

Perceived Gender Discrimination and Its Relationship to Job Satisfaction and Organizational Commitment among the Uniformed Personnel of the Philippines: Inputs to Gender and Development Program



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ABSTRACT: Biologically, men and women exhibit physiological differences. However, when differences of each gender are used to mistreat or favor one group from the other, this could be considered as discrimination. Gender discrimination could happen anywhere including the workplace that could have a detrimental effect on the job performance of an individual in an organization. To investigate such occurrences, this research paper aims to see the relationship of perceived gender discrimination, job satisfaction, and organizational commitment amongst women and LGBTQIA+ members of uniformed personnel in the Philippines, which is believed to be a male dominated organization. A total of 120 respondents participated in the study and answered an online questionnaire. The levels of the variables were measured and analyzed through pearson r test. Findings of the study showed a significant negative relationship between perceived gender discrimination and job satisfaction and commitment. Also, most members of the uniformed personnel perceived gender discrimination on specific area of the workplace which is on the recruitment process, while low level of perceived gender discrimination was reported on other areas. Inputs to gender and development program of the organization were given based on the results of this study.

KEYWORDS: Gender Discrimination, Organizational Commitment, Job Satisfaction, Armed Forces, Philippines

INTRODUCTION

Gender, as focus of discrimination in the workplace or in other aspect has always been a somewhat sensitive topic of discourse. Most especially in the male dominated workplace it is known that there are some gender stereotyping and challenges present along the way that needs doubling of efforts just to get a place and play in the field. Everyone has the right to decent and productive work, to just and favorable conditions of work and to protection against unemployment, without discrimination on the basis of sexual orientation or gender identity according to Yogyakarta Principle 12.

Likewise, Magna Carta for Women of 2009 or Republic Act 9710 of the Republic of the Philippines, mandates the commission to pursue the promotion of gender equality. It recognizes that respect for sexual rights, sexual orientation and gender identity is integral to the realization of equality between men and women. Sexual orientation and gender identity and expression (SOGIE) are integral to every person's dignity and humanity and must not be the basis for discrimination or abuse.

Men and women view gender discrimination differently. Tost, Hardin, Roberson and Gino (2021) stated that women attributes discrimination to the patriarchal norms and practices evident in the organization and the society, while men's perceptions are attributed from the organization's effort to reduce discrimination against women increases discrimination against men. Evidently up to this day that the pandemic is adding to the burden of women's unpaid work while squeezing them out of the labor force. On an average day, women spend about 2.5 times as many hours on unpaid domestic work and care work as men, according to data from 90 countries and areas collected between 2001 and 2019. Both women and men have increased their unpaid workloads during the crisis, but women are doing a disproportionate share. (United Nations, 2021).

Given such situation, a perceived gender discrimination may affect the involvement of both men and women in the workplace. Gender based discrimination affects hiring, training, pay and even promotion (Stamarski & Son Hing, 2015) therefore these might affect the employees work attitude and satisfaction in the workplace specifically in an environment where there is a

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disproportionate number of employees on basis of gender. This research aims to examine the perceived gender discrimination, organizational commitment and job satisfaction amongst women and LGBTQIA+ members of uniformed personnel in the Philippines. To have in depth understanding of their experiences most especially with regards to inequality that they are facing in the workplace as a minority in a male dominated profession.

In the light of gender discrimination research and its relationship with job satisfaction, employees plays a vital role of organization performance both in developed and developing economy. Gender discrimination is unfair treatment in the employment setting in which individuals are placed at disadvantages compared to others because of their gender rather than their ability or skills (Dipboye & Halverson, 2004). Employees' job satisfaction is affected by both intrinsic variables related to personal growth and development that contribute to increase satisfaction while extrinsic factors are related to security of the work environment called hygiene factors, cause job dissatisfaction (Herzberg et al., 1959; Ssesanga and Garrett, 2005). Direct and indirect experiences of gender-based mistreatment have most often been examined for women, in part because this type of mistreatment is more likely to be directed towards women than men (Hesson- McInnis & Fitzgerald, 1997), especially in male-dominated environments such as the academy (Kelley & Parsons, 2000; Goltz, 2005) and the law (Upton, et al., 2012). While research on gender discrimination and job satisfaction remains scarce, existing studies indicate that women are likely to report more frequent or severe instances of formal gender discrimination, gender derogation, and perceived obstacles to women's success (OSTW) compared to men. (Bond et al., 2004).

