The Transformative Power of Islamic Leadership Key Behaviours on Workplace Culture and the Fight Against Gender Discrimination in the Workplace

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Abstract
This study explores the impact of workplace culture, including co-worker and supervisor support, on discrimination against women in the workplace and examines how Islamic behaviours could mitigate this. Research data was collected using a survey approach. A set of questionnaires consisting of 104 items measuring women's discrimination, workplace culture, and Islamic leadership key behaviours were manually distributed to the selected sample. 350 questionnaires from 768 sets, contributing to 46 per cent, were collected from women employees in 13 Malaysian government-linked companies. The data were analysed using SPSS 26 and SEM on the AMOS 26 version. The findings indicate that Islamic leadership's key behaviours as the moderator and workplace culture significantly influence women's discrimination in the workplace. All four workplace culture variables, including co-worker support, supervisor support, employer-work-family support and advancement opportunities, indicate significant influence in the relationship with women's discrimination. The results of the analysis reveal that Islamic leadership key behaviours have a full moderating effect on the relationship between workplace culture and women's discrimination in the workplace. These findings broaden the application of the underlying theories and their principles in elucidating the significance of workplace culture in mitigating women's discrimination, thereby contributing to the existing body of knowledge.
Keywords: Women Discrimination, Workplace Culture, Islamic Leadership, Leadership Behaviour, Gender Discrimination.

Introduction

Women's career progress is still slower and underrepresented in specific organisations. Females have not always matched those employment conditions of males, even though the size of the female labour force has rapidly grown in most developed countries during the last century. From the statistics provided by the Malaysia Ministry of Human Resources and The Global Gender Gap Report in 2023, the power structure remains heavily male-dominated. The men own and control most of the wealth and hold the political power, although women are more than half the population in Malaysia. Female workers have difficulties accessing higher-level employment positions, and it is harder for them to get promoted (Ministry of Human Resource, 2016; World Economic Forum, 2023). Workplace discrimination is a significant problem that can be worsened by informal, subjective, and undocumented decisions made by human resource management (Ghorabaee et al., 2021). When decisions are made without explicit criteria, transparent advertising of possibilities, or enough training for decision-makers, there is an increased probability of bias infiltrating the process (Ghorabaee et al., 2021). Strategic human resource management studies highlight the significance of organised systems such as high-performance work systems (HPWS) in improving organisational performance by achieving improved HR outcomes (Estiri et al., 2020). These systems can reduce the risks linked to subjective decision-making processes by establishing a framework that fosters justice and transparency (Estiri et al., 2020).

The workplace culture substantially impacts the dynamics within an organisation, determining how employees interact with one another and their possibilities (Coate et al., 2023). Studies have shown that workplace culture significantly influences whether prejudice is allowed to continue or is reduced inside an organisation (Coate et al., 2023). Organisations cultivating inclusive cultures are more inclined to offer equitable job chances to individuals from varied backgrounds, including women and minorities (Coate et al., 2023). On the other hand, businesses with toxic cultures marked by power imbalances and the devaluation of individuals are more likely to experience discrimination and inequities (Coate et al., 2023). The presence of gendered contexts in certain occupations, such as policing, can lead to increased instances of discrimination and lack of civility, which disproportionately impact female workers (Rief & Clinikinbeard, 2020). The presence of an organisational framework and a predominantly male-oriented culture in law enforcement organisations might sustain the continuation of discrimination and social exclusion towards women. This emphasises the necessity to confront and rectify cultural norms and practices within these environments (Rief & Clinikinbeard, 2020). Establishing inclusive and courteous workplace environments is crucial for advancing gender equality and mitigating discrimination against women in industries predominantly dominated by men (Rief & Clinikinbeard, 2020).

Islamic leadership is based on Maqasid al-Shariah, which focuses on leadership behaviours that align with Islamic values (Zaim et al., 2022). The Islamic Leadership Inventory (ILI) is employed as a means of evaluating these behaviours, establishing a connection between them and both successful leadership practices and Islamic principles (Van Dick et al., 2018). The components of ILI are derived from the fundamental principles of Maqasid al-Shariah, emphasising the significance of incorporating Islamic ethics into leadership methodologies (Zaim et al., 2022). This integration aims to improve the organisational culture by encouraging successful behaviours in a leadership setting and aligning with Islamic teachings (Yulius, 2022). 25 themes of ILIs and values of leadership were identified in order to analyse the significant

characteristics and values of leadership that were found in the 4 sources of literature, which include (1) The Al-Quran & Hadiths, (2) Managerial Leadership and Servant Leadership literature, (3) Contemporary Islamic Leadership literature, and (4) Classical texts of Islamic Leadership. The 25 themes are (1) Trustworthiness and Integrity, (2) Employees Orientation, (3) Muhasabah (Reflection), (4) Patience, (5) Outcome Orientation, (6) Empowerment, (7) Social Responsibility (8) Flexibility (9) Generous, (10) Spirituality, Religiousness and Piety, (11) Sense of the Unity and Team Spirit, (12) Courage, (13) Rights and Equality, (14) Good Self-Management and Dedication, (15) Modest and Humility, (16) Fair and Impartial, (17) Moderation and Balance, (18) Effective Communication, (19) God-Conscious and Resilience, (20) Dedication, (21) Pleasant Aura, (22) Respected by Team Members, (23) Intelligence and Wisdom, (24) Mentor, and (25) Managing and Resolving Conflict. ILI is expected to act as a set of Islamic leadership behaviour taxonomies consisting of dimensions or constructs uniquely related to Islamic Leadership (Mahazan et al., 2017). Studies on Islamic leadership emphasise the significance of incorporating Islamic principles into leadership methods to improve organisational performance (Lestari, 2023). Islamic leadership entails the responsibility of directing and exerting influence on individuals while being answerable to both team members and Allah SWT. It places emphasis on communication that is rooted in Islamic ideas (Lestari, 2023). By integrating work ethics and Islamic leadership concepts into the workplace, organisations can enhance employee performance and foster a culture of accountability and mutual achievement (Lestari, 2023). Research has shown that Islamic leadership can benefit employee performance by promoting virtues such as integrity, trustworthiness, intelligence, and efficient communication, which are demonstrated in the qualities of Prophet Muhammad SAW (Putra & Ma'ruf, 2022). Islamic visionary leadership has been linked to higher levels organisational commitment and improved staff performance (Yulius, 2022). Moreover, research conducted by Zaim et al. (2021) has demonstrated that ethical leadership, as viewed through an Islamic lens, has a beneficial impact on both employee satisfaction and team performance. The leadership within Islamic institutions is closely linked to the organisational culture, work ethics, and performance (Hamzah et al., 2021). The study conducted by Hamzah et al. (2021) examines the impact of Islamic leadership and work ethics on employee performance in Islamic banks. The study specifically focuses on the function of Islamic organisational culture as a mediator in this relationship. By cultivating a setting firmly rooted in Islamic belief, supervisors can augment employee performance by encouraging ethical conduct and robust work ethics (Hamzah et al., 2021).

