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## **An Assessment of the Impact of GAD Programs on the Retention Intentions of Female Uniformed Personnel of the Philippine Navy**

*Michelle C. Castillo | UP NCPAG | michellecastillo37@gmail.com*

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## Abstract

State policies and programs have paved the way for more women to participate in the Philippine military in the recent years. These policies are incorporated in the larger Gender and Development (GAD) policy of the government.

This research paper assesses whether the GAD policies and programs actually translate to the retention of female uniformed personnel in the Philippine Navy (PN), one of the three major branches of service of the Armed Forces of the Philippines. It measures the satisfaction of female uniformed personnel on policies on women empowerment and protection against sexual violence, and evaluates whether this perception has an effect in their decision to stay or leave the military profession.

**Keywords:** *women empowerment, military, Philippines, retention intention, job satisfaction, organization commitment*

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## I. Introduction

The recent years saw the increasing participation of women in the traditionally male-dominated profession of arms. Although warfare has been traditionally equated with the province of men, the agenda of gender equality continues to gain stronger grounds with legal and societal forces paving the way for more women to enter the military. This change is situated within the larger context of the gender perspective being increasingly recognized as an important element in peace-building and conflict resolution across the globe with a continuing paradigm shift that sees the increasing role of women in the security agenda. In the past, women were excluded from the conduct and discussion of warfare, but this has since changed when the world gradually recognized how war and conflicts have been pushing women to greater disadvantage in the society, prompting world-wide actions to protect them from war's adverse effects.

Today, more than being mere victims, women are increasingly becoming important actors in the security sector, even as partakers in the battlefield as frontline soldiers. This is particularly true for the Armed Forces of the Philippines. Several laws and statutes mandate and support the entry of women in the Philippine military. In 2011, the country launched its National Action Plan on Women, Peace & Security in support to the United Nations Security Council Resolution No. 1325 and 1820. These policies are incorporated in the larger Gender and Development (GAD) policy of the Philippine government.

Many of these policies successfully facilitated the entry of more women in the AFP. Yet, despite the increasing number of women entering the AFP, no comprehensive assessment on the

effectiveness of the policies addressing women empowerment and protection in this institution has been done. While policies have been in place to support their participation, there is the perception that the culture of discrimination against women persists and yet women still continue to join and serve in the AFP.

The research study fills this gap by evaluating the effect of the level of satisfaction of female uniformed personnel on women empowerment policies on their intention to stay or leave the organization. This research paper assesses whether the GAD policies and programs actually translate to the retention of female uniformed personnel in the Philippine Navy (PN), one of the three major branches of service of the Armed Forces of the Philippines. It measures the perception of women officers and soldiers on the organization's policies on women empowerment and protection against sexual violence, and evaluates whether this perception has an effect in their decision to stay or leave the military profession.

## **II. Review of Related Literature**

Retention and attrition, and factors that affect employees' decision and intent to stay or quit, have generated much interest not only in the behavioral and management sciences but also in organization studies and public administration. One of the primary reasons is the costs of turnover to the organization, namely separation costs, replacement costs, and training costs (Wright & Bonnett, 2007). These costs are even more magnified in the context of the military organization (Lowell, 1987). For a military organization, recruitment is limited to lateral entrants, thus replacement is limited to the internal labor market. Voluntary turnover that exceeds

expectations in different positions in the military hierarchy likewise causes gaps in leadership and experience, which are the “foundations of war fighting effectiveness.”

In investigating personnel turnover in the military, one must remember that there is what the institution calls as “natural attrition” which maintains ideal pyramid structure of any military organization. This means that only a particular number of personnel is maintained at every level of the hierarchy and thus a number will inevitably have to leave the organization at a certain point in their career. Based on the principle of meritocracy, personnel are forced to leave the organization if they do not meet particular requirements such as trainings, billets (positions), and physical wellness. The subject of this study is voluntary turnover, or retention and attrition which are due to the personal decision of the military personnel.