Likewise, gender discrimination affects badly affects organization performance. The critical constructs that impact organizational performance are organizational commitment, job satisfaction and organizational citizenship behavior. Organizational Commitment is defined by Mowday, et al. (1974) as comparative potency of the recognition and identification of employees with their organization. Organizational commitment plays a vital role for any organization success. Gender discrimination affect employee's commitment towards the organization negatively. This type of barrier decreases organizational commitment on part of an employee and also decreases job satisfaction level. When there is less barrier employee face they will perform better, enhance organizational productivity and increase organizational commitment. Employees must be provided with the proper promotion, hiring and facilities. Ali, Atiq & Abbas (2011) explored that the organizations success is dependent on the performance of its workforce. When employees are given equal opportunity in terms of pay, hiring, promotion, recognition and rewards, career progression, developmental assignments, training and development and at international assignment, they can perform well and show the organizational commitment.

Moreover, work involvement is conditioned by the process of early socialization and relates to the values and organizational commitment one has with work and its benefits, while job involvement relates to the current job and is conditioned with the one's current employment situation, satisfaction and to what extent it meets one's needs; it is important to give emphasis on these factors of employment. Williams and Hazer (1986) found a direct link between job satisfaction and organizational commitment, whereby job satisfaction is an antecedent of organizational commitment. This thought process assumes that an employee's orientation toward a specific job precedes his or her orientation toward the entire organization.

The present study is anchored on feminist theory that explores both inequality in gender relations and the constitution of gender. It is best understood as both an intellectual and a normative project. What is commonly understood as feminist theory accompanied the feminist movement in the mid- seventies, though there are key texts from the 19th and early- to mid-20th centuries that represent early feminist thought. Whereas feminist theories first began as an attempt to explain women's oppression globally, following a grand theoretical approach akin to Marxism, the questions and emphases in the field have undergone some major shifts. Two primary shifts have been from universalizing to particularizing and contextualizing women's experiences and from conceptualizing men and women as categories and focusing on the category "women" to questioning the content of that category, and moving to the exploration of gendered practices. Thus, while many theorists do focus on the question of how gender inequality manifests in institutions such as the workplace, home, armed forces, economy, or public sphere, others explore the range of practices that have come to be defined as masculine or feminine and how gender is constituted in relation to other social relations.

Feminist theories can thus be used to explain how institutions operate with normative gendered assumptions and selectively reward or punish gendered practices. Many contemporary feminists look beyond the United States to focus on the effects of transnational economic, political, and cultural linkages on shaping gender.

METHODOLOGY

This study utilized a correlational research design aimed to investigate the relationship of perceived gender discrimination of the uniformed personnel in the Philippines and their job satisfaction and organizational commitment. One hundred twenty (120) respondents were purposively drawn from the population with the following criteria: 1) must be a woman or part of the LGBTQIA+ population; 2) must be active in service and employed as uniformed personnel in the Philippines (Armed Forces [Army, Navy and Airforce], Philippine National Police, Bureau of Jail Management and Penology, Bureau of Fire Protection and Philippine Coast

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Guard); and, 3) must be a resident of the Philippines.