Problem Statement

Women are scarce on corporate boards even though professional women enter the workforce at the same rate as men. Only recently, for the first time in history, women ran more than 10 per cent of Fortune 500 U.S companies, which is about 10.4 per cent (Hinchlife, 2023). Meanwhile, in Malaysia, only 162 publicly listed companies (18 per cent) have achieved the 30 per cent target for female board representation, and there are still 252 publicly listed companies (27 per cent) that have an all-male board (Cheah, 2022). The issue of women's representation on corporate boards has gained significant attention and examination in the global setting. An extensive study involving nearly 4,000 organisations unveiled that a mere 10 per cent of directors were women, underscoring a substantial gender imbalance in boardrooms (Chen et al., 2019). The absence of gender diversity on boards has prompted discussions about its potential ramifications, with some arguments positing a connection between this lack of diversity and the financial crisis that arose in 2008 (Chen et al., 2019).

The research undertaken by Catalyst provides additional evidence for the significance of gender diversity on boards. It shows that companies with three or more female directors generally have more equity returns than those without women on their boards (Chen et al., 2019). Within the realm of financial institutions, there has been a growing focus on the discussion around gender diversity on boards. This issue has received attention due to research that explores the possible impact of gender diversity on risk-taking behaviour and the overall stability of the financial sector. The "Lehman Sisters" hypothesis suggests that increasing the number of women on bank boards can reduce the inclination towards taking risks. This hypothesis considers the stereotyped gender variations in risk preferences (Hoang & Wu, 2023). This theory emphasises the significance of considering gender diversity for financial performance and risk management in the banking industry. Furthermore, studies have emphasised the significance of directors in overseeing financial wrongdoing, indicating that societal expectations for gender inclusivity might impact the choices and results of corporate boards (Saeed & Riaz, 2022). The influence of gender diversity on company success is not restricted to certain locations but extends globally, embracing a wide range of markets and industries. Research undertaken in multiple countries, such as Malaysia, India, and West Africa, has investigated the correlation between the diversity of board members in terms of gender and companies' financial results (Ahmad et al., 2019). These studies offer valuable insights into the intricate ways in which gender diversity impacts the success of companies in many economic settings, highlighting the universal importance of implementing gender-inclusive strategies in corporate boards and enhancing the quality of corporate governance and social cohesion indices (Ionescu et al., 2018).

The study by Scarborough et al. (2018) explores the mindsets that influence the gender revolution, highlighting a gradual change towards more equalitarian perspectives over the years. Although there has been improvement, conventional gender norms and ambivalence continue to exist, further contributing to the obstacles women encounter in the workplace. In their study, Hanek and Garcia (2022) offer a social psychology viewpoint on the obstacles faced by women. They highlight the impact of internalised gender roles and stereotypes on individual choices and actions, which contribute to the perpetuation of workplace inequality.

Extensive studies have been conducted on the influence of workplace culture on cross-cultural management discrimination and gender dynamics. Workplaces with weak cultures might result in discrimination and undervaluation of work due to opposing norms and values (Salah et al., 2019; Kumar et al., 2022). Stainback et al. (2011) highlight the significance of workplace culture in predicting experiences of gender discrimination in the workplace. They emphasise creating supportive settings to reduce prejudice and ensure equitable opportunities. The study conducted by Coate et al. (2023) provides insights into the impact of workplace culture on disparities by sustaining prejudice within organisational settings. In their study, Heilman and Caleo (2018) examine the prominent impact of gender discrimination in maintaining disparities in the workplace. They highlight the necessity of implementing interventions to address discriminatory practices and foster gender parity.

The subjective experience of workplace gender discrimination is greatly impacted by workplace culture. According to Stainback et al. (2011), a supportive workplace environment with supervisors, coworkers, work-family policies, and equal advancement opportunities can successfully decrease occurrences of workplace discrimination. The statement emphasises

the significance of cultivating a constructive and all-encompassing workplace culture to address gender discrimination (Liu et al., 2019). Del Carmen Triana et al. (2018) investigate the effects of perceived gender discrimination in the workplace and its influence on employees. The meta-analysis and additional research emphasise the significance of investigating the interaction between employees' perceptions of gender discrimination and numerous characteristics, such as co-worker support, to predict job results. Comprehending the impact of co-worker support in reducing the consequences of gender discrimination is essential for establishing a work environment that is helpful and inclusive. Njoki's (2021) research examines the effects of gender discrimination on employees' happiness, motivation, stress levels, and commitment. The results indicate that gender discrimination reduces employees' motivation and dedication while elevating levels of stress. Colleague assistance can mitigate these adverse consequences by creating a feeling of unity and cultivating a work atmosphere that is nurturing and appreciative of individuals. Muyidi et al. (2022) examine the impact of gender discrimination, supervisor support and government support on female journalists' job stress and satisfaction in Saudi Arabia. The study underscores the crucial significance of supervisors in identifying and resolving gender discrimination, emphasising the value of utilising supervisor support to counteract discriminatory behaviours and foster a more inclusive workplace. This study highlights the importance of supervisors in establishing a supportive work environment that promotes job satisfaction and reduces stress among employees, especially in the context of gender discrimination. In addition, Maloni et al. (2019) examine the impact of supervisor and mentorship support on work-family conflict in the field of logistics. The study highlights the importance of supervisors who are supportive of family responsibilities in minimising conflicts between work and family life, specifically in relation to conflicts related to time and stress. Furthermore, mentoring offers further assistance in dealing with work-family conflict that is based on behaviour. The study highlights the significance of supervisor support in reducing work-family conflict and enhancing employee well-being in organisational contexts. Moreover, Phillips et al. (2020) provide insight into the unseen group of workers during the COVID-19 pandemic, specifically emphasising family carers who are on the front lines. The study emphasises the differentiated effects of caregiving obligations based on gender and the importance of understanding the interplay between work and family dynamics from a gender perspective. This study highlights the significance of acknowledging and assisting family carers, particularly during emergencies such as the COVID-19 pandemic, and advocates for policies that tackle gender disparities that are worsened by caregiving duties. Comprehending the gendered ramifications of work-family balance is essential for politicians and companies to establish nurturing settings for employees with caregiving obligations. Furthermore, Shandy (2023) highlights the significance of incorporating justice and gender equality into career advancement. This involves ensuring that men and women are not subjected to discriminatory practices so that they have equal chances to participate in, access, and govern their professional development. This study emphasises the importance of establishing an equitable and inclusive atmosphere where individuals, irrespective of their gender, are provided with equal chances for professional progression and growth. Through the elimination of discriminatory behaviours, organisations can establish an equitable environment where all employees have equal opportunities to excel and advance in their professional paths. Overall, this research highlights the crucial overlap between women's discrimination in four specific dimensions: supervisor support, co-worker support, employer work-family support, and equal advancement opportunities in the workplace.

