culture using four dimensions: supervisor support, co-worker support, employer-work-family support, and advancement opportunities.

Cronbach's Alpha of the resulting scale from the sample is ($\alpha = 0.897$), indicating a high degree of internal consistency of this measure, as shown in Table 1.

B: Women's Discrimination at the Workplace
For this research, women's discrimination in the workplace was assessed using three variables: (1) at the moment of hiring, (2) on the job, and (3) during evaluation/promotion (Kim et al., 2021). Cronbach's Alpha of the resulting scale from the sample is ($\alpha = 0.854$) as reported in Table 1.

4. Data Analysis and Results

A: Demographic Background and Respondents
The sample comprised 215 female employees. 85.6 percent (N = 184) of the employees were Malays, 8.4 percent were Indian (N = 18), and 5.6 percent (N = 12) were Chinese. In terms of age, 39.1 percent (N = 84) were between 30 and 31 years old, 38.1 percent (N = 82) were between 20 and 29, 15.3 percent (N = 33) were between 40 and 49, and 7.4 percent (N = 16) of respondents were above 50 years old. For the academic qualifications of those surveyed, 46.0 percent (N = 99) hold a bachelor's degree, 22.8 percent (N = 49) hold high school-level education, 21.4 percent (N = 46) hold a diploma, 8.8 percent (N = 19) hold a master's degree, and 0.9 percent (N = 2) holds a PhD's degree. Regarding the respondents' job positions, about seventy-one respondents (33.0%) in the survey held key decision-making positions either as senior executives, managers, or senior managers. A significant number of junior executives, consisting of sixty-one respondents (28.4%) who play a key role within the companies, also participated in this study. Meanwhile, sixty-six respondents (30.7%) hold non-executive positions and seventeen (7.9%) hold other positions. Regarding the length of service in the present department of the respondents, more than half of the respondents, which consists of one hundred and fifteen respondents (53.5%), have been with their present department for less than five years. On the other hand, one hundred respondents (46.4%) have been with their current department for more than five years.

B. The reliability and validity analyses
Table 1 shows the goodness of the data for this study. The Exploratory Factor Analysis using the extraction method of Principal Component with Varimax (Variation Maximization) Rotation was performed on the 15 items measuring workplace culture and 20 items measuring women's discrimination at the workplace. The results in Table 1 indicate that the Bartletts' Test of Sphericity is significant (P-Value < 0.05). Furthermore, the measure of sampling adequacy by Kaiser-Meyer-Olkin (KMO) is excellent since the value was 0.897 (workplace culture), and 0.854 (women discrimination at the workplace) exceeded the required value of 0.6. Based on the

computed Eigenvalue greater than 1.0. The eigenvalues are 2.506 (workplace culture) and 2.809 (women discrimination at the workplace). Finally, the study needs to calculate the value of Cronbach's Alpha for every dimension or component to assess the Internal Reliability of the particular dimension or component in measuring the latent construct. Internal reliability, sometimes called internal consistency, indicates how strong the respective items hold to each other when measuring the same construct. The value of Cronbach's Alpha should be greater than 0.7 for the items to achieve Internal Reliability.

Table 1: Goodness of data of the study

Variable	Item	Factor Loading	KMO	Bartlett Test of Sphericity	Eigenvalue	Cronbach Alpha
Workplace Culture	4	0.902 - 0.930	0.745	404.896 P = 0.000	2.506	0.897
Discrimination	3	0.760 – 0.912	0.773	425.615 P = 0.000	2.809	0.854

As in Table 2, the significant value is .000 (less than .05), showing a strong correlation between workplace culture and women's discrimination in the workplace.

Table 2: Correlation between workplace culture and women discrimination in the workplace

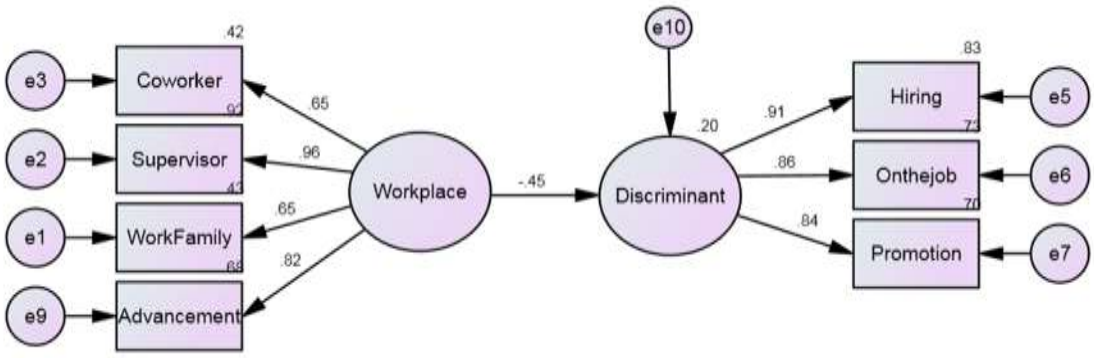
Variable	Mean	Std. Deviation	Sig. (p)
Workplace Culture	3.3491	0.870	0.000
Discrimination	3.5551	0.751	0.000