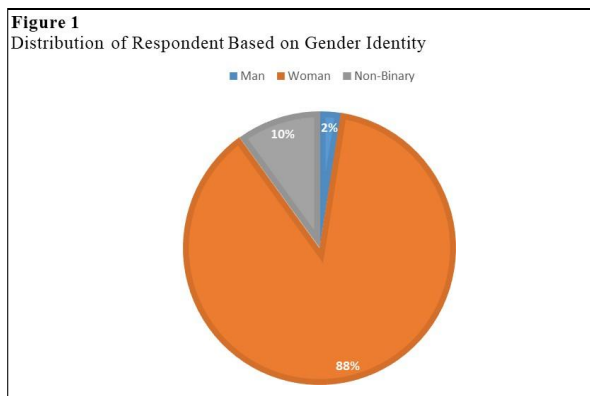
Data were gathered using a multi-construct scale adapted from various authors that showed significant psychometric properties. The perceived gender discrimination scale was composed of three different questionnaires that measure three different areas of perceived gender discrimination. The first part was a four-item questionnaire authored by Hang-Yue, et al. (2016) and designed to measure perceived gender discrimination in terms of promotion and pay increase. This is a 7-point Likert scale and higher scores are equivalent to a high level of perceived gender development. Reported internal consistency of $\alpha = 0.75$ was recorded, making this a highly reliable instrument. The second part was a twelve-item questionnaire authored by Ormerod, et al. (2002) and designed to measure the perception on discriminatory situation experiences of armed forces at work. This questionnaire is a 3-point Likert scale indicating higher scores equate to a higher level of perceived gender discrimination. A $\alpha = 0.81$ reliability index was reported. The last part of this section was a scale adapted from the study of Jaffe (2017) that measures perceived gender discrimination in terms of recruitment and appraisal. It is a six-item scale answerable through a 5-point Likert scale that indicates a high score as having a high level of perceived gender discrimination. A reliability of $\alpha = 0.78$ was reported.

Moreover, Job Satisfaction Survey was used to measure the job satisfaction of the respondents designed by Spector (1985). This scale is a thirty-six-item questionnaire answerable by a 6-point Likert scale and had an internal

RESULTS AND DISCUSSION

This section presents and discusses the outcomes of our investigation into the interplay between perceived gender discrimination, job satisfaction, and organizational commitment among women and LGBTQIA+ members within the uniformed personnel sector in the Philippines.

