

## **CHAPTER 5**

### **CONCLUSION AND RECOMMENDATION**

#### **5.1 Conclusion**

This study was designed to explore the factors influence women in career advancement as well as to discover the barriers of women's career advancement in Malaysian government sectors. This study revealed the key factors influence women career advancement and assisted them on the well-being of working mothers. The study showed women working in Malaysian governments sectors displayed a high motivation to pursue their career advancement. Majority of them were empowered and encouraged by the family support; husband, children, and their family members. The current study found that the spouse was highly engaged in all operational decisions pertaining to the women's career advancement. They also received moral as well as financial support from their spouse. Women also received significant domestic help from their parents and in-laws in balancing job and work duties. The respondents' grown-up children and other family members assisted them in taking care of their younger children. Furthermore, employers and peers also one of the factors in influencing women career advancement. This factors revealed in help and retain working mothers in the workforce as well as in their workplaces where they get motivation and encouragement between their employers, peers to pursue advancement.

Nonetheless, in relations with their barrier they still cannot run from it. The study discovered women experienced career interruptions specifically against in division of the duties. Then it is important for the employer to take serious attention in act fairly into the division of duties and responsibilities towards employees so that their employees are away from heavy pressure at work.

Besides, to ensuring that the workplace is safe and conducive, the employer is also responsible for drafting a complaint policy for employees women are not afraid to make complaints, especially those involving sexual harassment. Female employees must also be evaluated based on merit, namely qualifications, skills, experience, and abilities possessed. Inequitable wages between male and female workers can not only cause dissatisfaction, but also for organizations that have the number of female employees is more than male employees, the employer may dealing with more complicated implications as a result of disputes in relationships employers. Women must be empowered with knowledge and skills so that they can defend their rights at work, look after the welfare of other women workers, and protect women workers who are persecuted due to discriminatory practices.

This study also found that working mothers in government sectors especially in the field of education industry are overwhelmingly exhausted and face stress. This is a significant discovery as it may discourage women from entering or remaining in the education industry in the future. As the education industry is dominated by women, so it is crucial for government in creating an employee policies for this industry, so this would allow them in defend their right as well.

Apart from that, one fact that cannot be denied is the effect that arises as a result of women's involvement in aspects of national development, especially for women who married. The main challenge is how to balance the roles between family and career demands so as not to cause conflict. Involvement of women in economic activity is indeed beneficial to the country, but the solution to overcome career and family conflicts faced by women need to be given more attention seriously to ensure they can continue their career as well. If more highly educated women can contribute to development country through the employment sector, there is no doubt the country's potential to rise to national status progress by the year 2025 will be achieved along with the development of the community which is balanced. Coping with work-life conflict successfully is crucial for careers because many females leave employment due to childbirth and childcare. If this issue can be rectified, there is hope for women to continue advancing in their careers in the future.

Furthermore, in this also contributes one of the main challenge which is in finding a suitable childcare support centre. Malaysia requires at least 38333 accredited childcare establishments to serve to children, according to the Women's Ministry (Straits Times, 2018). So, the government needs to play an important role in finding a solution to the childcare center issue faced by these career women in Malaysia. However, in addition to expanding the quantity of childcare centres, it is critical to assure their cost, quality, and safety. Childcare facilities must be affordable and dependable, with stricter laws and regulations in place to protect the children in their care. It is critical to guarantee that women have equal access to economic opportunities. As previously stated, removing every economic hindrance to women's growth in Malaysia may improve the country's per capita GDP by 26.2 per cent (World Bank, 2019).

## 5.2 Implications

The findings and the result of this research provide some implications for the women, society, companies, employer and also to the government for a better understanding of the factors that effects women's career advancement in Malaysia that need to be noted. . It is critical for the government, organization and employers to recognize the impediments to women's career advancement in order to provide an ideal environment for women to enter and remain in the Malaysian workforce. Furthermore, the author will give an offers insights into the impediments to Malaysian women society faces in achieving their sustainable career advancement goals. The recommendation are as below.