Integrating Islamic leadership key behaviours into the workplace culture can have a beneficial influence on organisational dynamics, employee well-being, and overall performance. The ideals of Islamic leadership, including justice, compassion, integrity, and fairness, provide a distinct approach to leadership that prioritises ethical behaviour, empathy and a comprehensive understanding of success that encompasses both material and spiritual achievements (Feijo et al., 2019). In addition, Ahmad et al. (2022) emphasise the significance of servant leadership and compassion in effectively addressing workplace bullying. The research underscores the need to foster a work climate that actively discourages bullying by promoting supportive and empathic leadership approaches (Ahmad et al., 2022). This is consistent with the principles of Islamic leadership, which emphasise compassion, concern for others, and the promotion of a pleasant work environment. Furthermore, Zaim et al. (2022) investigate how Islamic leadership affects work performance in the service industry. They highlight important features of Islamic leadership practices such as goal orientation, consultation (shura), and creating a shared vision. These dimensions are in accordance with Islamic beliefs that prioritise consultation, collaborative decision-making, and a shared vision for the organisation's success. As emphasised by Efrina (2024), the concept of Islamic leadership involves incorporating the principles of Sharia law and ethical behaviour into managing organisational challenges. This approach emphasises the significance of adhering to Islamic values in leadership practices to tackle modern organisational concerns effectively. Organisations can foster a values-driven culture and enhance employee performance by implementing Islamic leadership principles that emphasise ethical conduct, justice and accountability. On the other hand, Rokhman (2022) examines the concept of Islamic organisational citizenship behaviour in millennial workers. The study highlights the significance of Islamic leadership, workplace spirituality, and Islamic work ethic in influencing organisational culture and enhancing societal welfare (Rokhman, 2022). To summarise, incorporating Islamic leadership concepts into the workplace culture can create a values-based atmosphere that encourages equity, empathy, moral behaviour, and comprehensive achievement. Hence, this research proposed that Islamic leadership's key behaviours are the appropriate solution to influence workplace culture and avert discrimination. Hence, this research proposed that Islamic leadership's key behaviors are the appropriate solution to influence workplace culture and avert discrimination, fostering motivation among employees and contributing to a more inclusive and equitable work environment. Furthermore, the study contributes to understanding how Islamic leadership grounded in moral and ethical principles can create a more inclusive and equitable work environment, ultimately driving organizational success and employee well-being.

Aim and Objectives
The study's main purpose is to examine the relationship between workplace culture and women's discrimination in the workplace. This study also aims to investigate the moderating role of Islamic leadership's key behaviours towards workplace culture in preventing discrimination against women in the workplace. Based on the problem statements and the main purpose of the study, the following specific objectives are formulated for the study:
1. To identify the state of knowledge of women employees in Government-Linked Companies on women discrimination in the workplace.
2. To identify the level of the tendency of women discrimination at the workplace in the context of at the moment of hiring, on the job, and during the promotion or evaluation.

3. To examine the relationship between workplace culture and workplace discrimination against women at the workplace.
4. To analyse the moderating effect of Islamic leadership key behaviours on the relationship between workplace culture and workplace discrimination against women.

Research Hypotheses

In order to proffer valuable answers to the research questions and realise the study objectives, the following hypotheses are stated below:

H1: Coworker support significantly influences workplace discrimination against women among women employees in Malaysian government-linked Companies.

H2: Supervisor support significantly influences workplace discrimination against women among women employees in Malaysian government-linked Companies.

H3: Employer work-family support significantly influences discrimination against women in the workplace between women employees in Malaysia Government-Linked Companies.

H4: Advancement opportunities significantly influence discrimination against women in the workplace between women employees in Malaysian Government-Linked Companies.

H5: Islamic leadership key behaviours significantly moderate the relationship between coworker support and workplace discrimination against women among women employees in Malaysian government-linked Companies.

H6: Islamic leadership key behaviours significantly moderate the relationship between supervisor support and workplace discrimination against women among women employees in Malaysian government-linked Companies.

H7: Islamic leadership key behaviours significantly moderate the relationship between employer work-family support and workplace discrimination against women among women employees in Malaysian government-linked Companies.

H8: Islamic leadership key behaviours significantly moderate the relationship between advancement opportunities and workplace discrimination against women among women employees in Malaysian government-linked Companies.
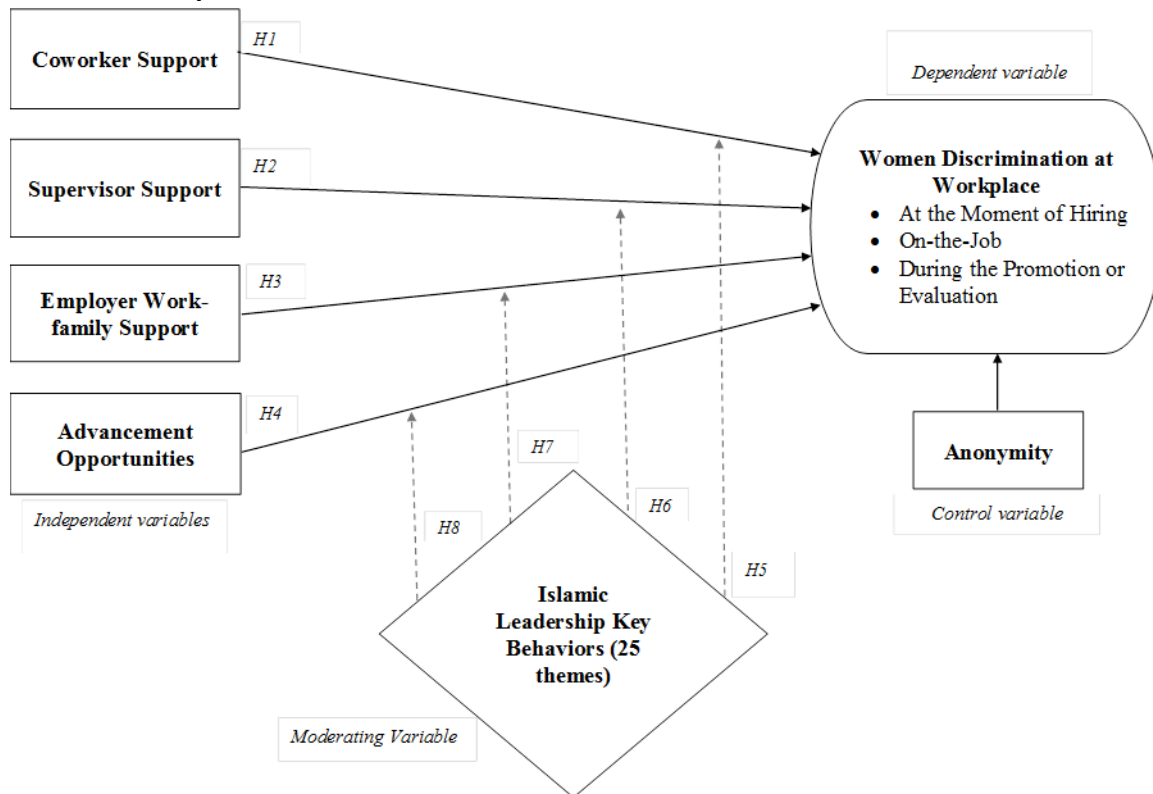
Research Conceptual Framework

Figure 1: Conceptual framework of the study

The current study's framework (see Figure 1) connects the variables of workplace culture, the twenty-five themes of Islamic leadership key behaviours, and the dimension of workplace discrimination against women.

The Concepts and Theories
Women's Discrimination at the Workplace
As disclosed in the Global Gender Gap Report 2023, Malaysia is ranked 102 in the global index ranking, 89 in economic participation and opportunity and 122 in political empowerment from a total of 146 countries. The Global Gender Gap Report is a report that measures the gender gap in economic participation and employment, educational attainment, political empowerment, outcomes on life expectancy and sex ratio (Global Gender Gap Report 2022, 2023).

