

Long Paper

Gender Equality in an Organizational Culture of Iligan City and Lanao del Norte Industries

Michael Art R. Napoles
Department of Technology Teacher Education,
Mindanao State University- Iligan Institute of Technology, Philippines
Mikeart_rage@yahoo.com
(corresponding author)

Antonio Merca
College of Engineering and Technology
Mindanao State University- Iligan Institute of Technology, Philippines

Kayce Michelle Dapanas
Department of Technology Teacher Education,
Mindanao State University- Iligan Institute of Technology, Philippines

Jan Vincent Leuterio
Department of Technology Teacher Education,
Mindanao State University- Iligan Institute of Technology, Philippines

Date received: April 19, 2022

Date received in revised form: May 12, 2022

Date accepted: June 1, 2022

Recommended citation:

Napoles, M. R., Merca, A, Dapanas, K.M & Leuterio, J. V. (2023). Gender equality in an organizational culture of Iligan City and Lanao del Norte Industries. *Puissant*, 4, 697-715.

ABSTRACT

This Gender and Development research project aims to examine gender equality in terms of men's and women's roles, structures, and behaviors in the organizational culture of Iligan City Industries. The examination was conducted statistically, focusing on the statistical evaluation of data acquired through a survey questionnaire, participated with 153 purposefully selected employees in the chosen industries in Iligan City. Data show that industries in Iligan City and Lanao del Norte have an organizational cultural policy that includes a specific reference to gender equality and/or women's empowerment based on the United Nations Sustainable Development Goal #5, which is Gender Equality. The Human



Resources department and senior management play an essential role in the workforce's well-being. Despite strict monitoring and frequent assessment, the criteria for gender concerns continue to rise. Women continue to be underrepresented in the industrial sector and technical and vocational programs. Companies' objective of increasing the proportion of women in the industrial industry has not been met. The presence of their Gender and Development office is insufficient to meet the demands of their workers in the workplace. This is true in industries where men outnumber women. This is true in industries where men outnumber women. However, a corporate policy that addresses SDG#5 may be enhanced if strictly applied in the workplace. The Gender and Development (GAD) structure should be part of the firm's organizational culture, in which all workers are engaged. Gender disparities arise due to cultural prejudices that are engrained in both genders.

Keywords – Gender Equality in Industry, the Gender gap in organizational culture, gender inclusivity

INTRODUCTION

By 2030, the United Nations Sustainable Development Goal #5 aims to eradicate gender discrimination in the commercial and public sectors. This indicates that the United Nations has policies and advocacy to allow women to participate in overall programs. This increased focus on gender equality at work might help the workplace progress toward sustainable development while ensuring that neither gender is left behind (unwomen.org/en/news). However, culture and the social norms that emerge from it substantially impact how people see women's roles in society and may influence how quickly cultures attain these objectives (Kostova & Roth, 2002). Women workers in various sectors in Iligan City and Lanao del Norte are also affected.

Gender equality is, in fact, a top goal for UNESCO's heritage, creativity, and cultural diversity efforts. Human rights, like cultural rights, refer to women's and men's equal participation, access, and contribution to cultural life and essential steps to ensure privilege statement for all (UNESCO). Similarly, culture may be described as a set of standard knowledge systems shared by a big group of individuals. Gender issues are essential in the broad concept of culture as a "social construction" and the creation and implementation of cultural policy (European Institute for Gender Equality, 2016). Individuals face discrimination based on their gender, other personal qualities, and identities in all cultural and creative areas, with intersectional gender disparities persisting (European Commission, 2020).

Culture shapes expectations about what qualities and actions are suitable for women and men and the relationships between men and women. Gender identities and gender relations are essential parts of culture because they influence how people conduct their lives in the home, community, and work (GENDERNET Practice Notes).

Furthermore, personnel in various industries have diverse cultures. That is also why cultural prejudices are engrained in both men and women, and these stereotypes might be a contributing factor to gender inequality and income disparities. Women have long been considered nurturing and compassionate and have been assigned jobs that need these qualities. While these abilities are culturally valuable, they were traditionally linked with domesticity; therefore, employment that requires them is not monetarily useful. Men have generally been considered the breadwinner or the worker; hence positions held by men have historically been economically valued, and male-dominated occupations continue to be economically valued and receive higher earnings (Massey,2007).

Gender policies have been in the workplace for many years, yet gender discrepancies remain. Despite its implementation methods to remove unjustified discrimination, there are still a limited number of active resources, biases in insights, and exercises that perpetuate gender inequities. This is the truth in sectors where men are overrepresented in the workforce. (Holtom,2019). As a result, it is necessary to measure and analyze whether or not female workers in Iligan industries are treated similarly to male employees. Employment equality is a crucial part of the economic development industry because it allows people to reach their full potential, the economy to optimally use the talents and productivity of the workforce, and society to improve social cohesion (Gender Equality in Employment, Ireland). Employment equality is also acknowledged as critical to the full integration of Ireland's educated female population into the labor market to maximize their potential: to contribute to economic development, provide appropriate pension coverage, and prevent the danger of poverty in later life (Gender Equality in Employment, Ireland, 2020).