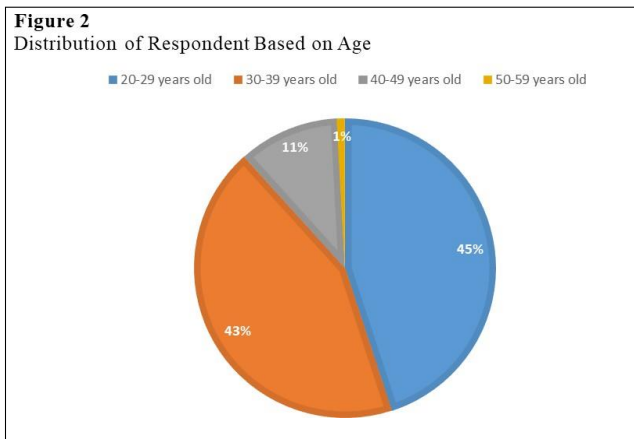
A. Demographic Profile



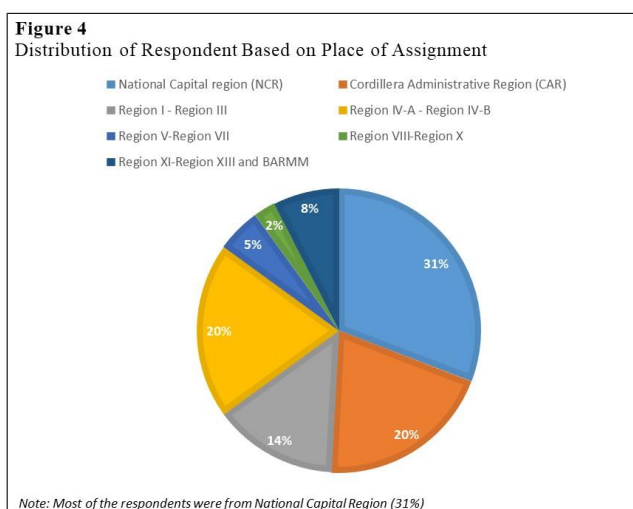
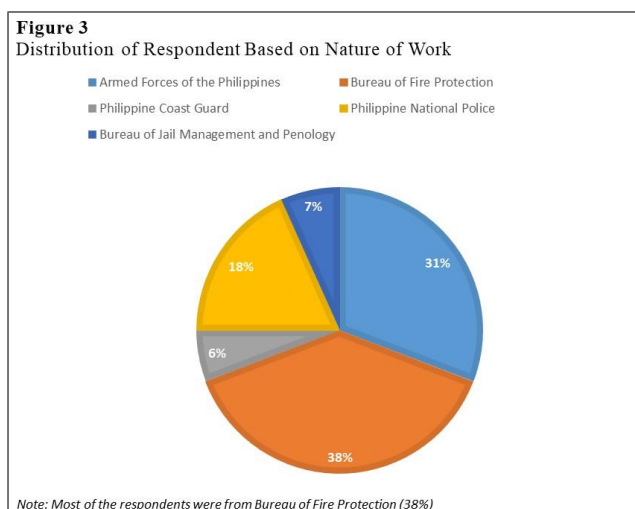
Respondents who participated in the study were females and members of the LGBTQIA+ community uniformed personnel. Most of them identified themselves as female identifying themselves as woman, female identifying themselves as man and female identifying themselves as non-binary. As shown in Figure 1 of distribution of respondents based on Gender Identity, 88% of respondents were female identifying themselves as Woman, 2% were female identifying themselves as man and 10% were female identifying themselves as non-binary.

The age range of the respondents were 20 years old to 59 years old and working in the different agencies of the government which collectively called as uniformed personnel such as Bureau of Fire Protection (BFP), Armed Forces of the Philippines (AFP), Philippine National Police (PNP), Bureau of Jail Management and Penology and Philippine Coast Guard. As shown in Figure 2 of the distribution of respondents based on age, 45% were from the age group 20-29 years old followed by

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43% from age group 30-38 years old, 11% were from age group 40-49 years old and 1% were from age group 50-59 years old. Likewise, as shown in Figure 3, 38% were from Bureau of Fire Protection, 31% were from Armed Forces of the Philippines, 18% were from Philippine National Police, 7% were from Bureau of Jail Management and Penology, and 6% were from Philippine Coast Guard.



Lastly, the respondents of the study were from different regions of the country such as National Capital Region (NCR), Cordillera Administrative Region (CAR), Regions I to XII and Bangsamoro Administrative Region of Muslim in Mindanao (BARMM). As shown in Figure 4 31% were from National Capital Region, 20% were from Cordillera Administrative Region, Region IV A and Region IV B, 14% were from Region I and Region III, 8% were from Region XI, Region XIII, and BARMM, 5% were from Region V and Region VII, and 2% were from Region VIII and Region X.

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B. Level of Perceived Gender Discrimination, Job Satisfaction and Organizational Commitment

Table I Level of Perceived Gender Discrimination (PGD), Organizational Commitment, and Job Satisfaction

	<i>M</i>	<i>SD</i>	Interpretation
Discrimination on Pay Increase and Promotion	12.64	5.72	Low
Discriminatory Experiences specific to Armed Forces	2.58	2.76	Low
Discrimination on Recruitment and Appraisal	17.99	8.06	Medium
Job Satisfaction	162.43	23.23	High
Organizational Commitment	83.09	14.47	High