As the childcare support centre is one of the biggest barrier faced by the working women nowadays, in Malaysia, we still can see there is a lack of reliable, affordable, and conveniently located childcare centres. Organisations should give some incentives such as daycare centres for families so that employees may work without stress, as well as flexible work hours so that employees can manage their own schedules. As a result, working mothers may concentrate on their jobs while knowing their children are in good hands. Aside from that, the rising cost of hiring maids is another issue related

to childcare that the government might address by revising the minimum wages set in this field and subsidising the cost of maids as well as daycare centres.

Moreover, provide skill training. As education level is the most powerful indicator of impediments to women's career advancement. As a result, the government should organize some short courses in computer knowledge, professional abilities, and knowledge and expertise courses for women who lack employment qualifications. Employers should encourage women to improve their careers in management by offering training programmes to help them enhance their leadership skills. Indeed, Malaysia is transforming into economy sectors, with an increase in higher-value jobs being created. As a consequence, the government and employers should work together to implement certain intense programmes, as women must be up-skilled to fill these occupations. Beyond than that, Malaysian organisations should provide more opportunity for women to advance in management roles. If women are given same opportunities as males, they will undoubtedly demonstrate that they are equally talented and successful.

Women frequently regard work-life imbalance as a barrier to advancement, thus employers should create flexible working arrangements. It should feature flexi hours, where the employee can change her start and finish times during the needed core hours. It can also be remote working, in which the employee can work from home or in the office. Apart from that, flexible working arrangements assist employees by allowing them to more effectively balance their work performance and personal life quality.

Malaysian government also need to be taken seriously into the issues relate to the cultural and traditions against women in workplace. Malaysian organisations ought to investigate their informal culture and customs that discriminate against women in the all sectors either government or private sectors. Organisations also should emphasized in providing an equal career advancement opportunities to their employees and make fair promotions decisions. Thus, women can enhance in build their self-confidence, believe in their abilities, potential and skill, which will help them to grow and excel in their career life.

### 5.2.1 Recommendations on Practical

In this regard, women's roles as wives, mothers, children, and workers must be effectively managed. They must balance their responsibilities to their families properly while still excelling in their careers. If all of this is accomplished, then perfection and balance between careers and family life are within reach.

If seen, Islam provides chances and space to its people, regardless of gender, in the framework of employment and work, but they must be aware of the boundaries that have been established. As a result, when working, a woman should take care of herself and her principles. Work should not be prioritized to the point of disregarding family and leaving the house unmanaged. If this occurs, it would undoubtedly damage the harmony and domestic fulfilment that has existed for so long.

At the same time, Islam allows women to work to support their families and contribute to the country's economic stability. As a result, women nowadays require a variety of talents in order to attain stability and success in their careers and families. Furthermore, the best approach to focus on family and children's development is to practice effective self-management, moderate emotions towards positive thinking, always discuss and share problems with spouse, and as well as avoid bringing work tension at home.

More importantly working women need to make and arrange work plans with a good time management. The importance of family and career should be established. For example, giving full focus to the family when in home and leave office duties at work. When it is a free time, it should be used as best as possible. This is to create a harmony home and family life.

Not only that, permission from the husband and family support must be taken care. Therefore, a woman should divide her time well even have to be smart in balancing commitments. For example, always focus while at the office and manage household affairs as best as possible. All of the office affair is better if completed at work instead of carried back to home. On the other hand, when at home, the available free time is necessary filled with family as much as possible.

However, family support especially from the husband is very important. For example, a husband should also help to lighten the duties of their wife at home who is exhausted after working all day. Moreover, the communication it is also crucial for spouses to get along; even child care is a joint responsibility that should not be left completely to the wife. Women's job and family affairs should be divided equitably, and the burden must be borne share together.

As for the situation at work, social support and the concept of understanding are important in influencing the level of job satisfaction, commitment and performance achievement. Therefore, an organization should not burden women with tasks which is heavy and excessive and even needs to be aware of the problems faced by women in achieving work-life balance.