As a result of the many studies and publications cited, no survey on gender equality in organizational culture has been undertaken in several sectors. As a result, this study aims to discover, analyze, and evaluate whether or not there is gender equality in organizational culture among workers. This research study looks at gender gaps, difficulties, and possibilities in terms of roles, structures, and practices in an organizational culture to improve gender mainstreaming across sectors.

GENDER AND DEVELOPMENT (GAD) OBJECTIVES

This GAD research project aims to analyze gender equality in terms of positions, structures, and practices of men and women in the organizational culture of Iligan City Industries. More specifically, this research study seeks to answer the following questions:

1. Do Iligan City and Lanao del Norte industries have an organizational cultural policy that includes a specific reference to gender equality and/or women's empowerment based on the UN Sustainable Development Goal # 5, Which is Gender Equality?
2. How do Iligan City and Lanao del Norte's Industry Managers address gender issues to the employees?
3. What measures exist in Iligan City and Lanao del Norte industries to promote and ensure the equal representation of women and men in decision-making processes in organizational culture?

LITERATURE REVIEW

GENDER ISSUES AND OR GAD MANDATE

An Act Providing for The Magna Carta of Women (Republic Act No. 9710) Section 2 Of Chapter 1: Declaration of Policy. — Recognizing that economic, political, and social circumstances influence women's present situation, the government promotes women's role in nation-building and assures substantive equality between men and women. It will encourage women's empowerment, seek equal opportunities for men and women, and guarantee that women and men have equal access to resources, development results, and outcomes. In addition, the state recognizes that gender equality necessitates the elimination of inequitable institutions and behaviors that perpetuate discrimination and inequality. To achieve this, the government must work to implement strategies, policies, programs, measures, and processes to combat prejudice and inequality in women's and men's economic, political, social, and cultural lives (RA 9710).

THE GENDER ISSUE'S CAUSE(S)

Respect for the diversity of cultural manifestations may be an unexpectedly complicated topic that extends beyond the male/female divide in the workplace. Struggles for women's human or cultural rights and gender equality are contemptuous to cultures, traditions, or faiths that give women a lesser place than males. They threaten the variety of cultural manifestations under the guise of universalism (International Labor Organization, 2020).

Goal 5 of the United Nations Sustainable Development Goals: How Does the Philippines Do on Gender Equality?

Although female workers outnumber male employees in management positions, there remains a gender disparity in high-risk occupations in the Philippines. Women were also more likely to lose their jobs, such as self-employment and family labor, often marked by insufficient pay, poor productivity, and deplorable working conditions jeopardized employees' fundamental rights. As one of the ASEAN member nations, women in the Philippines have a greater inclination for these employment positions than their male counterparts. Due to these characteristics, women are less likely to have to negotiate or contract discussions and are more likely to be denied a good working environment, enough social protection, and the chance to speak out about their rights and advantages (ILO, 2020).

Women in the Philippines are more skilled than women in other developing nations, with higher access to economic opportunities and labor market participation. A distinct look at the nature of such involvement and power discrepancies in different types of financial participation, such as in various industries or in getting access to entrepreneurial chances. Taking advantage of these changes is crucial. This section looks at some of the industry's most recent advancements and records (Balco, 2021).

METHODOLOGY

The Descriptive Research design using numerical evaluation of data was employed in this research study acquired through questionnaires, polls, and surveys. According to Creswell (2014), the collection of digital data and the generalization of that data to a group of people or discussing a specific phenomenon are the foundations of quantitative research. A qualitative approach was employed in the interview and the focus group discussion sessions among the participants.

Letters requesting authorization to collect data were issued to the senior managers of industries in Iligan City and Lanao del Norte to begin the data collection process. Prior to distributing the questionnaires, the participants were provided with an informed consent letter that would describe the purpose and goals of the research and ask them to sign it. If they agree to participate, they will sign the document with their respective signatures. The surveys would only be sent to individuals who sign their names on the dotted line.