Results from Table I reveals that respondents reported low level in discrimination on Pay, Increase and Promotion ($M=12.64$, $SD=5.72$). Likewise, they reported low level on discriminatory experiences ($M= 2.58$, $SD= 2.76$) while, respondents reported a medium level on recruitment discrimination and appraisal ($M= 17.99$, $SD= 8.06$). The current research findings revealed low level of discrimination on pay increase and promotion among female uniformed personnel which means that respondents didn't find perceived gender discrimination on salary and promotion. Similarly, discriminatory experiences among female armed forces were also at low level. It can be inferred from the result that respondents didn't feel discriminated and there were equal opportunities for them and their male counterpart. Respondents also reported average level for discrimination on recruitment and appraisal since different agencies of uniformed personnel typically hires male. For Philippine National Police agency, it only hires female applicants at 10% of new positions (Tupas, 2018). Thus, making the different agencies a male dominated work place and reports on limited opportunities to join the workforce for uniformed personnel.

Moreover, the respondents reported high level on job satisfaction ($M= 162.43$, $SD= 23.23$) and Organizational Commitment ($M= 83.09$, $SD = 14.47$). This can be explained by Congress Joint Resolution (JR) no.1,s.2018 which indicated that uniformed personnel's base pay will increase. To add, the resolution stated "There is a need to adjust the compensation package (of personnel) in order to make it more commensurate with their critical roles in maintaining national security and peace and order, taking into consideration their exposure to high-risk environments." (Musico, 2018). Hence, it is possible for respondents not to feel discriminated since the raise of base pay among uniformed personnel were based on their officer rank instead of gender.

Pay is one of the primary components of job satisfaction and has an influential effect in determining job satisfaction (Mabaso, 2018). Greenber and Baron (2008 as cited by Mabaso, 2018) mentioned that low salary may lead to job dissatisfaction and workers not committing to the organization. Several studies also yielded similar results, increase salary were reported to have a significant effect on job satisfaction on not just corporate workers but for Chinese junior military officers as well (Noordin & Jusoff, 2009; Yang et al., 2008; Nawab & Bhatti as cited by Mabaso, 2018). Inflation in the Philippines soared at 7.7% in October driven mainly by higher food prices (Philippine Statistics Authority as cited by Merez, 2022). With this, the increasing needs of people with high living costs forces workers seek a job or stay in an organization with high salary.

As Mabaso (2018) mentioned, if an individuals experienced not being compensated well then, this experience will lead to job dissatisfaction and workers not committing to the organization. In addition, high level of organizational commitment is affected positively by the worker's job satisfaction in terms of pay, incentives, opportunities for career advancement (Tatar, 2020). Therefore, respondents of the current study yielded high level on job satisfaction and organizational commitment due to the high salary increase granted for Filipino uniformed personnel.

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C. Relationship between Perceived Gender Discrimination and Job Satisfaction

Results from Table II reveals significant relationship, but negative weak correlation between job satisfaction, and discrimination on pay increase and promotion ($r = -0.490$, $p < .000$) as well as discriminatory experiences specific to Armed Forces of the Philippines ($r = -0.490$, $p < .000$). Negative weak correlation and no significant relationship was found between job satisfaction and discrimination on recruitment and appraisal ($r = -0.75$, $p < .418$).

Table II
Correlations between variables

Bivariate Correlation with Job Satisfaction

	<i>r value</i>	<i>p value</i>	Interpretation
Discrimination on Pay Increase and Promotion	-0.382**	.000	Significant Relationship
Discriminatory Experiences specific to Armed Forces	-0.490**	.000	Significant Relationship
Discrimination on Recruitment and Appraisal	-.075	.418	No Significant Relationship

Bivariate Correlation with Organizational Commitment

Discrimination on Pay Increase and Promotion	-0.359**	.000	Significant Relationship
Discriminatory Experiences specific to Armed Forces	-0.394**	.000	Significant Relationship
Discrimination on Recruitment and Appraisal	-.013	.892	No Significant Relationship

Note: **Correlation is significant at the 0.01 level (2-tailed)