This coincides with the current scenario. Due to the current COVID-19 pandemic, many women work from home during the MCO period. There are some is the new normal for them. So, it is important for employers to understand the situation faced by female workers at the moment. The employer should be putting work results as a priority and not by monitoring each employees all the time. This is due to each looking from all angle a side that is different. What is important is that we want to create a win-win situation between employers and employees so that neither side will be affected.

If examined more deeply, women are always a priority government. The government must take various initiative measures for helping women such as create or enhance existing facilities that could considerably benefit women's professional advancement and work-life balance. Despite the difficulty that some working women had to combine their personal and professional commitments, the majority of respondents seek childcare assistance from their family to help them advance in their careers. Women also outsource household responsibilities by employing domestic assistants to reduce the burden of their multiple duties. This option, however, was not always available to all women because certain families could not afford to hire assistance.

Thus, the government should provide monitored, safe, quality, and inexpensive childcare facilities at workplaces as a way of achieving work-life balance, allowing women to focus on their work while ensuring their children are nearby and receiving good care. Furthermore, to ensure that this facility is well-utilized, it is critical to disseminate information and knowledge about the quality and efficiency of childcare services. Providing a mother's room, such as a breastfeeding room, in the office would also substantially assist women in balancing their career and family responsibilities. Improve her effectiveness in managing dual tasks while also significantly impacting their job satisfaction and productivity. It is also hoped that there will be more opportunities in the field of employment, facilities and help can be provided. For example from the point of view of women's health and welfare as well as the establishment of more associations or organizations to protect rights the importance of women in this country.

### 5.2.2 Recommendations on Theoretical

Islam provides opportunities for Muslims, both men and women, to obtain opportunities in build their career. Women are allowed to work and venture into many sectors of work as long as it is not against Sharia law and always committed to the manners that meet the demands as a Muslim woman. According to Al-Qardawi, the current leadership is no longer based on the Caliphate system, which was abolished during Ataturk's reign in 1924 AD. According to Yusuf al-Qaradawi, this is owing to a lack of evidence from the Qur'an and hadith that forbids women from participating in national governance. According to al-Qaradhawi, the general nature of the wording of the hadith transmitted by Abu Bakrah in banning women from participating in national leadership is a point on which there is disagreement. The common interpretation of the hadith's phrasing contradicts the evidence of the Quran regarding women's leadership at the highest level, which is the ruling Queen Balqis, 'The Kingdom of Saba', as Allah SWT says:

قَالُوا نَحْنُ أَوْلَىٰ قُوَّةً وَأُولُوا بَأْسٍ شَدِيدٍ وَالْأَمْرُ إِلَيْكِ فَانْظُرِي مَاذَا تَأْمُرِينَ ﴿٣٣﴾

Meaning: *"They responded, 'We are a people of strength and great 'military' might, but the decision is yours, so decide what you will command.'"*

(Al-Qur'an. Al-Naml 27: 33)

Leadership ability Queen Balqis can be an example of successful leadership following his reign in the concept of meetings and the queen's personality himself who cares more about diplomacy and hates war even though he has great military ability to bring good in the world and the hereafter against his people (Sayyid Qutb, 2000). Women's leadership is clearly not foreign in Islam.

Furthermore, al-Qaradawi (1990; 2002) provides an argument based on *fiqh waqi'*, or reality or the current condition, showing that women's contributions to the country sometimes outnumber than males due to the advantages and capacities that

women have in aspects of administration or politics. According to Al-Qaradawi, the question of women's leadership is tied to variations in fatwas owing to changes in time, place, and situation. It also refers to the *fiqhiyyah* method which states that something is permissible unless there is evidence to against it. Al-Qaradawi provide an argument based on the state of the government system today which practice a democratic system.