GAD-RELATED ACTIVITIES

The researchers write the letters to the managers of the industries in Iligan City and Lanao del Norte. If permission is given, data collection begins with the delivery of the survey questionnaire and is completed within two weeks of the questionnaire being returned. Questionnaires were adapted from ILO (2020) and slightly modified to fit the study. Individual and focus group discussions followed after retrieval of the survey questionnaire. Due to health protocol, the Focus group discussion and the personal interview were done online. Questions asked are, "Do you think men and women should be equal?"; "Do you think men and women have the same rights in your company?"; Do you think female employees get a fair opportunity as male employees?; Do you think men and women should treat each other equally?; Have you ever experienced gender inequality?; Who did you experience the inequality/discrimination from?; Do you feel you have ever been turned down from a job because of your gender?; "Do you believe there is gender equality in your workplace?"; Do you feel anything is being done about gender inequality?; and How do you think these inequalities could be improved?. The selection of participants to be part of the FGD and interview is selected purposively. Only a few participated due to the non-availability of the schedule.

PARTICIPANTS AND/OR BENEFICIARIES WHO SHOULD BE TARGETED

The managers and workers of Iligan City and Lanao del Norte Industries were the primary participants in this study endeavor. The main industries in the City are the target participants. The researcher distributed fifty (50) survey questionnaires to each sector using the purposive sampling method. The questionnaire distribution was done by the Human Resource representative of each industry. Anyone who is in their free time is asked to answer the survey. A total of 250 survey questionnaires were forwarded, but 153 answered survey questionnaires were retrieved. The questionnaire was adopted and slightly modified from ILO (2020). It is composed of three (3) parts: the Demographic profile, information background of the workplace, and gender equality in the workplace.

STATISTICAL TOOL

After the respondents were given surveys to fill out and their responses were compiled, the collected data were then encoded, categorized, and cleaned. The following statistical methods and approaches were used in this study: Researchers utilized frequency and percentage distributions to describe the demographic profile of the people who took part in the survey. This was done so that the researchers could more accurately analyze the data. After that, the researchers determined the level of agreement on gender equality in the workplace by computing the means scores (M) and the standard deviation. This was done to determine the level of agreement on gender equality in the workplace (SD). The rankings were also used to describe the gender equality policies in place in the workplace and the measures that already exist in the workplace.

OUTPUT/RESULTS/GOAL THAT IS EXPECTED

As a consequence of this research study, the intended output or findings will be the responses to the primary goals and particular questions concerning gender equality in the organizational culture of the industries in Iligan City and Lanao del Norte as recommendations for future research. The findings on organizational culture in terms of roles, structures, and practices will serve as the foundation for improving cultural policy, which will contain a particular reference to gender equality and/or women's empowerment in the workplace, among other things.

MONITORING AND EVALUATION ARE ESSENTIAL COMPONENTS OF EVERY PROJECT.

Visitation to track the advancement of men and women personnel in the industries of Iligan City and Lanao del Norte in terms of roles, organizational structures, and work practices

RESULTS AND DISCUSSION

The investigation of gender gaps, challenges, and opportunities for gender equality in an organizational culture in terms of positions, structures, and practices, intended to improve gender mainstreaming across Sector's Industries, are presented in this paper.

The distribution of the numbers was presented in Table 1 below.

Table 1. Company in Iligan City

Name of the Company	Frequency	Percentage	Female
HOLCIM	38	24.80	8
MAMSAR	27	17.60	21
PILMICO	35	22.90	0
REPUBLIC	50	32.70	8
ZAMMI	3	2.00	1
Total	153	100.00	38

Following "HOLCIM," which has a 24.80 percent market share, the firm called "REPUBLIC" has the greatest percentage of 32.70 percent, according to Table 1. "PILMICO" is the third corporation in the ranking, with a share of 22.90 percent. "MAMSAR" ranks fourth in percentage, with 17.60 percent, while "ZAMMI" ranks last, with just 2.00 percent. These are the five (5) businesses in the Lanao del Norte region that accepted and responded to our surveys.

Companies across the whole province of Lanao del Norte adhered to rigorous health regimen rules. As a result, the researcher could not speak with and meet with the potential volunteers in person. Only a few people took part in online surveys conducted using Google forms, while a few others responded to a hard copy questionnaire sent to their workplaces. In this poll, most of the ladies are employed by MAMSAR, except for eight (8) employees from Holcim and Republic. Except for MAMSAR, which belongs to the service sector, all enterprises listed above are involved in the manufacturing and industrial sectors.

According to the International Labor Organization (2021), the number of women employed in the manufacturing and industrial sectors in the Philippines has decreased, as has the number of women in leadership positions. However, there has been a minor growth in the number of people in the last few years. According to the International Labor Organization, women make up around 10% of the workforce in the manufacturing sector. In other words, this suggests a lower proportion of female employees in the manufacturing and industrial sectors. A large corporation in Iligan City, on the other hand, has already formed a Gender and Development (GAD) department. As one of the employees said during the first conversation on social media, the fact that this organization has a policy on gender equality in the workplace implies that the company values diversity. It is also obvious on their website, where they write articles on their efforts to promote gender inclusiveness. For example, Holcim published an essay on their website in 2018 advocating for increased gender diversity to spur innovation and development. According to an article published in October 2021, Pilmico Foods Corporation also emphasizes its commitment to gender diversity. Their commitment is in line with Sustainable Development Goals 5 (Gender Equality) and 10 (Reduced Inequality) of the United Nations Sustainable Development Agenda. As a result, according to an article placed on their website, Republic Cement Inc. has also established a gender advocacy program to empower women.