Literatures distinguish between the “intentions” and “actual decision” of personnel to stay or quit the organization. Distinction is further drawn between “retention” and “attrition.” “Turn-over” and “quit behavior” are terms used in other literature to pertain to the latter. For the purposes of this paper, the focus will be “intentions to remain or leave the organization.”

Among the most investigated predictors of turnover behaviors are job satisfaction and organizational commitment.

*Job Satisfaction and Retention/Attrition*

Various studies have established the relationship between job satisfaction and either attrition or retention of employees in different kinds of profession and organizations. Job satisfaction has been found to be a significant factor behind intentions to remain or quit and actual retention or attrition in private companies, health and care organizations, government agencies, police forces, and military organizations, to name a few (Böckerman & Ilmakunnas, 2007; Mansell, Brough, & Cole, 2006; van Dick, Christ, Stellmacher, & Tissington, 2004; Brough & Frame, 2004; Brown & Yoshioka, 2003; Griffeth, 2000). Some studies assert that there are intervening factors that account for the relationship between job satisfaction and retention or attrition, such as psychological well-being (Wright & Bonnett, 2007) and racial harassment (Antecol & Cobb-Clark, 2005).

Job satisfaction is defined in various ways in the literature. A useful definition that distinguishes job satisfaction from other areas is that it is “specific to one’s job [and] excludes those aspects of one’s life external to the job” (Wright & Bonnett, 2007). Locke (1976) defines it as the “pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences.” It can be assessed as “an overall attitude toward the work experience or as multiple components, including attitudes toward compensation, co-workers, and one’s roles and tasks” (Brown & Yoshioka, 2003). Indicators of job satisfaction likewise vary. Warr, Cook, and Wall (1976) used the 15 items to measure job satisfaction: physical conditions, management of organization, control, colleagues, recognition, personal responsibility, boss, use of one’s suggestions, use of abilities, manager-worker relations, promotion, pay, work hours, variety, and

security. Meanwhile, a study conducted by the PN on causes of attrition defined job satisfaction as simply satisfaction on compensation and benefits (CNLE, 2009).

### *Organizational Commitment*

Next to job satisfaction, one of the most cited antecedents of turnover behaviors is organizational commitment. Steers (1977) defined organizational commitment as “the relative strength of an individual’s identity with, and involvement in, a particular organization.” It was previously investigated as a component of job satisfaction and many studies have established the correlation of the two. However, more recent studies have shown that organizational commitment can be a stand-alone predictor of retention and attrition behaviors, affecting turnover beyond job satisfaction (Gray & Wilson, 2008; Capon, Chernyshenko, & Stark, 2007; Griffeth, 2000).

### *Gender and Retention*

There was little research done in investigating the direct correlation between gender and retention intentions in the general context. In the study of Yonghong Jade Xu (2007) on the nature of faculty turn-over behaviors, “[male and female members of the faculty] did not differ in their intentions to depart from academia, but women faculty had a significantly higher likelihood to change positions within academia.” It further showed that “women’s stronger turnover intentions are highly correlated with dissatisfaction with research support, advancement opportunities, and free expression of ideas.”

Some studies looked at the gender dimension as related to motivation and performance. DeHart-Davis, Pandey, & Marlowe (2006) investigated the gender dimensions of public service motivation, focusing on three motives: 1) attraction to policy-making, 2) compassion; and 3) commitment to public interest. Female public managers scored higher on the first two motives, while male public managers scored higher on commitment to public interest.

Meanwhile, examining motivation as function of future orientation, Greene & DeBacker (2004) observed that there are gender differences in five theoretical orientations of achievement motivation, future time orientation, possible selves, expectancy-value, and social-cognitive. Although their findings were not conclusive, they stated that sociocultural factors, such as sex role prescriptions and other norms and expectations, greatly influence one's orientation towards the future, which in turn affect current motivation. Further, their study "indicate that the future imaginings of men and women differ in ways that reflect the nature of sex role stereotypes that predominated at the time and place the research was conducted."