In the case of Malaysia, the female labour participation rate increased from 44.7 per cent in 1995 to 51.6 per cent in 2023 and among males is 78% for 2023 (World Bank, 2023). The Malaysian Government demonstrates its commitment to women's rights by creating the Ministry of Women, Family and Community Development (KPWKM). The ministry was founded in 2001, making it over 20 years old. The ministry aims to empower women and promote collective well-being. Incorporated into the Sustainable Development Goals and the Twelve Malaysia Plan (RMK12), the government has also integrated gender equality and women's rights. These efforts demonstrate the government's dedication and sincere concern for women's empowerment. The Malaysian Cabinet has endorsed a policy that aims to achieve 30% women representation in decision-making positions within all Malaysian publicly listed companies by 2016 (Ministry of Women, Family and Community Development, 2023).

In the latest update, on April 1, 2023, the representation of women on the board of directors of the top 100 publicly listed corporations (PLCs) rose to 29.7%, a significant rise from 14% in 2016. Among the 979 firms listed publicly, 204 of them have a minimum of 30% women serving on its board of members. Similarly, 24% of government-linked companies (GLCs) have achieved the same level of female representation (Bernama, 2023). The government has adopted multiple strategies to facilitate the attainment of the goal of having a minimum of 30% women in decision-making positions. These strategies encompass three main branches: enhancing legislation and policies to establish a secure and favourable environment for women, establishing an ecosystem that fosters women's participation, and offering training opportunities to enhance awareness and collaboration with stakeholders (Bernama, 2023).

Women face discrimination in various dimensions at the workplace, including during the hiring process, on the job, and in promotions or evaluations. In order to tackle the problem of gender discrimination in the workplace during the hiring process, it is essential to examine the effects of both actual and perceived gender discrimination on discouraging women from pursuing specific career pathways. Neumark (2018) explores the correlation between discrimination during hiring and the tendency for women to be steered towards lower-paying jobs or companies, thus affecting their ability to earn higher wages. This emphasises the economic consequences of gender bias in the hiring process and the necessity to address these prejudices to advance gender parity in the labour market. Furthermore, gender prejudices also have a role in the underrepresentation of women in STEM areas in addition to its economic implications. This highlights the role of biased recruitment methods in perpetuating gender inequalities in specific sectors, hence restricting women's ability to access chances for career progression and professional development. Likewise, Quadlin's (2018) research emphasises that employers may prioritise distinct qualities in male and female candidates, favouring males for their competence and dedication, while women are frequently evaluated based on their likability. The discrepancy in assessment standards might result in biased recruitment procedures that put women at a disadvantage, perpetuating stereotypes and impeding their professional advancement. It is essential to acknowledge and confront these biases in order to advance fair and just hiring procedures.

Gender bias in the workplace is a substantial problem that affects women in diverse industries and professions. Studies have demonstrated that women frequently encounter obstacles associated with stereotypes and biases that impact their professional prospects and overall welfare (McCord et al., 2018). Employers may have erroneous beliefs regarding women's capacity to manage work and family obligations, resulting in apprehensions about timeliness and dedication following childbirth (McCord et al., 2018). Moreover, in industries where males hold the majority of positions, women who possess the same qualifications as men are sometimes seen as less capable and have a lower probability of being employed (McCord et al., 2018). Gender discrimination is perpetuated by employers' preferences and biases, which have a substantial impact on women's professional paths and chances for promotion (Kim et al., 2020). Studies have shown that discriminatory behaviours occur in different workplace areas, such as recruitment, advancement, unequal pay, and even termination of employment (Kim et al., 2020).

Through comprehending the intricate elements that lead to gender discrimination, individuals with a vested interest can collaborate towards establishing work environments that are

inclusive, fostering diversity and equality. Overall, hiring, on-the-job, promotion, and evaluation are among the major moments that consistently affect women's discrimination and their position in the workplace. In actuality, the moments of women's discrimination persist, despite the numerous efforts of legislators to prevent discrimination and provide women employees with equal opportunities.

Workplace Culture
This study examines workplace culture across four dimensions: co-worker support, supervisor support, employer work-family support, and advancement opportunities (Stainback et al., 2011; Coe et al., 2019). Co-worker support includes the act of looking after colleagues, offering practical aid, exchanging valuable knowledge, providing guidance, and expressing admiration (Narayanan, 2012; Uddin et al., 2021). While co-worker support has received less attention in research, it has significantly impacted workplace culture by helping individuals effectively manage many responsibilities (Uddin et al., 2021). Like supervisors, co-workers can support their colleagues in multitasking by assuming some responsibilities, enabling them to leave work early, addressing personal matters, and providing a sympathetic ear for their concerns (Meglich et al., 2016; Uddin et al., 2021). In addition, co-worker support also significantly impacts the job performance and retention rate of female employees, especially moms who do not have access to institutional support (Leschyshyn, 2014; Uddin et al., 2021). Furthermore, co-worker support is associated with enhanced efficiency, lower costs, minimised role conflicts, and reduced occupational stress (Allen et al., 2012; Uddin et al., 2021). Co-worker support is crucial in alleviating the adverse consequences of discrimination and harassment in the professional environment. Research has shown that the perception of social support from colleagues is directly associated with both job performance and organisational citizenship behaviour (Hamid, 2021). Moreover, the existence of support from colleagues might impact construction safety performance, highlighting the significance of activities taken by peers to improve safety results (Ji et al., 2019).

Concerning supervisor support, recent studies have yielded consistent support for the advantageous influence of supervisor justice on frontline officers' attitudes and behaviours. This includes overall job satisfaction (Pauline & Gau, 2019; Ha et al., 2024), fair treatment, and trust in the public (Carr & Maxwell, 2018; Sun et al., 2019; Ha et al., 2024). Supervisor support plays a crucial role in tackling gender discrimination in the workplace. Studies have demonstrated that the supervisor's support can help individuals effectively handle their evaluation of instances of prejudice in the workplace (Xu & Chopik, 2020). Furthermore, the importance of supervisor assistance in diminishing perceptions of persistent work discrimination has been highlighted by Kungu et al. (2019). In addition, Van Mensvoort et al. (2020) stated that female supervisors are actively involved in combating gender discrimination in the workplace. Furthermore, there is a strong correlation between supervisor support and a reduction in system occurrence among women, suggesting a beneficial effect on the overall well-being of employees (Lee et al., 2021).

Gender bias in the workplace is a substantial problem that can greatly impact individuals' welfare and professional advancement. Studies suggest that providing support for work-life balance has a critical role in shaping individuals' experiences of gender discrimination. Studies have found that several types of assistance, such as support from the organisation, support from supervisors, and support from family, are crucial in reducing the harmful impact of

gender (Li et al., 2021; Muyidi et al., 2022; Valente et al., 2020). Research has also demonstrated that family support is crucial in tackling gender discrimination and fostering work-family enrichment (Muyidi et al., 2022; Albuquerque et al., 2020).