Yusuf al-Qadhawi (1990; 2000) emphasises the importance of women in this work, but they must be bound by several conditions, including that the career is permitted by Sharia and not prohibited, they must be committed to ethics as a Muslim woman, and that the career should not sacrifice other duties that should not be neglected. There are various other requirements that Muslim women have to fulfil if they want to work. Amongst them are the following:

Firstly, finding a suitable jobs, time, and field. Women's work should be appropriate according to Islamic law and not contradict the nature of the occurrence. The natural of women is endowed with a delicate nature. As a result, every profession must be compatible with ability, energy, and physical ability. Indeed, women's strength does not compare to men's strength in terms of energy and physical capabilities. Women's employment must be viewed in terms of time appropriateness because they have domestic responsibilities. Working women must be mindful in managing their time between husband and children. Basic responsibilities and consideration for family members should not be neglected. It cannot be dismissed as unimportant because they are concerned that the family's happiness will be jeopardised.

Women who desire to work must take into account the field of women's work that is accessible for them to engage in. As previously indicated, the nature of the occurrence of the woman herself, includes her tenderness and maternal instincts all contribute to the fact that if that line of employment is selected, it will be more beneficial as well as to herself and those who seek her services. For instance, in education, medical, clerical jobs, administration, counselling, and other vital disciplines. Islam permits women to pursue jobs that are in line with their interests and abilities.

Secondly, Working women need to obtain permission from her parent if she is not married, or from her spouse if she is married. Permission from the father or husband is a person's right who is responsible for the safety of women while they are

outside. Aside from that, Nur al-Dn 'Atir (1978) declared that women should not depart from the religious path as defined. Allah SWT created men to be leaders and protectors of women. All women's needs should be prioritised by men in the role of spouse or father. Because the wife is the manager inside the house and takes care of everything in his house, the husband has rights over his wife. It is normal in society to position men's obligations outside the home, while women's duties are inside the home. However, all that follows is up to the spouse in accordance with the law and Sharia's will. As a result, before going out to work, women should first get permission from her husband or father. When the prerequisites are met, the husband must accept the regulations that govern women's affairs and as well be willing to tolerate and assist his wife in domestic matters.

Next, a career that does not impede women from committing to Allah S.W.T, herself, and their families. Women's busyness in their careers should not be used as an impediment to carrying out Allah S.W.T's order because it is an obligation to Allah S.W.T. For instance, pray according to the time. Working women who fail to fulfil their obligations to Allah S.W.T can have a negative impact on family life. Moreover, every woman who leaves the house for employment must keep her self-respect by following proper etiquette, morality, and laws. In terms of practise, women must cover their private parts except for their genitals, which may be visible on the face and palms only. Dressing to cover the aurat can help women maintain their dignity and honour while also avoiding defamation outside. Working women must adhere to the limits of faith, law, and modesty regardless of their position level either at a lower position or high position level. Islam, for instance, restricts interaction between men and women, as well as revealing the nakedness in public.

As Allah S.W.T stated in surah An-Nuur verse 24:31:

وَقُلْ لِلْمُؤْمِنَاتِ يَعْضُضْنَ مِنْ أَبْصَارِهِنَّ وَيَحْفَظْنَ فُرُوجَهُنَّ وَلَا يُبْدِينَ زِينَتَهُنَّ إِلَّا مَا ظَهَرَ مِنْهَا وَلْيَضْرِبْنَ  
بِحُمْرِهِنَّ عَلَى جُيُوبِهِنَّ وَلَا يُبْدِينَ زِينَتَهُنَّ إِلَّا لِبُعُولَتِهِنَّ أَوْ آبَائِهِنَّ أَوْ أَبْنَائِهِنَّ أَوْ أَبْنَاءِ  
بُعُولَتِهِنَّ أَوْ إِخْوَانِهِنَّ أَوْ بَنِي إِخْوَانِهِنَّ أَوْ بَنِي أَخَوَاتِهِنَّ أَوْ نِسَائِهِنَّ أَوْ مَا مَلَكَتْ أَيْمَانُهُنَّ أَوْ التَّابِعِينَ غَيْرِ  
أُولِي الإِرَةِ مِنَ الرِّجَالِ أَوْ الْطِفْلِ الَّذِينَ لَمْ يَظْهَرُوا عَلَى عَوْرَاتِ النِّسَاءِ وَلَا يَضْرِبْنَ بِأَرْجُلِهِنَّ لِيُعْلَمَ مَا  
يُخْفِينَ مِنْ زِينَتِهِنَّ وَتُوبُوا إِلَى اللَّهِ جَمِيعًا أَيُّهَا الْمُؤْمِنُونَ لَعَلَّكُمْ تُفْلِحُونَ ﴿٣١﴾