Still, a gender perspective require more attention in research on retention. A study on the effects of gender and trauma to attrition among recruits in the United States (US) Marine Corps in 2005 showed significant difference in the rate of attrition between male and female recruits (Caufield et al, 2005). More than focusing on comparing attrition between genders, they recommended for a deeper understanding of the reasons of attrition for each gender.

*Retention Intentions and Women in the Military*

The study of Capon, Chernyshenko, & Stark (2007) on the New Zealand Army established the applicability of several aspects of civilian retention theories in military settings. Noting the limited research done to assess the appropriateness of civilian retention theories to military organizations, they developed and tested the “Personal Choice” Military retention model which shows that intentions to remain in the military service is highly related to factors of 1) community involvement, 2) job involvement, 3) organizational commitment, and 4) work satisfaction.

In the Philippine context, the study on Philippine Navy's Officer Resignation (2009) provides a comprehensive assessment of the relationship between over-all job satisfaction and intention to remain or leave the organization. The study established a negative correlation, albeit weak, between over-all job satisfaction and the possibility of leaving the service.

The study of Lowell (1987) on the United States Navy examines retention in the military using the gender dimension. He asserts that “[with] the increased participation rates of women throughout the military, the turnover behavior of women should be examined.” The study deduced that “female naval officers are under tremendous pressure to excel or get out of the military, both from within the Navy and from family pressure.” It further identified biodemographic, economic, family and job-related factors affecting turnover of female officers in the short and long term. Job satisfaction and promotion opportunities had the most significant

effect on decision to stay. Family factors, particularly marital status and children, have little effect, however.

Edwards (1989) focused on the re-enlistment behavior of female enlisted personnel of the United States Armed Forces based on their marital and dependent status. She observed that “single and married women with children reenlisted at higher rates (64 percent and 60 percent, respectively) than did single and married women without children,” observing further that economic reasons to support their family contribute to the tendency. Compared to those that do not have dependents (children), active-duty mothers have less flexibility in job transfers. Edwards further noted that “the presence of children may shift the priorities of the active-duty mother from strictly a career orientation to a mixture of professional aspirations coupled with increased emphasis on support for her family, day-care issues, and desire for flexible work schedules. These competing considerations may exert a powerful impact on a woman's choice to remain on active duty or leave the Armed Forces at the end of her obligated service.”

Antecol & Cobb-Clark (2005) used “sexual harassment” as a moderator variable in assessing the relationship between job satisfaction and intentions to remain in the military. They observed that “experiencing a sexually harassing behavior is associated with reduced job satisfaction and heightened intentions to leave the military.”

### *Gaps in the Literature*

Despite the PN study on attrition of its middle-grade officers, there is still a significant lack of scientific research on turnover behaviours among military personnel in the Philippine context. The retention/attrition models that have been generated by studies outside the country had not been tested in the AFP. Furthermore, no retention or attrition model has been developed for the AFP.

In the literature that were investigated, there is also a gap in analysing retention and attrition behaviours using the gender dimension. Although it is clear in the GAD agenda that men and women have peculiar needs that the organization must address to ensure equity and equality, turnover behaviours have not distinguished between these sexes.

In the context of the AFP, it is an explicit goal of the Philippine National Action Plan on Women, Peace & Security “to empower women and ensure their active and meaningful participation in areas of peace-building, peacekeeping, conflict prevention, conflict resolution and post-conflict reconstruction.” The plan mandates the institutionalization of programs that will ensure the continuous and increased participation of women in different agencies involved in these areas. However, there had not been a comprehensive assessment of the effectiveness of these programs, particularly those under the GAD initiatives, vis-à-vis their impact on women who are serving as military personnel in the AFP in general, and in the PN in particular.

This paper aims to enrich the scientific inquiry on turnover behaviours in the military in the Philippine setting by introducing the gender dimension in the analysis of retention intentions in the PN. The study aims to provide a fact-based analysis on current practices and programs on women empowerment and participation in order to contribute to the review and enhancement of these policies, particularly those that fall under the GAD initiative.