The Sustainable Development Goals (SDG) policy of the above-mentioned enterprises in Iligan City and the Lanao region had already been created. According to the United Nations Sustainable Development Goal #5, which is gender equality, this is a solid sign that these companies/industries have an organizational Culture Policy that refers explicitly to gender inclusion and equality and/or/empowerment. Women's SDG#5 has been met by these businesses by establishing an Office for Gender and Development (GAD) as part of their organizational structure.

On the other hand, a small corporation confirmed that they do not have a dedicated office for Gender and Development. This is based on an interview with one of the workers who described their work environment. Their firm is in the construction industry, a service

sector that requires more male personnel than female employees on the building site. Even when announcing job openings, they mainly target male candidates in their advertisements. Also, he said that they need guys to do unclean tasks on the field. In the case of road construction, it is very messy work to mix cement, sand, and gravel, transport bags of cement from one location to another, and even spend the whole day in the sun. He further said that women are not permitted to apply for this dangerous position. He also said that they had female coworkers but were assigned to be their supervisors and work in the office doing accounting, secretarial, and other paperwork.

These noteworthy results may be used to formulate a policy message to small businesses and sectors, encouraging them to adopt a policy supporting SDG#5. If a small firm does not have the financial resources to create a GAD office, they could consider appointing a Focal Person to investigate gender problems inside the organization. This contributes to the reduction of gender inclusivity/equality in the workplace. Accrediting organizations that set standards for all private and public firms should also provide criteria for unilaterally imposed requirements that apply to large corporations and small businesses. In these cases, it is possible that the involvement rate of women in the industry, especially in the construction sector, would grow.

Table 2. Have you ever experienced gender inequality?

Have you ever experienced gender inequality?	Frequency	Percentage	Female
Yes	33	21.60	10
No	93	60.80	28
No Answer	27	17.60	0
Total	153	100.00	38

As indicated in Table 2, the proportion of respondents who answered yes to "Have you ever encountered gender inequality?" was high. The response "No" receives the most significant votes, garnering 60.80 percent of the vote. With a proportion of 21.60 percent, the response "Yes" is ranked second in popularity. The solution "No Answer," which received 17.60 percent, came in third place.

Unfortunately, 10 out of 38 female employees encountered gender disparity, compared to 23 out of 115 male employees. Despite the high percentage of no replies (93 out of 153, including 28 out of 38 females), we could still extract information on likely workplace discrimination from the data. Discrimination might come from their managers, colleagues, or even their customers. According to a poll conducted by Balco (2020), despite the passage of this progressive statute (the Magna Carta of Women), the structure in the field of execution remains shaky. This is the underlying reason for the persistence of discrimination and gender inequality in the workforce. Gender inclusion and sensitivity in the workplace are encouraged. The laws should be strictly enforced and evaluated, and they should be considered exact.

Table 3. Who did you experience the inequality/ discrimination from?

Who did you experience the inequality/ discrimination from?	Frequency	Percentage	Female
Boss	6	3.90	3
Officemate	7	4.60	4
Customer/Client	4	2.60	1
No Answer	136	88.90	30
Total	153	100.00	38

Based on Table 3, the question, "Who did you experience the inequality/ discrimination from? The first highest percentage is the answer "No Answer", with a percentage of 88.90%. The second rank is the answer "Officemate" with 4.60%. The third rank is the answer "Boss", with a percentage of 3.90%. Followed by the fourth rank is the answer "Customer/Client" with 2.60%.

The question in this table is somewhat confidential. They might be afraid to answer the truth, thinking they might be fired from work. This may be why the majority responded: "No Answer," which comprises 136 of 153 employees and covers 30 of 38 females. However, some brave people identified their boss, officemate, and client. Three of 115 males, including 3 of the 38 females, identify their bosses, while 3 of 115 males, including 4 of 38 females, said their officemate. Only 3 of 115 males, including 1 of 38 females, identify their customer/client discriminate against them. In the service sector, their source of income comes from their client. It is a matter of job satisfaction, and those clients who are not satisfied with the projects might use unfavorable words. This is what ILO (2020) discussed about women and men concur that harassment came from bosses and peers. Employment Council APC (2021) identified frequently occur discrimination in the workplace. These are racial, age, gender, and disability discrimination.