Meaning: “And tell the believing women to reduce [some] of their vision and guard their private parts and not expose their adornment<sup>2</sup> except that which [necessarily] appears thereof<sup>3</sup> and to wrap [a portion of] their headcovers over their chests and not expose their adornment [i.e., beauty] except to their husbands, their fathers, their husbands’ fathers, their sons, their husbands’ sons, their brothers, their brothers’ sons, their sisters’ sons, their women, that which their right hands possess [i.e., slaves], or those male attendants having no physical desire, or children who are not yet aware of the private aspects of women. And let them not stamp their feet to make known what they conceal of their adornment. And turn to Allah in repentance, all of you, O believers, that you might succeed.”

(Al-Qur’an. An-Nuur, 24:31)

Muslim women should understand their position in Islam, performing the basic duty in the household, comprehending the concept of work, and attempting to meet the necessities and manners while working. As a result, no matter what situation women experience at work, they will not depart from the path suggested by Islam in terms of fulfilling their rights and obligations. According to Islam, preserving an image

and playing an effective role will succeed in assisting women in forming a good quality family.

Not only that, but understanding the position of working women in Islam is essential so that women in particular and society in general do not make mistakes, even as they support each other to strengthen for the sake of self, family, religion, race, and country. Working women in Malaysia are advised to follow the guidelines outlined by Islam with the goal that every sustenance obtained will bring good and family blessings. Indeed a good intention to contribute to member service to the community in various fields will be considered as a worship. Working women in Malaysia are advised to follow the guidelines outlined by Islam with the goal that every sustenance obtained will bring good and family blessings. Indeed a good intention to contribute to member service to the community in various fields will be considered as a worship. So, if they understand the position of women in work based on the Islamic side, as well as the requirements are always protected and obeyed as well as possible, their work will not be in vain.

### 5.2.3 Recommendations on Methodological

There are numerous ways of furthering this research. As this study was conducted exclusively in Malaysia, it would be interesting to explore the influence of various cultures on women's professional advancement and compare the variations and similarities between nations. It might also be used as a comparative study to examine the disparities faced by Malaysia, Indonesia, and Brunei, as these nations share a similar cultural heritage and have Muslim minorities.

This study discovers a few data about the factors that helped women develop in their careers and the barriers that hindered their advancement. This research, however, is only focused on Malaysian government sectors, and the experiences of women working in the public sector may differ from those of women working in the private sector. As a result, additional study is required to capture the perspectives of women working in the private sector. Understanding the effects of societal, organizational, and personal factors on women's career advancement in the private sector and comparing it to this research will reveal more knowledge about the differences and similarities between those in the private and public sectors.

Since this study is focused directed at women, so, in future studies it can investigate the experiences of men in the public sector, such as their career development, advancement, and barriers to advancement. It is potentially extended by perceptions of women's career advancement and their perceptions of female leaders. This study might benefit from such research if it was utilized as a comparison.

### 5.3 Conclusion Remarks

Overall, remember that a woman is really an amazing woman. In truth, every tenderness a mother expressed contained immense power. In every gentle steps it is full so sacrifice. Furthermore, what is done is plainly full of determination and emotion, as a Malay proverb says, "*The hand that swings the cradle has the power to shake the world.*"

Therefore, it is very important for a woman to be able to balance the role and her responsibilities as a wife and mother as well as her duties as an employee. However, this balance must be seen in a wider and broader scope in order to this matter is not a necessity for those who are married only, it is even important for unmarried women.

Finally, all issues of work-life balance can be overcome with collaboration and sensitivity from numerous parties such as family, spouse, employer, and peers. In fact, it is not exempted from community and government. Without all that support, one's happiness family is hard to reach. In other words, happiness and harmony family will have a direct positive impact on the organization as well as country.