### **III. Paving the Way: Policies on Women Participation in Security and Peace-building in the Philippines**

#### *National Policies*

Women warriors have figured in the Philippine history of uprisings and armed revolts. The names of Gabriela Silang, Melchora Aquino, and Gregoria de Jesus easily come to mind when one thinks of Filipinas who fought against the Spanish colonial rule in the country. Even during the Filipino-American War and the Second World War, Filipinas have not only provided support but have also joined as frontline combatants.

In 1963, 28 years after the AFP was officially established through the National Defense Act of 1935, Republic Act (RA) 3835 was approved which created the Women's Auxiliary Corps (WAC) in the AFP. It was the first law that formally instituted women's participation in the Philippine military. However, unlike the frontline roles they performed in the country's revolutionary history, the WAC was limited to non-combatant and administrative duties. Further,

WAC personnel are explicitly prevented from entering into marriage before they have rendered at least five years of continuous military service.

It was not until 1992 when the government passed RA 7192, or the “Women in Development and Nation Building Act,” that equal opportunities were accorded to women in the military as with their male counterparts. Recognizing women as “full and equal partners of men in development and nation building,” the law formally operationalized the principle of equality between men and women enshrined in the Philippine Constitution of 1987. It also translated locally the government’s international commitment to gender equality through the United Nations Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) in 1981. The law explicitly provided for specific actions for this equality to be realized, among them mandating “equal opportunities for [women’s] appointment, admission, training, graduation, and commissioning in all military or similar schools of the [AFP] and the Philippine National Police.” Following its passage, the first batch of female cadets was welcomed by the Philippine Military Academy in 1993.

RA 7192 was further reinforced by the passage of the Magna Carta of Women or RA 9710 of 2000. The latter explicitly required that women in the military be allowed “to contract marriage upon entry in military service or similar services, except for such positions where a marriage ban for a specific period of time is required for both men and women.”

### *The GAD Budget Policy*

RA 7192 also set forth the GAD Budget Policy and explicitly provided for the allocation of a portion of official development assistance for policies and programs dedicated to gender issues. In 1994, the Department of Budget and Management (DBM), National Economic and Development Authority (NEDA), and the Philippine Commission on Women (PCW) issued a Joint Memorandum Circular that has since served as the “policy framework for the integration of GAD in the development of programs, activities, and projects that promote gender-responsive governance and women’s economic empowerment” (Paderanga, 2010). The following year, the General Appropriations Act initiated the first GAD Budget Policy “that specifically mandates all government departments, bureaus, offices and agencies to set aside at least 5 percent of their total budget appropriations on gender and development.”

### *National Action Plan on Women, Peace, and Security*

In 2011, the government started implementing the “National Action Plan on Women, Peace, and Security” (NAPWPS). Forming part of the Philippine Development Plan 2010-2016, the NAPWPS was intended to implement two United Nations Security Council Resolutions (UNSCRs) that “required parties in a conflict to respect women's rights and to support their participation in peace negotiations and in post-conflict reconstruction. First is the UNSCR 1325 issued in 2000 which “promotes and protects the rights of women and girls in armed conflict situation in terms of 1) participation of women in all levels of decision-making, 2) gender-perspective in Secretary-General Reports and Security Council Missions, 3) protection of and

respect for human rights of women and girls; 4) gender-perspective in conflict processes; and 5) gender perspective in peacekeeping. Second is UNSCR 1820 issued in 2008 which “demands all parties to armed conflict to immediately cease from committing sexual violence against civilians, and to take appropriate measures to protect women and girls.”

Purpose 2 of NAPWPS embodies the goal for empowerment and participation, by “ensur[ing] [women’s] active and meaningful participation in areas of peace-building, peacekeeping, conflict prevention, conflict resolution and post-conflict reconstruction.” Of primary interest to this research is the action point of establishing “non-discriminatory policies on admission, promotion, remuneration, benefits, facilities and other employment opportunities among women and men in the security sector...”