Gender bias in the workplace substantially influences employees' interpersonal connections and prospects for professional growth (Hipolito, 2020). Hiring discrimination and the impeding of women's job advancement are fuelled by negative gender preconceptions (Casad et al., 2020). Gender gaps continue to exist despite progress, mostly due to persistent obstacles such as discrimination and unequal access to opportunities (Rowan, 2024). Women frequently encounter gender discrimination in multiple manifestations, including disparities in wages, prospects for career progression, and day-to-day interactions, resulting in sentiments of discontentment and underappreciation (Arnoux, 2024). This gender-based bias leads to reduced recruitment and limited prospects for career progression for women in specific industries (Grose et al., 2022). Obstacles such as unequal opportunities in hiring and promotion, discrimination based on gender, and the conditions within institutions hinder the progress of women physicians in attaining leadership roles (Kilic, 2023). Gender discrimination is determined by the availability of opportunities, which impacts the recruitment of highly qualified individuals in predominantly male professions (Bertogg et al., 2020).

Ultimately, the study delves into the multi-faceted dimensions of workplace culture, highlighting the critical roles played by co-worker support, supervisor support, employer work-family support, and advancement opportunities in shaping organisational environments. The results provide a strong rationale for organisations to give high importance to fostering a supportive and inclusive culture, as it enhances the well-being of employees and contributes to the organisation's overall success.

Islamic Leadership Key Behaviours
Islamic leadership key behaviours were established by integrating a list of behaviours and Islamic leadership concepts that have been identified as important for organisational leaders. Islamic leadership, as understood through the lens of the Al-Quran, is shown as a leadership style that not only conforms to Islamic teachings but also influences the conduct of organisations by adhering to ethical values established from the Al-Quran (Sarnoto & Rahmawati, 2022). This demonstrates that Islamic leadership is firmly based on the principles of Islam, directing leaders to make decisions and guide their teams in a way that mirrors Islamic values. The attributes of Islamic leadership that promote trust among followers, clients, and stakeholders have been recognised as trustworthiness, fairness, integrity, honesty, gratitude, and boldness (Islam et al., 2021). These attributes serve as the basis for Islamic leadership practice, highlighting the significance of ethical behaviour and honesty in leadership positions. This implies that Islamic leadership derives inspiration from the excellent leadership of Prophet Muhammad (PBUH), serving as a beacon for leaders who aim to connect their actions with Islamic teachings. The study conducted by Gunawan et al. (2022), investigates the correlation between Islamic leadership, work stress, compensation, promotion, and motivation on employee performance. The research highlights the complex nature of leadership characteristics that influence employee outcomes. This suggests that Islamic leadership comprises multiple aspects that jointly impact the performance and well-being of employees. Islamic leadership should become a foundation for shaping a better

workplace culture. Leaders will be more likely to instil positive behaviours in employees, or their style will impact the workplace culture. Leadership and workplace culture go hand in hand together in building, controlling and enhancing organisational harmony. Therefore, Islamic leadership's key behaviour has been chosen as the moderator for leadership. There has been much discussion in cultural prototypes and original models that influence how employees think about and respond to particularly and maintain a healthy and harmonious workplace environment.

Research Design
This study employs a quantitative research design with hypotheses testing in nature. Quantitative research design entails systematically gathering numerical data from individuals using structured questionnaires or observation guides to get primary data (Zayed et al., 2022). This approach is very valuable when the study's main objective is to examine the importance of connections or disparities between variables (Song, 2023). Quantitative analysis enables a methodical investigation into the statistical significance of specific relationships or variations between two or more variables. It offers a rigorous framework for empirically testing hypotheses and validating existing theories (Maison et al., 2021; Zu et al., 2022).

Population and Sample Size
Women employees at GLCs make up the population in this study. The three-level employees were selected (lower, middle, and top-level female employees) because this research aimed to measure three areas of discrimination at the workplace (moments of hiring, on-the-job, and during the evaluation or promotion) to ensure the respondents would be able to evaluate and answer the survey effectively. The research sampled respondents from 13 GLCs. A total of 768 questionnaires were distributed to the respondents in GLCs. However, the researcher received only 350 questionnaires back. The minimum sample size of 350, regarded adequately in this context, conforms to the standard guidelines for selecting a sample size (Naing et al., 2022).

Data Collection Method
This study obtained its data through a structured questionnaire. 350 questionnaires were returned, contributing 46 per cent.

Measures
In previous studies, workplace culture was measured using four dimensions: supervisor support, co-worker support, employer-work-family support, and advancement opportunities (Coe et al., 2019). 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., 2019). The items used for Islamic leadership key behaviours were adapted from Mahazan et al. (2021 & 2022).

Data Analysis Technique
The acquired data was analysed using the statistical software SPSS 26 and the structural equation modelling (SEM) technique on the AMOS 26 edition. This study utilised the six-step decision process derived from Hair (2010), which is a systematic technique that guides decision-making in many domains (Kautz-Freimuth et al., 2021).

Hypotheses Testing Results
Table 1
Hypothesis 1

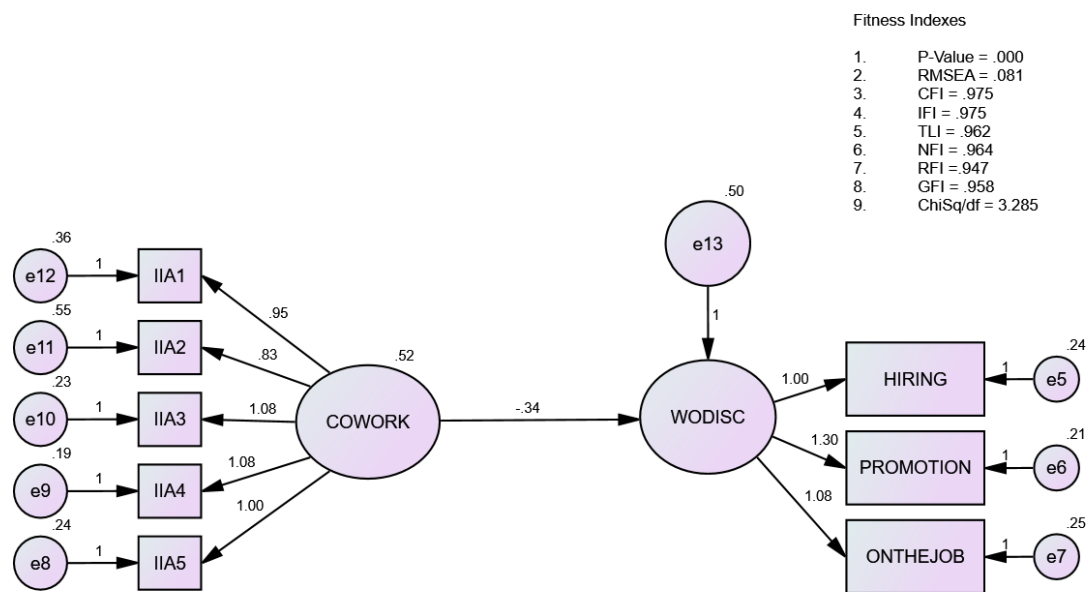|	Hypothesis Statement	Outcome	Decision	Extent of Relationship
H1:	Coworker support significantly influences the discrimination against women at the workplace among women employees in Malaysia Government-Linked Companies (*see Figure 3*).	sig. = 0.000 r^2 = 0.1098	Supported	Weak negative significant relationship

Figure 2: The relationship between coworker support and women's discrimination at the workplace (*see Table 1*).