In the Philippines, this culture in the organization is usually experienced by low-level employees, mainly in the workplace. Seniority matters in the workplace. Whoever stayed long in service are considered seniors. That is why most of the work arrangements are usually assigned to their neophytes. It may be time to craft a policy favorable to the low-level employees. The government or other accrediting bodies is suggested to craft a policy and law to lessen discrimination in the workplace—an approach to a Fair-treatment of the Low-level class.

Table 4 displays the proportion of respondents who answered yes to "Do you believe you have ever been turned down for a job because of your gender?" The response "No" receives the most significant votes, garnering 60.80 percent of the total vote. The second-highest ranked response is "No Answer," which received a percentage of 35.90 percent. With a portion of 3.30 percent, the response "Yes" is ranked third overall in the poll.

Table 4. Do you feel you have ever been turned down from a job because of your gender?

Do you feel you have ever been turned down from a job because of your gender?	Frequency	Percentage	Female
Yes	5	3.30	2
No	93	60.80	23
No Answer	55	35.90	13
Total	153	100.00	38

According to the survey, three out of the 115 males, including two out of the 38 females, openly said that they had been turned down for a job due to their gender. There have been several cases of women being turned down for jobs based on their gender. One of them is a gender problem, in that a job qualification does not fit the applicant since the employer believes that the applicant is incompetent and incapable of performing the work duties. This might be because an employer believes the employee is too old for the job assignment, or it could be a handicap that the organization needs to fill a position quickly and efficiently.

Others (42 out of 115 men and 13 out of 38 females) preferred not to respond. However, it is beneficial to alert a large proportion of both sexes who say they were not turned down for a job because of their sexual orientation. We may infer some degree of gender prejudice in the recruiting process, notably if the job description specifically stated that male employees were favored over female workers. Our society typically dictates what males can and cannot accomplish and what women can and cannot do. Although the corporation stated that its recruiting process is based on merits and credentials rather than gender orientation, the investigation found that this was not the case.

In Table 5, you can see the proportion of respondents who answered the question, "How do you believe these inequities may be improved?" With a percentage of 21.66 percent, the choice "8-Raise the degree of awareness of workers on gender equality" is the top on the list in terms of share, followed by the following two options. With a rate of 16.58 percent, the option "7-Make Gender Equality a component of firm policies/regulations" receives the second-highest proportion of votes. A 10.70 percent places the choice "2- Action taken against employers" in third place, followed by the option "3- No Action Taken against Employers." The option "5-More coordinated efforts by non-governmental organizations" comprises groups with a 9.36 percent share of the total.

With 8.29 percent, the option "6-forcing employers and corporations to address the wage gap" comes in fifth place. It comes in at number six in terms of percentage, 7.49 percent, for the choice "3-More Work Done by Trade Unions." With 6.68 percent, the option "4-Lobbying Management" is ranked seventh in the most significant percentage of votes. With 1.87 percent, the option "No Answer" comes in eighth place in terms of share. Finally, with a portion of 0.80 percent, the choice "Others" is ranked last in terms of importance. Employees' knowledge of gender equality may be raised, as indicated by 81 of 153 respondents and 23 of 38 females who answered the survey on gender inequality in the

workplace. This includes incorporating gender equality into corporate rules and procedures, supported by 62 out of 153 workers, including 14 out of 38 females.

Table 5. How do you think these inequalities could be improved?

Options	Frequency	Percentage	Rank	Female
1-Improved government / Public Policies	62	16.58	2 nd	19
2- Action Taken Against Employers	40	10.70	3 rd	8
3-More Work Done By Trade Unions	28	7.49	6 th	5
4-Lobbying Management	25	6.68	7 th	5
5-More coordinated efforts by non-government organization	35	9.36	4 th	8
6-forcing Employers and Companies to close the pay gap	31	8.29	5 th	8
7-To make Gender Equality a component of company policies/ regulations	62	16.58	2 nd	14
8-Raise the level of awareness of employees on gender equality	81	21.66	1 st	23
9- Other/s	3	0.80	9 th	1
No Answer	7	1.87	8 th	2

In addition, 19 out of 38 females agreed that improvements in government/public policies are needed to address gender inequality in the workplace. Trade unions should do better work, lobbying management, more coordinated efforts by non-governmental groups, and requiring employers and corporations to reduce the wage gap are some of the identified solutions offered by the employee in the Company, according to the employee.

Table 6 displays the proportion of respondents who answered the question, "What policies and procedures do you have in place at your organization to promote and guarantee the equal participation of women and men in decision-making processes?" With a percentage of 28.30 percent, the choice "No Answer" comes in first place in the percentage rankings. A portion of 25.00 percent is assigned to the choice "1-Level of Government Laws, Mandates, and Policies Implemented," which ranks second among all options in terms of percentage. The option "3-Any steps that seek to guarantee increased gender balance in senior management within the organization" is ranked third, with an 18.00 percent share of the vote. With 16.04 percent of the vote, the option "2-Any actions to guarantee that women may participate equally with men in making choices" comes in fourth place. With 11.50 percent of the vote, the option "4-impact assessments or evaluation" is ranked fifth in terms of proportion.

