



Impact of Gender Issues or Stereotypical Gender Roles on Organisational Culture in Malaysian Mncs

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Abstract:

The evolving dynamics of workplace diversity have placed gender issues and stereotypical gender roles under critical examination, especially in the context of multinational corporations (MNCs) operating in Malaysia. As organizations strive for inclusivity and sustainable growth, understanding the influence of gender-based biases on organizational culture has become essential. This study investigates how entrenched gender stereotypes and inequalities affect the cultural frameworks, values, and practices within Malaysian MNCs. It explores the extent to which traditional gender expectations shape decision-making, leadership representation, communication styles, and career advancement opportunities in diverse corporate environments. By examining these influences, the research aims to highlight the underlying gender norms that may restrict organizational cohesion, performance, and innovation. The study employs quantitative surveys with employees across various industries, to gain a holistic view of gender dynamics at play. It also considers how mediating factors such as workplace policies on diversity, equity, and inclusion (DEI), as well as organizational leadership practices, can either reinforce or challenge prevailing gender norms. The findings are expected to provide practical insights for policymakers, HR practitioners, and business leaders seeking to cultivate a more inclusive and performance-driven organizational culture. By addressing gender issues proactively, Malaysian MNCs can align more closely with global standards of workplace equality while enhancing employee engagement and organizational identity. This research contributes to the broader discourse on gender in the workplace and offers a localized perspective relevant to Southeast Asia's evolving corporate landscape.

1. Introduction

In the corporate environment of today, the interaction between gender issues and organizational culture is a major challenge to be solved. Particularly reflecting this tendency are cosmopolitan, fast growing countries like Malaysia. Traditional gender norms and biases still affect corporate climate,

leadership, decision-making, organizational procedures within MNCs. These companies operate in somewhat complicated environments, but their offices are typically hierarchical and culturally varied as well. Notwithstanding continuous attempts to create a diverse and inclusive workplace, gender-based inequalities still exist in many different spheres, including but not limited to income fairness, career advancement, involvement in leadership

positions, and job assignment. Exacerbating the gender divide, cultural norms as a whole determine the obligations that men and women are expected to fulfill both within and outside of the organization. Because they prevent people from reaching professional success based on their attributes rather than their gender, gender stereotypes have a great impact on occupational morale, devotion, and output[3]. If multinational companies with headquarters in Malaysia want to compete internationally, they must establish an open and welcoming corporate culture compliant with global norms of equality and CSR. Organizations may find it challenging to innovate and change when elements such as unconscious prejudices, power disparities, and a lack of gender-specific policies exist. Considering these difficulties, this paper will investigate how gender stereotypes and concerns influence the organizational cultures and inclusiveness of Malaysian MNCs as well as their performance and efficiency. Following this, the paper seeks to find how much corporate governance, HR practices, and company leadership either support or exacerbate these gender-based concerns. Recent research in gender and organizational studies make it abundantly evident that recruiting programs, performance reviews, and leadership development have to now include ideas of gender equality. From a structural change rather than a personal one, this research has concentrated on gender equality. Together with Malaysia's concentration on foreign investment and multinational operations, this research presents a great chance to progress gender equality in the workplace via academic debate and the creation of practical solutions given the particular socio-cultural setting of Malaysia. The results of this research will help to clarify how MNCs in Malaysia could enhance their working conditions to create a more fair and effective workplace. These discoveries will come from an empirical research anchored in present theoretical models. More precisely, it will highlight the real and invisible ways in which gender shapes the corporate cultures of companies like these[5].

2. Background of the Study

Gender issues and expectations of gender roles still have a major influence on the corporate culture of MNCs even in the modern-day corporate environment. This is especially true in countries like Malaysia with their traditional organizational structure and great cultural variety. The delicate mix of traditional social norms, religious influences, and modern economic goals that defines Malaysia reflects in the corporate climate of that nation. The corporate environment of Malaysia is intimately