Table 2
Hypothesis 2

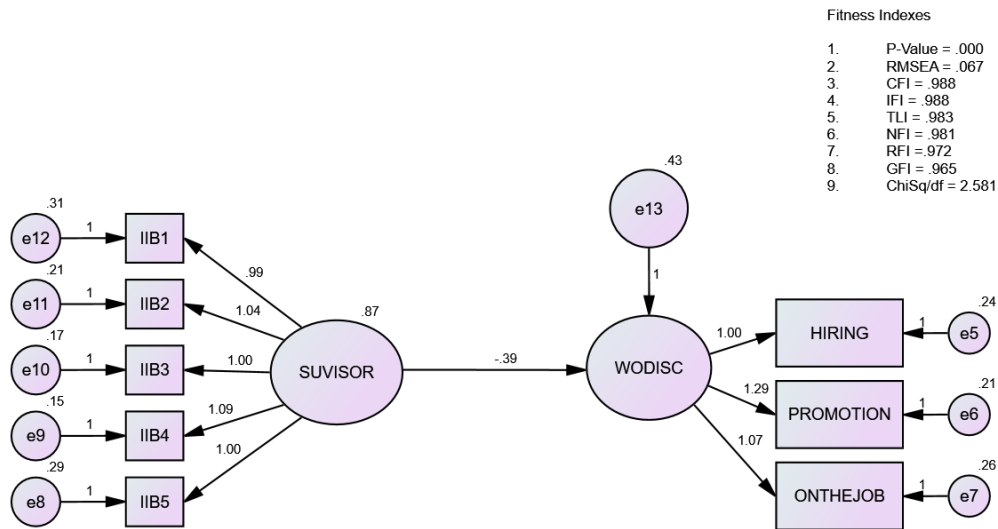|	Hypothesis Statement	Outcome	Decision	Extent of Relationship
H2:	Supervisor support significantly influences the discrimination against women in the workplace among women employees in Malaysian Government-Linked Companies (*see Figure 4*).	sig. = 0.000 r^2 = 0.2367	Supported	Moderate negative significant relationship

Figure 3: The relationship between supervisor support and women's discrimination in the workplace (*see Table 2*).

Table 3
Hypothesis 3

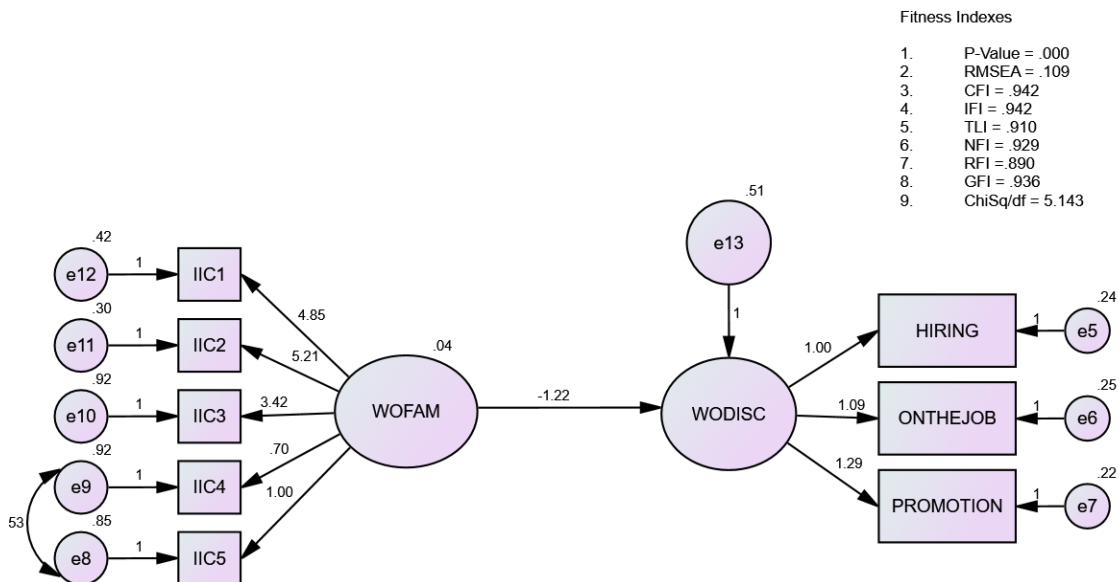|	Hypothesis Statement	Outcome	Decision	Extent of Relationship
H3:	Employer work-family support significantly influences the discrimination against women at the workplace between women employees in Malaysian Government-Linked Companies (*see Figure 5*).	sig. = 0.0036 r^2 = 0.0989	Supported	Weak negative significant relationship

Figure 4: The relationship between employer work-family support and women's discrimination at the workplace *(see Table 3).*

Table 4
Hypothesis 4

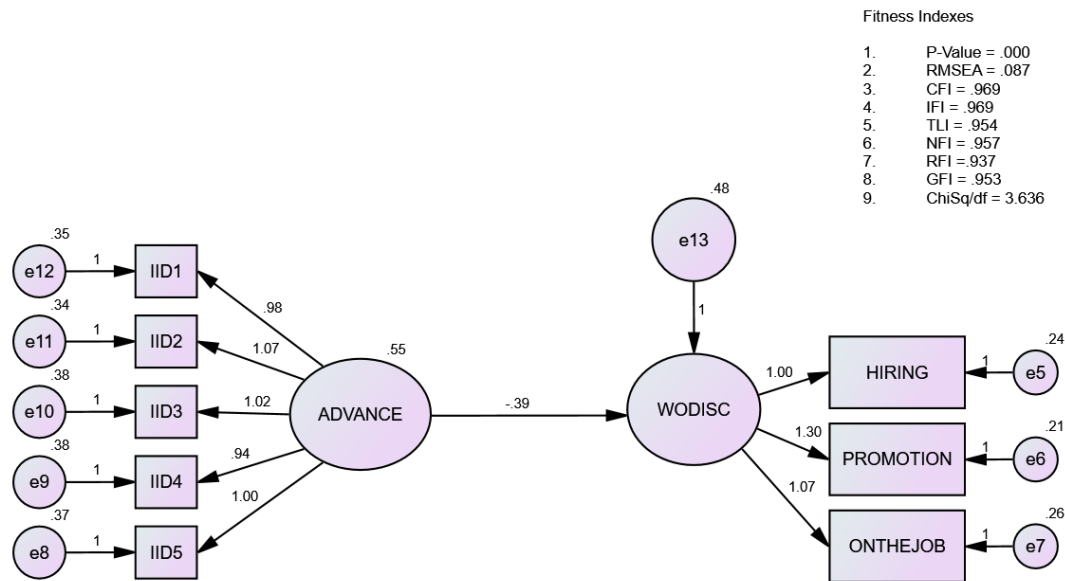|	Hypothesis Statement	Outcome	Decision	Extent of Relationship
H4:	Advancement opportunities significantly influence the discrimination against women in the workplace between women employees in Malaysian Government-Linked Companies (*see Figure 6*).	sig. = 0.000 r^2 = 0.1497	Supported	Weak negative significant relationship

Figure 5: The relationship between advancement opportunities and women's discrimination in the workplace (*see Table 4*).