#### *GAD in the DND-AFP*

Gender mainstreaming efforts began in Department of National Defense (DND) and its bureaus as early as 2001 (NCRFW, 2002) and national policies on women participation and empowerment in the security sector have been translated and localized in the department. These include 1) Department Circular (DC) Number 1 on “Use of Non-sexist Language in All Official Documents, communications, and Issuances in the DND”, 2) DC Number 2 on “Guidelines in Annual Gender and Development (GAD) Planning and Budgeting”, 3) DC Number 3 “Guidelines on the Composition, Designation, Roles, and Functions of GAD Focal Point Committee at the DND Proper and its Bureaus,” and 4) DC Number 4 on “DND Gender and Development Reporting and Monitoring System.”

In the PN, female uniformed personnel have significantly increased over the years – from a mere 270 in 2008 to 1, 648 in 2016. This is due to the PN's recruitment policies adhering to the NAPWPS objective of increasing the number of women in the military. GAD-related activities have also been consistently programmed in the Annual Plan and Budget (APB) since 1995. Following the release of the PCW Memorandum Circular Nr. 2011-01 on “Guidelines for the Creation, Strengthening, and Institutionalization of the Gender and Development (GAD) Focal Point System” and the AFP General Headquarters' Letter Directive Number 30 in 2010 which established the AFP GAD Focal Point System, the PN created its GAD Focal Point System in 2012 through Standard Operating Procedure (SOP) Number 12.

#### **IV. Research Design**

##### **A. Objectives**

Using the PN as its focus, this paper looks at the effects of GAD Programs in terms of women empowerment and participation to the retention intentions of female uniformed personnel in the Philippine military. Given these, this paper sought to accomplish the following:

1. Assess the satisfaction of PN female uniformed personnel on the promotion of women empowerment and participation in the organization;
2. Establish the impact of level of satisfaction on women empowerment and participation on the intentions of PN female uniformed personnel to stay or leave if presented with opportunities outside the organization; and

3. Provide recommendations to enhance GAD Programs to address the attrition of female uniformed personnel in the PN.

More specifically, this paper answers the following questions:

1. What is the level of satisfaction of the female uniformed personnel on women empowerment and participation in the PN organization?

2. How does satisfaction or dissatisfaction on the promotion of women empowerment and participation affect the intentions of the female uniformed personnel to stay or leave the service?

3. What possible courses of action can be taken in order to strengthen GAD Programs in the PN?

#### B. Conceptual Framework

Based on the literature review, the paper proposes a simple model that portrays women empowerment and participation as a factor that directly influences the retention intentions of female uniformed personnel. It also includes other factors as found on the literature review, namely job satisfaction and organizational commitment. This paper tests this model which asserts that a gender dimension, operationalized through women empowerment and participation, is external to these two predictors of retention in the military organization.