related with gender norms and practices in the workplace. Many MNCs in Malaysia are firmly embedded in local cultural settings, even if they are supposed to follow global best practices that support gender equality. These environments are distinguished by patriarchal attitudes that affect corporate rules and employee ranks. Continuous gender stereotypes lead to an imbalance of power in corporate decision-making, fewer chances for women to progress in their fields, and less women in positions of power. Long-standing gender stereotypes and underlying biases abound that see women as subordinate or supportive and men as commanding leaders. Many business processes, including recruiting strategies, promotion tracks, performance reviews, and involvement in high-impact company initiatives, are influenced by these prejudices and conventions[12]. It is becoming clear that a company's capacity to succeed in the worldwide market is much influenced by its organizational culture. This is so because inclusive and gender-sensitive workplaces have been connected to improved degrees of creativity, employee happiness, and financial success. Given this, gender imbalance in Malaysian multinational companies affects not only the capacity of individual employees but also the performance of the company, the cohesion of the team, and the retention of skill. Multinational Malaysian companies have to fight gender imbalance and prejudices in the workplace. The fact that these companies are under increasing need to follow global corporate governance guidelines and sustainability reporting requirements highlights this need even more. While many companies lack a plan for gender mainstreaming, people are becoming more conscious of the issue and making some progress. Change is happening gradually however. This is true even if some folks are making some improvement. Research and rules on the junction between gender standards in Malaysia and the operations of multinational companies are lacking[1]. This relates to the meeting point of behaviours and gender expectations. The organizational cultures of MNCs are especially vulnerable to gendered power dynamics since they often employ people from a wide range of cultural backgrounds and impose standard management techniques that do not always consider local sensitivity. Given Malaysia's growing requirement for organizational structures that are culturally sensitive and gender aware given its improving posture as a regional commercial hub and attraction of more foreign direct investments and international alliances. The aim of this paper is to better understand how gender stereotypes and issues affect the culture of Malaysian MNCs. More precisely, the researcher is curious in the challenges that prevent

gender inclusion from being achieved, the extent to which the current diversity policies are effective, and the particular steps the researcher may take to make the workplace more fair and productive. Apart from supporting scholarly debates, this study will help with pragmatic human resource initiatives by illuminating the ways in which gender dynamics influence corporate behaviour, employee involvement, and leadership development inside the framework of Malaysian multinational companies (MNCs)[6].

3. The Purpose of the Research

In order to analyze the ways in which gender problems and traditional gender roles have an impact on the culture of organizations, this research focused specifically on MNCs in Malaysia. With the primary objectives of the study being to explore the ways in which conventional gender stereotypes influenced a variety of areas of the workplace, such as professional relationships, leadership opportunities, workplace dynamics, and employee engagement within corporate settings, the research was conducted with the intention of determining how these stereotypes impacted these aspects. The primary purpose of this study was to investigate the ways in which explicit and implicit gender norms influenced the culture of the firm, as well as the diversity and equality programs that were carried out. Also, the research investigated how the workers' levels of productivity, communication styles, and attitudes about their employment were affected by the duties they were required to fulfill. The purpose of this research was to analyze the link between global diversity programs and local cultural notions of gender roles. To do so, the study focused on multinational firms that were involved in activities within the setting of Malaysia. In addition, the purpose of the research was to determine whether or not the diversity policies that are already in place at these companies either actively battle gender preconceptions or support future gender stereotypes. The data that was obtained should serve as a source of inspiration for future initiatives that strive to develop working environments that are fair and inclusive, as well as those that encourage gender neutrality, employee engagement, and the success of the business.

4. Literature Review

Over the last five years, a number of studies on gender issues and stereotypical gender roles have been conducted, with particular attention on how these issues influence the culture of businesses in multicultural and international countries such as

Malaysia. Survey findings reveal that a good number of Malaysian MNCs still believe that men are more suited for high positions inside the company. As such, there are quite few women in positions of leadership. These presumptions impacted the corporate culture, which in turn influenced the group dynamics, opportunities for professional growth, and hiring policies.

In order for this study, the researchers examined how gender norms in the workplace can influence women's degree of believe and confidence. They came to the conclusion that most businesses upheld traditional gender norms by way of their hierarchical structures, which promoted male progression to leadership posts. Less support for women in positions of power followed from less exposure, fewer mentorship possibilities, and less possibility to engage in high-impact initiatives. As a result, female power relations seen in the organizational culture of many MNCs represented in the objective of diversity and inclusion becomes difficult to reach[10].