Studies on Female Mexican uniformed personnel reported challenges in their work such as difficulties in not being integrated and accepted in a predominantly male group, gender bias in assigning tasks rather than basing it on individual's capacity, low salary and discrimination on opportunities for promotion (Chudnovsky and Millan, 2021). In addition, generally men and women do not have equal opportunities for their careers because women are still being put in a pedestal that they have to work on their domestic traditional role (Perez and Llanos, 2017) These factors experienced by Mexican female uniformed personnel can have a significant impact on job satisfaction. Furthermore, a study by Bednarska & Szczyt (2015 as cited by Domniku & Kacamakovic, 2022) shared that Kosovo, along with Albanai, Montenegro, North Macedonia, Slovenia, Turkey and others, was part of the countries with low level on job satisfaction. Employees in these countries rely particularly on pay as a determinant on their job satisfaction. Likewise, study by Zempi (2020) reported that English women, black minority ethnic and lesbian, gay, and bisexual uniformed personnel were targeted in their workplace because of their perceived 'difference'. In addition, female black minority ethnic officers revealed to be less satisfied with the police organization as a result of being treated unfairly and the lack of opportunities for career development (Zempi, 2020). Thus, policing is still traditionally gendered (Holdaway, 2015; Jones, 2015; Muftić & Collins, 2014; Rowe & Ross, 2015; Silvestri, 2015 as cited by Zempi, 2020).

On the contrary, results from the current study found significant relationship between Job Satisfaction and discrimination on pay increase and promotion. Also, the current study found significant relationship between job satisfaction and discriminatory experiences specific to Armed Forces. In can be inferred from the result that female uniformed personnel didn't feel discriminated

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in terms of pay increase and promotion because of their gender. Thus, they are likely to commit in their respective jobs within the agencies and are satisfied with the nature of their job. Several studies in the Philippines on job satisfaction among uniformed personnel revealed the same results that they were satisfied in their job (Basilio et al., 2017). Uniformed personnel in Batangas also reported satisfaction on their job in terms of compensation and benefits (Basilio et al., 2017). The current study and previous studies is in accordance with the statement of Balasundaram and Brabete (2010 as cited by Basilio, 2017) concerning the influence of fair promotion and reasonable pay for appropriate work being a factor which leads to job satisfaction. Another study by Chu (2017) found similar results as Dubai female uniformed personnel, revealed that they displayed high level of job satisfaction particularly on career development. Furthermore, several studies noted the importance of opportunities for promotion and pay's impact on job satisfaction (Farooqui & Nagendra, 2014 as cited by Tatar, 2020; Tatar, 2020).

However, the current study also found negative weak relationship between job satisfaction, discrimination on pay increase and promotion, and discriminatory experiences specific to Armed Forces. It is possible that there are other factors affecting job satisfaction and perceived gender discrimination is not one of these. Factors such as employee compensation and benefits, the working conditions, the work itself, workplace relationships, company policies, employee appraisal, organizational support, organization culture, perceived public support and recognition are just among the other factors that might affect job satisfaction (Basilio et al., 2017; Lokesh, et al., 2016; Hedayat et al, 2018; Tatar. 2020). Another possible explanation is that respondents are satisfied with their job because of the benefits provided for them by their agencies. Benefits like hazard pay, longevity pay, regular allowance which is entitled to them under section 71 of RA 6975, regular subsistence allowance, clothing allowance, personnel economic relief allowance, collateral pay and allowances, hospital subsistence allowance, combat duty pay, combat incentive pay, burial allowance, provisional allowance anniversary bonus, 13th and 14th month bonus, gratuity when someone receives the Medal of Valor award and others (Cueva, 2022). With the abundance of benefits respondents get to receive, it is possible for them to feel highly satisfied in their jobs. Kumar (2017) mentioned that housing, medical facilities and reimbursement of medical bills are essential benefits and have a positive impact on job satisfaction.

There is no significant relationship between job satisfaction and discrimination on recruitment and appraisal among respondents. It can be inferred from the result that discrimination recruitment and appraisal is not a strong predictor for perceived gender discrimination. In addition, female uniformed personnel that were not hired won't experience job satisfaction nor organizational commitment since they didn't get the job.