Table 5
Hypothesis 5

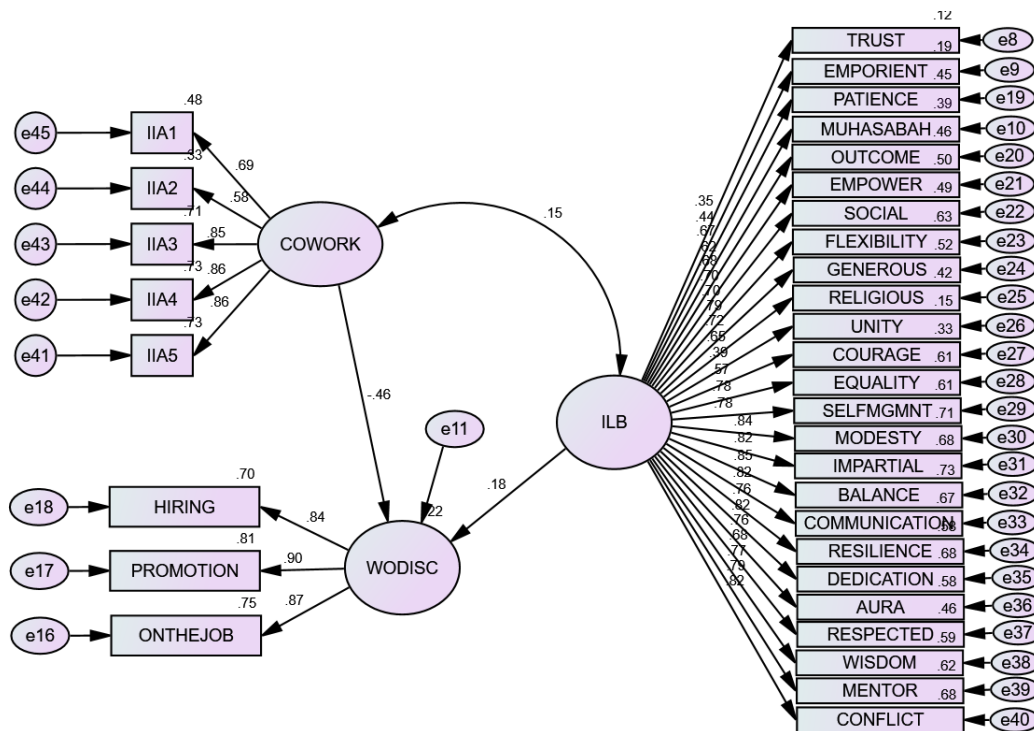|	Hypothesis Statement	Outcome	Decision	Extent of Relationship
H5:	Islamic leadership key behaviours as the moderator positively influence the relationship between coworker support and discrimination against women in the workplace among women employees in Malaysia Government-Linked Companies (*see Figure 7*).	sig. = 0.0096	Supported	Full moderator relationship

Figure 6: The relationship between coworker support in Path Islamic leadership behaviours to women's discrimination at the workplace (see Table 5).

Table 6
Hypothesis 6

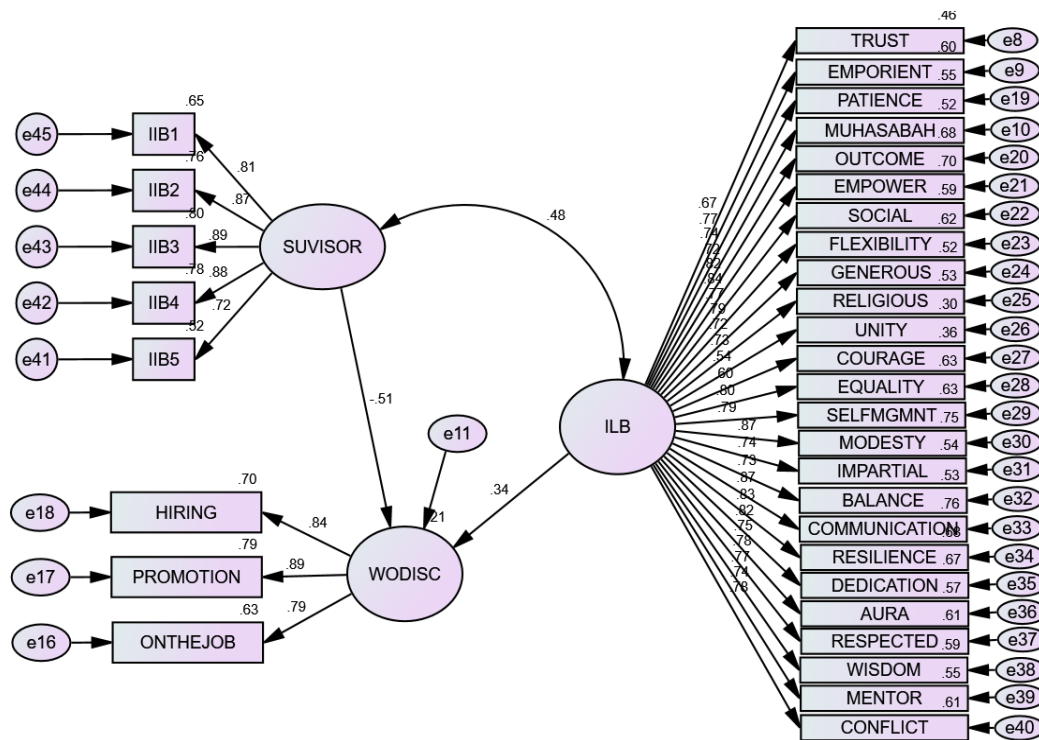|	Hypothesis Statement	Outcome	Decision	Extent of Relationship
H6:	Islamic leadership key behaviours as the moderator positively influence the relationship between supervisor support and discrimination against women in the workplace among women employees in Malaysia Government-Linked Companies (*see Figure 8*).	sig. = 0.0062	Supported	Full moderator relationship

Figure 7: The relationship between supervisor support in Path Islamic leadership behaviours to women discrimination at the workplace (*see Table 6*).