Separate studies on the psychological manifestations of these gender stereotypes have been conducted. Sometimes female workers struggled with not having enough aid, being left out of the unofficial capacity decision-making process, and stereotype threats. Along with other factors, these dynamics greatly influenced employee morale, job satisfaction, and company loyalty. Though there were explicit diversity rules in existence, sometimes inadvertent conduct reflecting underlying biases led to workplace exclusion. This was the situation in spite of government initiatives aimed toward diversification.

Examined also were human resource management techniques to see if they either support or contradict gender stereotypes. Companies that embraced gender equality in leadership development, recruiting practices, and training courses raised employee morale as well as their degree of collaboration. The course of the investigation showed that the executives' dedication to gender equality greatly shaped the company's cultural surroundings. Senior management embraced the development of standards accepting diversity, questioned stereotypes, and set conditions for collaboration by means of support for the evolution of ideas, therefore modelling inclusive conduct[8].

It was especially challenging to strike a compromise between local values in the Malaysian environment—where corporate activities were much impacted by cultural standards—and global diversity needs. Reaching this was very difficult. Variations in the culture of an organization were more likely to be long-lasting when diversity programs complemented the objectives of the firm

and the cultural reality of the entity. Included in this were the evolution of flexible work schedules to assist gender equality, the recognition of the necessity of a variety of communication methods, and the fostering of female talent in leadership roles. Most of the research published over the last five years support the theory that the culture of a firm is still much influenced by gender stereotypes and norms. By means of strategic intervention, explicit policy implementation, and leadership commitment, Malaysian MNCs may foster a corporate environment more inclusive and productive, therefore reducing some of the negative consequences[2].

5. Research Question

How does gender discrimination influence organisational culture in Malaysian MNCs?

6. Methodology

6.1 Research design:

The researcher employed SPSS version 25 for the quantitative data analysis. The odds ratio and the 95% confidence interval, when utilised in conjunction, may provide further insights into the attributes and progression of this statistical association. The p-value was established at a statistically significant threshold of less than 0.05. A comprehensive understanding of its fundamental characteristics was attained by descriptive data analysis. A quantitative method employs mathematical, arithmetic, or statistical analysis to objectively assess replies to surveys, polls, or questionnaires, and it also depends on computational skills for data processing.

6.2 Sampling:

This study employed a random sampling methodology. Data for the study were collected via questionnaires. A sample of 1,825 individuals was determined using the Rao-soft algorithm. A total of 1950 surveys were distributed; 1913 were returned, with 18 excluded due to incomplete responses. The conclusive count for the investigation comprised 1895 questionnaires.

6.3 Data and Measurement:

A questionnaire survey functioned as the primary data collection instrument for the investigation. The survey comprised two sections: (A) General

demographic information and (B) Responses on online and offline channel factors measured on a 5-point Likert scale. Secondary data was collected from several sources, primarily focussing on online databases.

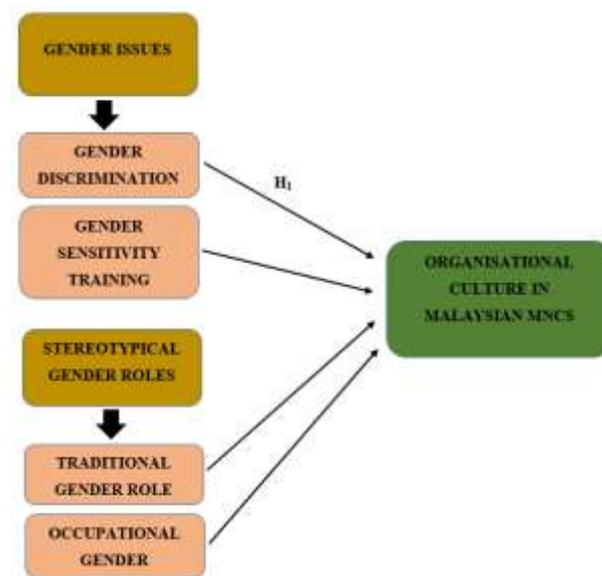
6.4 Statistical Software:

Statistical analyses were conducted with SPSS 25 and Microsoft Excel.