Table 6. What measures exist in your company to promote and ensure the equal representation of women and men in decision-making processes?

Options	Frequency	Percentage	Rank	Female
1-Level of government laws, mandates & policies implemented	52	25.00	2 nd	14
2-Any measures to ensure that women can participate on an equal basis with men in taking decisions	34	16.04	4 th	15
3-Any measures that aim to ensure improved gender parity in senior management within the company	38	18.00	3 rd	11
4-impact assessments or evaluation	28	11.50	5 th	11
No Answer	60	28.30	1 st	12

Gender equality measures are being implemented in the workplace by many companies in Iligan City. However, a large percentage of workers (60 of 153 participants and 12 of 38 females) are unaware of what measures are in place. This might imply that the organization does not have a policy to tell its employees about the company's policies regarding gender and development. Transparency on gender and development must be applied in a specific organization to inform and educate their workers about the gender legislation in this case, among other things.

The survey results are consistent with the findings of Schmidt and Cacace (2018), who found that it is becoming increasingly recognized that it is necessary to insist on gender inequality among superiors and decision-makers in science through constructive measures in the research literature and policymaking a matter of course. One specific research conducted by Villanueva-Moya & Exposito (2021) concerned psychosocial aspects that contribute to women's decision-making in the workplace and other settings. It has been shown that women who are threatened by stereotypes make more unfavorable risk judgments than women who are not threatened by stereotypes or women who are not threatened by stereotypes. Furthermore, compared to the other groups, women concerned about unfavorable evaluations seemed to make more major downside risk judgments.

According to Table 7, the percentages associated with the question: Does your organization make efforts to develop policies on gender equality and to adhere to such guidelines in the workplace? are listed. With 49.70 percent of the vote, the response "Yes" receives the most significant proportion. With a percentage of 41.90 percent, the response "No Answer" is ranked second in the poll results. Finally, the choice "No," which received 8.50 percent of the vote, comes in third place. "No response" might be regarded in the same way as "No idea" or "No opinion" on the topic. Simply looking at the figures suggests that both sexes agree that their employer does not make significant efforts to develop policies on gender equality and does not adhere to these rules in the workplace consistently. This consists of 77 out of 153 responders, with 18 out of 38 females making up the majority. More than half of the respondents (76 out of 153, including 20 out of 38

females) said that their employer makes efforts to formulate and execute gender equality policies and practices in their place of employment.

Table 7. Does your company exert efforts to formulate policies on gender equality and religiously implement them in the workplace?

Does your company exert efforts in formulating policies on gender equality and religiously implemented them in the workplace?	Frequency	Percentage	Female
Yes	76	49.70	20
No	13	8.50	4
No Answer	64	41.90	14
Total	153	100.00	38

In these circumstances, the corporation must enhance its gender policy by holding yearly or bi-annual seminars and workshops on gender equality in the workplace and implementing other measures. This contributes to raising awareness among both women and men about their respective roles as employees in the firm. This will help avoid, eradicate, or reduce prejudice in the workplace. An employee who has gained this understanding will be more aware of their behavior and how to respect their counterparts of the opposing gender. An improvement in respect and performance between men and women might also be achieved if the organization conducts frequent monitoring and assessment of gender problems.

According to Hutchings (2000), social norms and cultural traditions continue to obstruct the achievement of gender equality. One of the most noteworthy findings of his research is that women are still barred from holding senior administrative positions, such as those of managers. Nonetheless, one study reveals that gender equality is vital in enhancing mental health for both sexes in the workplace, regardless of their gender (Elwer et al., 2013). It recommends that health standards should take gender equality into account as a deciding social element of overall health. Also, concerning workplace practice, several pieces of literature continue to suggest that the establishment of anti-discrimination policies in each organization, as well as the use of standard performance management in the evaluation of employees, are two of the most effective ways to improve women's empowerment in the workplace (Narayanan & Selvanathan, 2017). Scholars that have studied this issue believe that while evaluating the implementation process of this policy, the ultimate objective must be 'gender formation' as defined by the regulation (Engeli & Mazur, 2018). Fine et al. (2019) advocated that politicians promote gender equality to achieve gender variety in the workplace. As a result, throughout the strategic planning process, an organization's commitment to gender equality must be unambiguous.