D. Relationship between Perceived Gender Discrimination and Organizational Commitment

Findings on Table II showed significant relationship but negative weak correlation between organizational commitment and discrimination on pay increase and promotion ($r=-0.359$, $p<.000$). Likewise, there is a significant relationship but negative weak correlation between organizational commitment and discrimination on experiences specific to Armed Forces of the Philippines ($r=-0.394$, $p<.000$). Lastly, no significant relationship but weak negative correlation between organizational commitment and discrimination on recruitment and appraisal ($r=-0.13$, $p<.892$). The impact of gender discrimination on the individual can lower the organizational commitment. Individuals who perceive injustice in the organization such as gender discrimination whether that be fairness in pay, opportunities for career advancement and others, will be less inclined to organizational commitment (Sunaryo et al., 2021). A study by Ganji & Joshi (2020) stated that gender discrimination has a negative and significant impact on organizational commitment. They further explained that lower organizational commitment is due to unfair treatment and gender discrimination. Another study by Jaffe (2017) found similar results, perceived gender discrimination leads to lack of organizational commitment. In addition, Qablana & Farmanesh (2019) reported, from western countries to Korea, studies showed significant effects from perceived gender discrimination and organizational commitment. A study by Tahir et al., (2021) reported that in comparison to males in Pakistan, women are not getting equal opportunities because of the stereotypical attitudes towards them like glass ceiling which is a barrier for women in career advancement. Glass ceiling is defined as the phenomenon in which women are underrepresented in their efforts to reach higher levels within

the organizational hierarchy (Xiang et al., 2017 as cited by Tahir et al., 2021). Multiple studies have found significant effect of glass ceiling on organizational commitment, that when women have limited career development opportunities job dissatisfaction increases, thus their organizational commitment is affected (Balasubramanian & Lathabhavan, 2017; Tahir et al., 2021).

The current study found significant relationship between perceived gender discrimination on pay increase and promotion, and discriminatory experiences specific to Armed Forces and organizational commitment. It can be inferred from the result that since female uniformed personnel reported low level on perceived gender discrimination and high level of job satisfaction due to their pay increase (De Jesus, 2018), then female uniformed personnel will more likely commit to their organization. To add, chief superintendent Dionardo Carlo, (as cited by De Jesus, 2018) commented that the pay increase of uniformed personnel is a form of recognition of their services and sacrifices for the country. The pay increase and recognition female uniformed personnel experienced might have contributed to their organizational commitment. Sheldon (as cited by Gajic et al, 2021) commented that commitment to an organization can be viewed as an attitude or an orientation towards an organization that connects an individual's

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identity to the organization. And further explained by George & Jones, 2015 as cited by Tatar, 2020) that individuals who are happy, believes in the organization, and feel satisfied about the organization and its intentions are highly to commit and do what is beneficial to the organization. Several studies have reported that when women are compensated fairly and are given equal opportunities just like their male colleagues, they are more likely to report job satisfaction which affects women's organizational commitment (Tatar, 2020). Findings on the study of Hedayat et al., (2018) reported that there is a significant relationship between organizational commitment and job satisfaction which is in concession with the findings of studies done by Sheykhzakaryaie and Atashzadeshorideh (2016 as cited by Hedayat et al., 2018), and Faghhi Farahmand and Zanjani (2015 as cited by Hedayat et al., 2018). Thus, female uniformed personnel respondents are more likely to commit in their organizations as they did report low perceived gender discrimination which positively affected their job satisfaction and resulted to high organizational commitment. Supplementary, some studies revealed that job satisfaction in terms of salary, fair career advancement for women, and transformational leadership has a variable influence on the organizational commitment (Chordiya et al., 2017; Munfaqiroh et al., 2021; Akhtar et al., 2015 as cited Domniku & Kacamakovic, 2022).