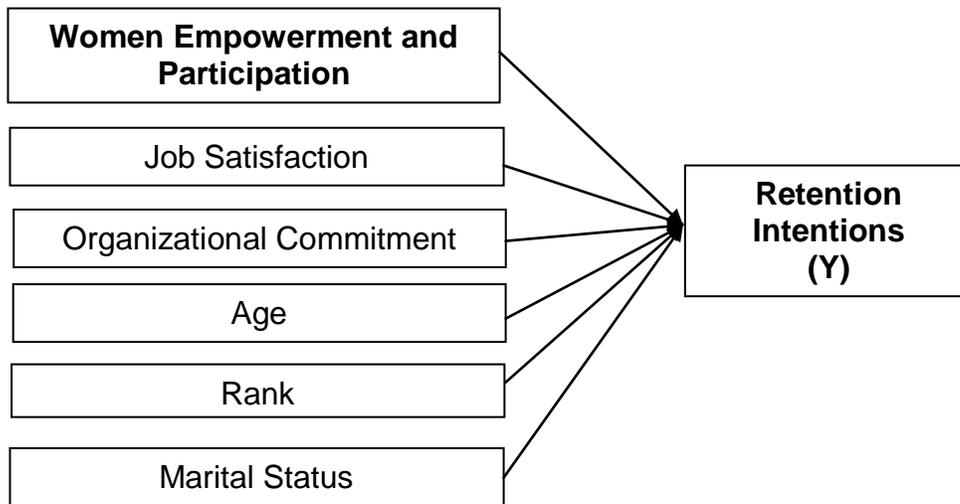


Figure 1. A Conceptual Model on Retention Intentions in the Military

### C. Hypotheses

Given the objectives and research questions, and based on the model above, the following are the hypotheses which the research tested:

#### 1. Women Empowerment and Participation and Retention Intention

*Alternative Hypothesis:* The higher the level of satisfaction on promotion of women participation and empowerment in the PN, the higher is the likelihood of the individual's decision to stay in the organization.

*Null Hypothesis:* There is no relationship between perception on promotion of women participation and empowerment and the retention intention of the personnel.

2. Job Satisfaction and Retention Intention

*Alternative Hypothesis:* The higher the level of job satisfaction, the higher is the likelihood of the individual's decision to stay in the organization.

*Null Hypothesis:* There is no relationship between job satisfaction and the retention intention of the personnel.

3. Organizational Commitment and Retention Intention

*Alternative Hypothesis:* The higher the level of organizational commitment, the higher is the likelihood of the individual's decision to stay in the organization.

*Null Hypothesis:* There is no relationship between perception on promotion of women participation and empowerment and organizational commitment and the retention intention of the personnel.

4. Age and Retention Intention

*Alternative Hypothesis:* The older a personnel is, the more likely he/she will stay in the organization.

*Null Hypothesis:* There is no relationship between age and the retention intention of the personnel.

5. Rank and Retention Intention

*Alternative Hypothesis:* The higher the rank, the more likely a personnel will stay in the organization.

*Null Hypothesis:* There is no relationship between the rank and the retention intention of the personnel.

#### 6. Marital Status and Retention Intention

*Alternative Hypothesis:* If a personnel is married or has dependents to support, the more likely the personnel is to stay in the organization.

*Null Hypothesis:* There is no relationship between marital status and the retention intention of the personnel.

## V. Methodology

### A. Hypothesis Testing

**Logistic Regression Analysis** was used to test the hypotheses of the research. Considering that there might be differences in the results for the commissioned and non-commissioned officers<sup>1</sup>, a second set of the data was stratified and analyzed according to these two groups.

The variables were measured at the individual level. More particularly, they were measured using the following parameters and instruments:

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<sup>1</sup> Commissioned officers are career military personnel who have security of tenure and occupy managerial and leadership positions. Meanwhile, non-commissioned officers are non-career personnel who have the option to re-enlist every three years. They may be considered as the “rank-and-file” employees in their civilian counterparts, and constitute the bulk of any military organization.

Retention intention ( $y$ ) was measured by asking the respondents this question: "Given other job opportunities outside the PN and regardless of standing bonds or contracts you have with the organization, will you still choose to stay or re-enlist (for non-commissioned officer) in the Navy?" Retention intention was used as a proxy measure for actual retention decision, as "intention to stay" has been identified as highly correlated with the actual decision to stay or re-enlist (Griffeth, 2000).

Satisfaction on promotion of women empowerment and participation ( $x_1$ ) was measured using 10 5-point likert-type questions that cover the two indicators based on Purpose 2: Empowerment and Participation of NAPWPS, which are: 1) satisfaction on promotion of equality on Admission, Promotion, Remuneration, Benefits, and Facilities; and 2) Satisfaction on Protection against all forms of sexually-related violence and harassment. The 10 questions covered the areas such as recruitment, promotion, organizational culture, and mechanisms to address sexual harassment.