6.5 Statistical Tools:

Descriptive analysis was employed to understand the essential nature of the data. The researcher employed ANOVA for data analysis.

7. Conceptual Framework



8. Result

Factor Analysis

One typical use of Factor Analysis (FA) is to verify the existence of latent components in observable data. When there are not easily observable visual or diagnostic markers, it is common practice to utilise regression coefficients to produce ratings. In FA, models are essential for success. Finding mistakes, intrusions, and obvious connections are the aims of modelling. One way to assess datasets produced by multiple regression studies is with the use of the Kaiser-Meyer-Olkin (KMO) Test. They] verify that the model and sample variables are representative. According to the numbers, there is data duplication. When the proportions are less, the data is easier to understand. For KMO, the output is a number between zero and one. If the KMO value is between 0.8 and 1, then the sample size should be enough.

These are the permissible boundaries, according to Kaiser: The following are the acceptance criteria set by Kaiser:

A pitiful 0.050 to 0.059, below average 0.60 to 0.69 Middle grades often fall within the range of 0.70-0.79.

With a quality point score ranging from 0.80 to 0.89. They marvel at the range of 0.90 to 1.00.

Table1: KMO and Bartlett's Test

Testing for KMO and Bartlett's

Sampling Adequacy Measured by Kaiser-Meyer-Olkin .960

The results of Bartlett's test of sphericity are as follows: approx. chi-square

df=190

sig.=.000

Table 1: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.870
Bartlett's Test of Sphericity	Approx. Chi-Square	3252.968
	df	190
	Sig.	.000

The overall significance of the correlation matrices was further confirmed by using Bartlett's Test of Sphericity. A value of 0.870 is the Kaiser-Meyer-Olkin sampling adequacy. By using Bartlett's sphericity test, researchers found a p-value of 0.00. A significant test result from Bartlett's sphericity test demonstrated that the correlation matrix is not a correlation matrix.

Independent Variable

Gender Issues:

Gender challenges result from variances in treatment, duties, and expectations between sexes. These gender issues reveal themselves as cultural, social, and structural ones. Variations in various sectors, including but not limited to education, work, money, leadership positions, political involvement, and decision-making power characterize these challenges. Long-standing presumptions about what men and women should be like in terms of their duties, responsibilities, and personal traits define the causes of gender related issues. Occupational segregation, harassment and discrimination, salary disparities, and female exclusion from leadership posts define symptoms of a more general issue with gender in the workplace. One among other indicators are employee occupational segregation. These challenges impede the growth of society, the running

of companies, and the opportunities presented to every single individual. When systems are biased against one gender, gender inequality may adversely damage mental health, the ability to maintain a decent work-life balance, and prospects for professional advancement. Gender along with other social factors like age, class, and colour provides the situation even another degree of discrimination and disadvantage. Legislative reforms, awareness-raising campaigns, fair employment policies, and the creation of an inclusive society—all of which help to promote gender equality, inclusion, and equal opportunities—are among examples of contemporary corporate settings that manage gender issues. First acknowledging and addressing gender issues would help one build varied, inclusive, and productive offices that recognize the abilities of every worker, regardless of gender[13].

Factor

Gender Discrimination:

Treating people unfairly or biasedly based on their gender could result in a lack of equality in many different spheres, including social environments, educational environments, and professional environments. This results in cases of gender prejudice when people experience uneven treatment or denied access based only on their gender, instead of their qualifications or ability. One instance of this kind of discrimination is when the recruiting process clearly favours one gender. Another instance would be unfair distribution of responsibilities or absence of crucial decision-makers. These both are instances of subdued types of prejudice. Many times, women and non-binary people are the ones bearing an excessive share of the responsibility. Among the many difficulties they deal with include differences in pay, little opportunities for leadership, and less representation in roles of power. Many elements support the ongoing presence of gender inequality, including conventional ideas and behaviours that link different sexes to certain professions or means of activity. Men who take care of their families, for instance, face discrimination; women who have leadership or technical expertise also suffer prejudice. Among the many far-reaching effects of gender discrimination include declining morale, stopped personal development, and lower workplace and society production. The researcher must raise awareness among people about the issue of gender inequality, educate them on it, and purposefully modify our policies and procedures to provide settings that value individuals of all gender identities[4].