Table 8 shows the percentage of the question "If yes, please enumerate as many as you can the policies practiced by the organization. The first in rank in percentage is the option "9-existence of systems on equal treatment concerning general working conditions and rights including wages and promotion opportunities", with 12.18%. The second highest

percentage is the option "6-Flexible Working Arrangements," with 10.52%. Followed by the third rank is the option "1-Family Leave Policy", with a percentage of 10.33%. The option "10-policies on the pension scheme and retirement benefits" is the fourth rank in percentage with 7.93%. Option "12-existence of collective agreement securing equal treatment between women and men" is the fifth rank in percentage with 7.56%. The sixth rank in percentage is the option "11-equal and transparent recruitment practices", with a percentage of 7.38%. Option "No Answer" is in the seventh rank with the highest percentage of 7.01%. The eighth rank in percentage is the option "7-Existing of gender desk for monitoring and evaluation gender equality in the workplace." with 6.64%. Ninth in percentage is the option " 5-Revisit Policies Regularly", with a percentage of 6.08%. The tenth in rank is the option "4-Develop Programs that focus on women", with a portion of 5.16%. Lastly, the eleventh percentage in percentage is the option "3-Addressing Occurrence of Gender Issues Annually/ Bi-annual" with 4.24%.

Table 8. Company Policies practices by the organization in Iligan City

Option	Frequency	Percentage	Rank	Female
1-Family Leave Policy	56	10.33	3 rd	14
2-Performance Evaluation	43	7.93	4 th	15
3-Addressing Occurrence of Gender Issues Annually/ Bi-annual	23	4.24	11 th	5
4-Develop Programs that focus on women	28	5.16	10 th	6
5-Revisit Policies Regularly	33	6.08	9 th	5
6-Flexible Working Arrangements	57	10.52	2 nd	13
7-Existing of gender desk for monitoring and evaluation gender equality in the workplace.	36	6.64	8 th	6
8-Awareness among staff members that the gender desk exists to address concerns of both men and women	38	7.01	7 th	7
9-existence of systems on equal treatment concerning general working conditions and rights including wages and promotion opportunities	66	12.18	1 st	18
10-policies on the pension schemes and retirement benefits	43	7.93	4 th	14
11-equal and transparent recruitment practices	40	7.38	6 th	12
12-existence of the collective agreement securing equal treatment between women and men	41	7.56	5 th	11
No Answer	38	7.01	7 th	15

High responses include sixty-six of 153 participants, and 18 of 38 females affirmed that the existence of systems on equal treatment concerning general working conditions

and rights, including wages and promotion opportunities, is their organization's company policy practice. Implementing flexible working arrangements is also identified by 57 of 153 employees, including 13 of 38 females. Their company also practices a family leaves policy and performance evaluation. A gender desk helps monitor and evaluate gender equality in the workplace. Activity such as addressing gender issues was conducted annually, whose main aim is to develop programs that focus on women. Revisiting policies regularly is what their company also practices to ensure that the policy is religiously implemented in their workplace. Aside from that, there is also a collective agreement securing equal treatment between women and men. Their company implements procedures on pension schemes and retirement benefits for retiring employees. Their Human resources management will see that there are equal and transparent recruitment practices.

The highest rank practice policy, which is "the existence of systems on equal treatment concerning general working conditions and rights, including wages and promotion opportunities," contradicts the study of Narayanan and Selvanatha (2017). Their study revealed that women face significant gender inequality, particularly concerning their pay, promotions, benefits, and tasks allotted to them in their workplace. One study related to "Flexible Working Arrangements "states the importance of gender in understanding the aftermath of flexible working. Both genders use flexible working in various ways, resulting in different conclusions for work-life balance, wellness, and work development (Chung & van, 2020). Furthermore, the findings of this research have a similar view to the previous researchers that suggest giving equal opportunity and treatment regardless of the employee's gender (Abdullah & Wei, 2015) to improve gender equality in the workspace. Numerous studies have discovered how gender-biased is related to structural issues in the workplace. One study exposed intense discrimination among women in science and technology, specifically in areas of Communication Technology (ICT), both in programming and academic posts. The findings further assert that male dominance is also typical in countries like Finland, which is known for high values of gender equality (Tiainen & Berki, 2017). Thus, equality between men and women policies in the workplace must practice.

CONCLUSION AND FUTURE WORKS

Lanao Del Norte Industries and Iligan City Industries are part of the manufacturing sector, which private firms administer. These businesses are located in a metropolitan region with easy access to transit, markets, shopping malls, and other amenities. According to the United Nations Sustainable Development Goal # 5, which is Gender Equality, the cities of Iligan and Lanao del Norte have established an organizational culture policy that explicitly references gender equality and/or women's empowerment and is implemented. The Sustainable Development Goals (SDG) policy of the enterprises mentioned above in Iligan City and the Lanao area had already been formed among the companies. SDG#5 has been met by these firms by establishing an Office for Gender and Development (GAD) as part of their organizational structure.