However, the current study found weak negative weak relationship between organizational commitment, discrimination on pay increase and promotion, and discriminatory experiences specific to Armed Forces among Filipino female uniformed personnel. It can be inferred from the result that it is possible for other factors to be a strong predictor to organizational commitment than perceived gender discrimination. Past studies have explained various factors that can affect organizational commitment such as communication, career development, working environment, organizational reward, and work life balance are influential factors that positively and significantly affect organizational commitment (Bahadur, 2022). Maina (2019) found strong positive relationship between employee's organizational commitment and reward practices in Kenya. Also, studies revealed significant effect of reward management on organizational commitment. Multiple studies have reported significant effect of training on employee, retention and performance enhancement (Basnet, et al., 2019; Shah & Asad., 2018) favorable working environment or organizational culture (Rahmani et al., 2015), supervisor support (Suryani, 2018; Shrestha, 2015 as cited by Bastola, 2022; Shrestha & Parajuli, 2020), career advancement (Suryani, 2018), and lastly, work- life balance have reported to have significant and positive impact on organizational commitment (Li, et al. 2018; and Shabir & Gani, 2019)

The current study also found no significant relationship between perceived gender discrimination on recruitment and appraisal and organizational commitment. It can be inferred from the result that discrimination recruitment and appraisal is not a strong predictor for organizational commitment. In addition, female uniformed personnel that were not hired won't experience job satisfaction nor organizational commitment since they didn't get the job.

E. Inputs to Gender and Development Program of the Uniformed Personnel

With the findings on the level and relationship of perceived gender discrimination, job satisfaction and organizational commitment among the uniformed personnel here in the Philippines, an input to the existing gender and development program of the organization must be enhanced specifically in the area of recruitment and appraisal.

An increase in number of female and LGBTQIA+ uniformed personnel during recruitment is necessary in order to have a representation within the organization. The percentage specific to female recruitment shouldn't be just a basis for hiring. Having this policy as filling only a certain percentage of female recruitment will only deny them and the members of LGBTQIA+ to have a position in the organization that they are qualified for and perhaps more than qualified than men. In addition, aside from increase of salary, it is needed for the organization to ensure that female and LGBTQIA+ uniformed personnel are also being treated fairly and supported in terms of promotion and other career development.

Furthermore, allowing more qualified female and LGBTQ+ personnel to participate on multiple types of field work would help further develop their skills and self- confidence. Moreover, ensuring that the gender development program across organizations is being implemented on a regular basis. Assessment of success of the said program should also be done to ensure its effectivity. Lastly, recommendations from the assessment should be performed. Organizations can also share results, experiences and best practices in their organization for gender-inclusive programs to build a supportive peer network across uniformed personnel organizations

CONCLUSION

Filipino female and LGBTQIA+ uniformed personnel reported to have low level of perceived gender discrimination on increase pay and promotion, and discriminatory experiences specific to Armed Forces, while high level of job satisfaction and organizational commitment were reported. Furthermore, significant relationship was found between organizational commitment and perceived gender discrimination, and job satisfaction and perceived gender discrimination. However, statically they have negative weak correlation.

The current study reported that Filipino female and LGBTQIA+ uniformed personnel didn't feel they were discriminated because of their gender. It has also been reported that in the Philippines, increase in salary had been granted to them aside from the abundance of added benefits in working in the organization. In contrast to some international studies which reported job

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dissatisfaction and lower organizational commitment among female uniformed personnel that experienced gender discrimination not just in pay but also in career advancement. This result from the study reported that increase in pay regardless of gender, fair opportunities in career advancement has significantly impacted job satisfaction which also affect organizational commitment. It appears that differences can be explained due to diversity in the society and organizational culture. The Philippine society specifically the organization of uniformed personnel practices a more permitting attitude towards women and LGBTQIA+ members and limiting the gender discrimination in the organization. While significant relationship was observed between perceived gender discrimination and job satisfaction, and between perceived gender discrimination and organizational commitment among female uniformed personnel, there is a need for further studies on different factors affecting job satisfaction and organizational commitment.

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