Dependent Variable

Organisational Culture in Malaysian MNCS:

In the context of Malaysian MNCs, the word "organizational culture" describes the set of values, beliefs, conventions, and practices influencing employee conduct and interactions in these varied and worldwide linked companies. Because it alters the dynamics of the workplace by means of the representation of a wide spectrum of nationalities and cultural groups, Malaysia's multicultural society has a major impact on the culture of businesses. Malaysian MNCs combine respect of hierarchy with global norms of innovation, cooperation, and performance with conventional values such as collectivism. This is achieved by deftly integrating Western and Eastern management theories. People from various cultural backgrounds might have somewhat distinct approaches of engaging with one another, assuming leadership, making decisions, and communicating with one other. Multinational companies with headquarters in Malaysia have a strong cultural value based on respect of the religion and cultural background of employees. The cultures of these companies stress diversity and inclusiveness[10]. Regarding such environments, leaders are supposed to be discreet and responsible; the norm is to interact in a courteous and indirect way. An important component of their organizational culture is the capacity of Malaysian multinational companies to change with the times to reach global competitiveness while preserving cultural balance. These companies' commitment to dealing with individuals from various cultures, adjusting to new technology, and ongoing self-training helps them to also quickly meet the needs of global business. For international companies located in Malaysia in many different respects, a strong and inclusive corporate culture is helpful. These advantages include improved internal harmony and employee satisfaction, more robust worldwide operations, a stronger brand recognition, and long-term more successful outcomes[11].

Relationship Between Gender Discrimination and Organisational Culture in Malaysian MNCS

Investigating the link between gender discrimination and organizational culture in Malaysian MNCs would help one to better grasp workplace dynamics, inclusivity, and corporate performance. Discrimination against women and other gender minorities often manifests in the workplace as uneven treatment depending on gender identity or responsibilities. This reduces the possibility that these people would be hired, advanced, paid more,

or assigned leadership roles. Particularly in the offices of today, which are more varied and foreign than in the past, the incidence of gender discrimination might have a major impact on the cultural surroundings of a Malaysian MNCs. The dynamics of the workplace as well as the interactions among workers are shaped by the culture of a business, which consists of generally shared values, norms, and behaviours. Among other things, employee engagement, performance, and retention suffer in a culture that either accepts or overlooks gender discrimination[9]. This environment promotes sentiments of alienation, distrust, and lack of desire because of its nature. Conversely, when clear rules, training, and equal chances serve to actively address gender prejudices, it fosters an inclusive culture that supports cooperation, justice, and respect at all levels of the company. Malaysian multinational companies claim that cultural traditions based on conventional gender roles might still affect leadership structures and workplace expectations, therefore helping to support the continuation of hierarchies mostly controlled by men. Globally, more and more MNCs in Malaysia are extending their support for projects aiming at gender equality. These initiatives include flexible work schedules, gender-sensitive training, and mentoring programs for women. This is a response to the increasing awareness of variety and the great pressure being applied everywhere to welcome difference. While these events are part of a larger endeavour to change the corporate culture, the objective is to make equality and inclusion a part of the guiding concepts of the company as well as the work that everyone performs. This helps to build a more creative, flexible, globally competitive corporate culture that is more innovative and competitive. Important first steps in this approach include making an environment more fair and eradicating prejudice. Higher organizational performance and a devotion to gender balance show a relationship. This is so because gender balance increases morale and draws a larger pool of qualified individuals. A hostile work environment may erode a company's cultural underpinnings; yet, inclusive policies can help to reinforce them so that long-term success can be attained and employee quality of life can be raised simultaneously. Malaysian multinational companies can thus accomplish both. Consequently, corporate culture and gender discrimination are rather closely related to one other[7].

On the basis of the above discussion, the researcher formulated the following hypothesis, which was analyse the relationship between Gender Discrimination and Organisational Culture in Malaysian MNCS.

“H₀: There is no significant relationship between Gender Discrimination and Organisational Culture in Malaysian MNCS.”

“H₁: There is a significant relationship between Gender Discrimination and Organisational Culture in Malaysian MNCS.”