Gender inequality, on the other hand, continues to exist in the workplace, despite the efforts of businesses to achieve it. Personnel management and top management play

an essential role in ensuring the well-being of their workers and their families. Although it is closely monitored and evaluated regularly, the criteria for gender concerns continue to rise. Women continue to be underrepresented in the industrial sector and technical and vocational courses and programs. The companies have not achieved the objective of increasing the proportion of women in the industrial sector. The existence of their Gender and Development office does not go far enough in meeting the demands of their workers in the workplace. It might be claimed that the implementation is not done systematically and that only a small number of employees have participated in gender awareness workshops. Employees' negative attitudes about gender equality impact the overall image of what is being done to promote gender inclusion in the workplace.

Gender awareness seminars should be available to everyone, rather than just a small group of employees. Gender equality should be defined clearly in the workplace, and there should be no ambiguity. The company's policy on gender and equality, which is intended to promote SGD#5 in the Iligan City and Lanao region, has not been effectively communicated to its workers in their places of work. A company's policy must be re-evaluated, and areas that need improvement must be strengthened. It is necessary to review the human resources policy, covering remuneration, recruiting procedures, promotion, and job ads. Transparency in human resources is required to raise employees' understanding of their rights and responsibilities in the workplace. As a result, the rules that follow are developed in response to the quantitative replies of the workforce.

Company policy that encourages an age-positive workplace culture that highlights older workers' engagement in the workplace and recognizes the importance of having an age-diverse force is defined as follows: (2). A policy that would enable other religious organizations to enter the workplace, and a recruiting procedure available to all eligible employees, regardless of their religious affiliation, would be implemented. (3.) Raise the wages of blue-collar employees by a certain percentage. Women in senior and executive positions should be prioritized; (4). A policy on a simplified work arrangement and other benefits favors family obligations; (5). Provide employees with reasonable loan interest rates for home repair or acquisition, and (9) increase gender inclusivity and sensitivity throughout the workplace.; (4). (12). Dissemination of comprehensive and transparent information on gender and development efforts in the workplace; (13). The income disparity between men and women in comparable employment; and (14). Promotional plans that are reasonable for all employees.

Manufacturing Top management in the cities of Iligan and Lanao del Norte has launched their initiatives to address gender issues among their respective workforces. As a result, the company's efforts to address gender issues in the workplace are still insufficient in their scope. Consequently, these are why gender problems persist and are encountered by specific individuals at their places of employment. An improved business policy that prioritizes internal issues that promote gender inclusion should be implemented. Internal refers to the connection between an employee and an employer. As noted, a more significant proportion of the company's activities are to strengthen and empower women in the communities. According to an article placed on their respective firms' websites, most companies' efforts were directed at stakeholders rather than their workers. It is necessary

to develop a standardized set of programs on gender equality in the workplace to enhance awareness among workers. So only the main branch, not the satellite branches, were subjected to the company's policy implementation. This is what the vast majority of workers have experienced, and they believe that nothing is being done to promote gender equality in their place of employment. To be effective, the presence of gender desks and GAD offices in the workplace that are in charge of implementing, monitoring, and evaluating gender issues must instill a strong sense of commitment and appreciation among the employees involved.

On the other hand, companies in Iligan City can demonstrate the existence of systems of equal treatment in terms of general working conditions and rights, including wages and promotion opportunities. Company policies that promote the achievement of the Sustainable Development Goals #5 include family leave policies, flexible working arrangements, performance evaluation, policies on pension plans, retirement benefits, the existence of a collective agreement, and ensuring equal treatment between men and women to name a few examples. Furthermore, it is clear from their company website that they have developed programs geared specifically toward women's empowerment. The presence of a gender desk, which is responsible for monitoring and evaluating gender equality in the workplace, contributes to raising awareness among employees. The major corporations in Iligan City certainly have procedures in place to deal with concerns of gender discrimination in the workplace. However, there is still a need to improve the rules since some workers have reported being discriminated against. Government or other private accrediting agencies may establish strict criteria for small businesses that do not observe gender inclusion in the workplace, and these rules may be enforced. The implementation of gender mainstreaming should be strictly adhered to by large corporations and small businesses to eliminate gender discrimination and harassment in the workplace.

Because of the low level of appreciation for the gender equality policy implemented by the companies, specific issues are avoided at all costs. The presence of Gender Equality in the company is likely equivalent to the company's compliance with legal requirements. However, despite implementing measures to eliminate undistinguished discrimination, there are still few active resources, biases in insights, and exercises that contribute to the perpetuation of gender inequalities in the workplace. This is the truth in sectors where men have a predominant position in the workplace (Holtom,2019). However, a corporate policy that meets SDG#5 may be enhanced if applied consistently in the workplace. The GAD structure should be part of the firm's organizational culture, with participation from all workers at all levels. As a result, gender disparities occur due to cultural prejudices that are imprinted in both genders.

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