Table 7
Hypothesis 7

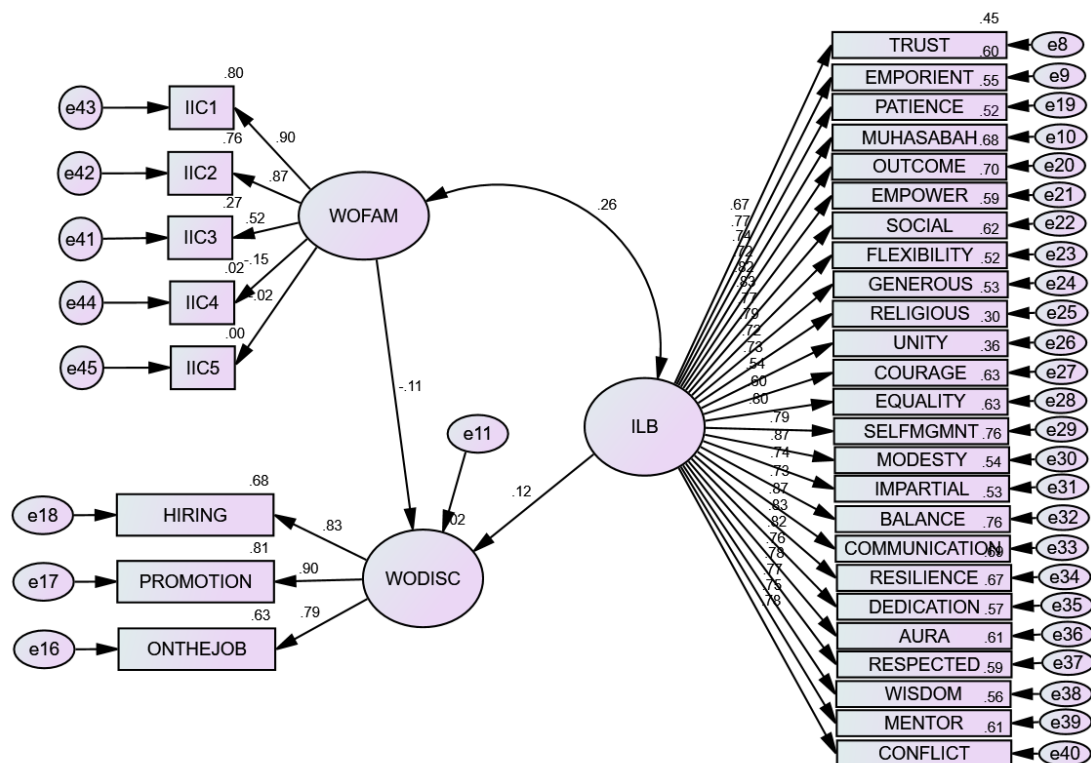|	Hypothesis Statement	Outcome	Decision	Extent of Relationship
H7:	Islamic leadership key behaviours as the moderator positively influence the relationship between employer work-family support and discrimination against women at the workplace among women employees in Malaysia Government-Linked Companies (see Figure 9).	sig. = 0.0350	Supported	Full moderator relationship

Figure 8: The relationship between employer work-family support in Path Islamic leadership behaviours to women discrimination at the workplace (*see Table 7*).

Table 8
Hypothesis 8

|	Hypothesis Statement	Outcome	Decision	Extent of Relationship
H8:	Islamic leadership key behaviours as the moderator positively influence the relationship between advancement opportunities and discrimination against women at the workplace among women employees in Malaysia Government-Linked Companies (*see Figure 10*).	sig. = 0.0300	Supported	Full moderator relationship
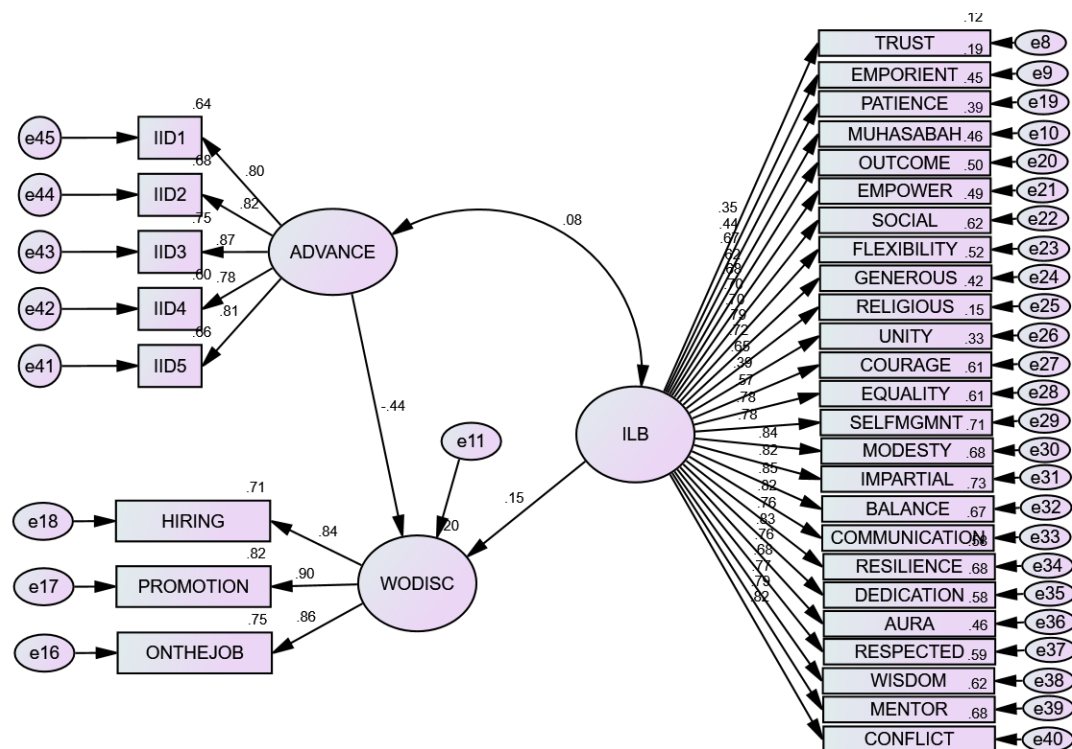
Figure 9: The relationship between advancement opportunities in Path Islamic leadership behaviours and women's discrimination at the workplace (*see Table 8*).

Discussion of Findings

The primary aim of this research was to conduct an empirical investigation into the influence of workplace culture and its determinants on women's discrimination in the workplace, exploring its many aspects. The study's findings and the existing literature demonstrate that workplace culture variables have a considerable adverse impact on discrimination against women in the workplace. A negative correlation refers to a connection between two variables where a drop in the other one accompanies an increase in one variable. Put simply, implementing improved workplace culture practices such as coworker support, supervisor support, employer work-family support, and advancement opportunities will likely decrease prejudice against women in the workplace. When women employees experience significant beneficial impacts on workplace culture, the amount of discrimination against women in the workplace will correspondingly decrease negatively.

The current study posits that Islamic leadership behaviours act as moderating factors in the association between workplace culture and discrimination against women in the workplace. The results suggest that the behaviours exhibited by Islamic leaders have significant moderating effects. This means that a higher degree of these behaviours has a favourable impact on the relationship between workplace culture and discrimination against women in the workplace. The impact of Islamic leadership on the correlation between workplace culture and gender-based discrimination in the workplace was assessed using a set of 25 themes representing fundamental Islamic leadership characteristics. The parameter assessed the impact of Islamic leadership by analysing the relationship between workplace culture and women's discrimination. It can be inferred that the essential practices of Islamic leadership have a favourable impact on the connection between workplace culture and discrimination against women in Malaysian-government-linked firms.

Conclusion

This study has enhanced the existing body of knowledge by examining the moderation model of workplace culture and women's discrimination in the workplace, with a focus on Islamic leadership key behaviours as a moderator variable. The findings of this investigation validate the theoretical connections outlined in the research model. This study explicitly established a correlation between fundamental practices of Islamic leadership, workplace culture and the occurrence of discrimination against women in the workplace. Moreover, this study has produced noteworthy additions to the current corpus of information, specifically on the problem of gender-based employment discrimination against women in Malaysia. The study utilised a sample of female employees in Malaysian government-linked companies to demonstrate the relationship between Islamic essential leadership traits, workplace culture, and workplace discrimination against women. Research on job discrimination against women in Malaysia has been lacking thus far. This study affirms that Islamic leadership behaviours have a major impact on the connection between workplace culture and discrimination against women, particularly in Malaysian government-linked organisations, even in the presence of Malaysia's diverse cultural origins.

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