Table 2: H₁ ANOVA Test

ANOVA					
Sum	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	39588.620	598	66.199	949.552	.000
Within Groups	492.770	1296	.380		
Total	40081.390	1894			

This investigation yields remarkable results. The F value is 949.552, attaining significance with a p-value of .000, which is below the .05 alpha threshold. This signifies the “H₁: There is a significant relationship between Gender Discrimination and Organisational Culture in Malaysian MNCS” is accepted and the null hypothesis is rejected.

9. Discussion

Serious about promoting inclusivity, productivity, and sustainable growth in their workplace cultures, Malaysian MNCs must face the consequences of gender issues and traditional gender roles on these objectives. This is especially crucial as prejudice channels the mediation of these problems. "Stereotypical gender roles" are the conventional opinions about men's and women's proper responsibilities in the workplace. Among the many examples of gender problems include uneven access to leadership roles, pay disparities, and poor representation. Particularly women, gender discrimination—which shows itself as institutional biases unjustly punishing certain genders—in employment, growth opportunities, and decision-making overlaps and makes these categories even more severe. Gender stereotypes are firmly ingrained in Malaysian MNCs due to cultural standards sustaining conventional gender roles and their ongoing impact over recruiting processes, leadership diversity, and workplace dynamics. This is the situation resulting from cultural conventions supporting these gender preconceptions. This leads to a less diversified and less open attitude of the business toward fresh ideas and approaches. Furthermore, the society closes more tightly against fresh ideas. Employees who experience gender discrimination are less inclined to speak up and change their companies as the behaviour is entrenched and handled less honestly. This is so because the activity is quite common. Either condoning or ignoring gender discrimination in the workplace affects the performance of the company.

This is so because the culture in issue is accountable for the effects of low morale, disengagement, and high turnover rates. Conversely, when MNCs proactively fight gender stereotypes and create policies supporting gender equality, they help to build a society marked by inclusion, confidence, and cooperation. These policies include fair hiring policies, gender sensitivity training, mentoring programs, and tools to let staff members have a good work-life balance. Among the many traits that define an inclusive culture are better team performance, better employee connections, and more psychological safety experienced. Companies with various backgrounds and experience in their leadership teams have great power to increase global competitiveness and creativity. This is true because different teams provide different points of view for approaching decisions and offering answers to problems. Apart from their strategic requirement for Malaysian multinational companies functioning in a global market, the eradication of obsolete gender norms and the addressing of gender problems is also an ethical need. Companies must realize that their culture reflects the policies they use internally and influences their reputation in the outside world as part of their attempts to reach diversity, equality, and inclusion in line with global standards. Therefore, discrimination based on gender, gender standards that are not practical, and gender issues all interact to have an impact on the culture of the company, which in turn has an impact on the internal harmony, the satisfaction of the employees, and the capacity of the company to be successful in the long run. By means of an environment that upholds gender equality and aims to eradicate discrimination, multinational companies in Malaysia have the possibility to grow their cultural integrity, engage in competition for the finest employees, and realize long-term success.

10. Conclusion

The fourth argument is that it is difficult to refute the significant and unquestionable influence that gender problems and traditional gender roles have on the corporate cultures of Malaysian multinational companies. This is especially true in cases when discrimination based on gender mediates these components. Directly accountable for the presence of uneven opportunities, underrepresentation, and an exclusive work environment is the continuation of biased notions and conventional gender stereotypes, which in turn affect the culture of the company. Development and preservation of inclusive, egalitarian, and creative settings becomes more challenging when gender bias is clearly visible in the workplace. These gender-based problems

compromise not just the potential of a varied spectrum of people but also staff morale, trust, and cooperation. This results in bad performance of the company as well as a damaged reputation. By appreciating the relevance of these issues and seeking answers to them by means of inclusive organizational practices, leadership development programs, and thorough gender equality policies, multinational companies have the potential to create a diverse, fair, and respectful environment in Malaysia for the employees. The development of a culture that encourages honest communication and buy-in from every one of a company's employees increases its chances to grow in the difficult global economy of today. Therefore, the researcher must solve gender problems and destroy out-of-date gender preconceptions if the researcher want to build a progressive corporate culture that will persist for a considerable period of time.

Author Statements:

- **Ethical approval:** The conducted research is not related to either human or animal use.
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