In a professional setting, the prevailing workplace culture is fundamentally important in assuring that all employees, regardless of gender, are afforded equal employment opportunities. Cultivating a positive and inclusive work environment for female employees can significantly reduce discrimination against them. In some workplaces, the workplace culture takes an active stance against discriminatory attitudes and behaviors, using social disapproval or lack of validation to discourage such conduct. Conversely, discriminatory attitudes and behaviors in other organizations are tolerated and may even be implicitly or explicitly endorsed. This discrepancy in workplace cultures can profoundly impact employees' experiences and well-being, influencing aspects such as job satisfaction, motivation and overall productivity.

C. Hypothesis Testing

Amos version 25 and SPSS version 25 were utilized to conduct the data analysis. A two-stage approach minimizes the changes and avoids interaction between the structural and measurement models (Kang & Ahn, 2021). First, the measurement model for each construct was independently tested for validity and reliability. Construct validity for this study was met, with each indicator variable arriving at a minimum value of 0.5 for standardized regression weight (Husna & Akmal, 2022). For reliability testing, Cronbach's alpha value was above 0.70, which indicated the existence of internal consistency, while composite reliability, a measure of the overall reliability of a collection of heterogeneous data, also met the value of 0.70 (Park et al., 2022). The standardized loadings are larger than 0.5, all average variance extract (AVE) values exceed 0.5, and composite reliability and Cronbach's alpha value exceed 0.70 (Almazrouei et al., 2020; Hair Jr. et al., 2021). Thus, the scale has good convergent validity, and the discriminant validity requirement has been well fulfilled.

Figure 2: The relationship between workplace culture and women's discrimination in the workplace.



The second stage of the two-stage approach involved analyzing the structural model to test the research hypotheses. The result of factor loading of workplace culture and women's discrimination at the workplace was found to be a good fit. Table 3 summarised the goodness-of-fit index; it revealed that the models met the level of goodness-of-fit for this study.

Table 3: Fitness Indexes indicate the fitness of the construct

Fitness Category	Benchmark	GDF	Model Index value	Comments
Absolute fit	> .9	GFI	0.951	The required level is required
Incremental fit	> .9	CFI	0.971	The required level is required
Parsimonious fit	< 3	Chisq/df	2.982	The required level is required

5. Conclusion

The study concluded that there is a statistically significant negative relationship between workplace culture and women's discrimination in the workplace, indicating that as the quality of workplace culture improves, the level of discrimination against women decreases. The negative correlation between workplace culture and discrimination aligns with the need for inclusive workplace practices to mitigate the costly issues of disharmony and communication failure, as emphasized in the study by Campos-García (2022), which underscored the importance of creating inclusive environments to enhance organizational attractiveness for women. Furthermore, the study's conclusion resonates with the necessity of fair treatment and equal employment opportunities in the context of globalization and evolving workforce demographics. The findings are consistent with the work of Ng et al. (2021), which examined employability skills and their alignment with workplace requirements, emphasizing the importance of fostering fair employment opportunities for young graduates. The study's conclusion also aligns with the need for addressing gender discrimination and promoting gender equality in the workplace, as evidenced by the work of Mori et al. (2022), which examined the impact of workplace vaccination opportunities on perceived organizational support and the study by Genin et al. (2020), which explored gender equality as a strategic priority for employers. Moreover, the negative relationship between workplace culture and discrimination is consistent with the findings of Peng et al. (Kim et al., 2020), which highlighted the adverse impact of gender discrimination on depressive symptoms among women in the workplace. In summary, the study's conclusion underscores the imperative of fostering inclusive workplace cultures to combat discrimination against women, aligning with the broader societal and organizational efforts to promote fair treatment, gender equality, and inclusive practices in the workplace.

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