Job satisfaction ( $x_2$ ) was measured using the Minnesota Satisfaction Questionnaire which uses 20 dimensions of job satisfaction, further classified into three groups: intrinsic, extrinsic, and general satisfaction. Meanwhile, organizational commitment ( $x_3$ ) was measured using a nine-item, shortened version of the Organisational Commitment Questionnaire used by Mowday, Steers & Porter (1979). Both instruments have been widely used in retention/attrition studies.

The respondents' age were grouped into age brackets( $x_4$ ). Likewise, their rank ( $x_5$ ) were grouped into junior, middle-grade, and senior. Finally, marital status ( $x_6$ ) was measured by asking the respondents on whether they are single, married, widowed, or separated.

## B. Sampling

The sampling frame covers all the female military personnel of the PN, which include a total of 1, 648 female commissioned and non-commissioned officers as of October 1, 2016. Random sampling required a total sampling size of 312 respondents. However, only 80 respondents were able to participate in the survey, yielding 25.64% turn-out.

## C. Data Gathering

A survey was used to gather the data needed for the research. With the permission and assistance of the Office of the Assistant Chief of Naval Staff for Personnel, N1, survey questionnaires were distributed through online platform and printed forms (See Annex A: Survey Questionnaire).

Key informant interviews were originally intended to provide more depth in the recommendation portion of the paper. Initially, the target respondents were the focal persons on GAD initiative in the PN. However, time constraints prevented the researcher from conducting the said interviews. Hence, key informant interviews from a previous study was utilized.

Shown below is the summary statistics for the variables used in this study:

Table 1. Summary Statistics

Variables	Mean	Mode	Standard Deviation	Minimum	Maximum
<i>Dependent Variable</i>					
Retention Intention	--	Yes	0.39	--	--
<i>Independent Variables</i>					
Satisfaction on Women Empowerment	40.85	--	7.2	10	50
Job Satisfaction	81.61	--	9.95	40	98
Organizational Commitment	86.73	--	11.61	58	104
Age Bracket	--	28-35 Years old	--	19-27 Years old	51-56 Years old
Rank	--	Junior-grade	--	Junior-grade	Senior-grade
Marital Status	--	Married	--	--	--
<i>n=80</i>					

## VI. Scope and Limitations

While women empowerment has been defined in various ways and different components have been identified in the literature, the study zeroed in on the components stated in NAPWPS, particularly equality on Admission, Promotion, Remuneration, Benefits, and Facilities; and protection against all forms of sexually-related violence and harassment. Likewise, women empowerment was measured from the perception of the respondents, hence the point of view can be subjective without the aid of objective indicators.

The study takes the increasing role of women in the military organization as beneficial, hence psycho-social questions on how exposure to war fighting and exposure of women to violence in the battlefield as combatants affect them individually and the society are not addressed in this paper.

Further, although tackling the issue of gender equality in general, the focus of the study is limited to women empowerment in the military. It will not discuss the policies and perceptions on the LGBT+ and their participation in the Philippine military.

The results of the study, though significant, may not be in themselves conclusive owing to the significantly low turn-out of responses. Difficulties were encountered in disseminating the survey questionnaires to other Navy units primarily because clearance and approval were not granted on time for the questionnaires to reach and be accomplished by the target respondents. At the same time, distribution of the questionnaires to the intended respondents was not properly supervised. Hence, many of the responses received were not included in the analysis because the respondents were not part of the sample.

## VII. Findings

Using logistic regression, the results, as shown in Table 2, reveal that out of the six predictors of retention intention, only organizational commitment is statistically significant, proving hypothesis 3 that the higher the level of organizational commitment of an individual female uniformed personnel, the higher is the likelihood of her choosing to stay in the organization. In this case, a unit increase in organizational commitment increases the log odds by 0.087.

Table 2. Logistic Regression Results for the entire Sample

	Estimate	Standard Error	z value	p-value
Intercept	-7.68351	3.426699	-2.242	0.0249*
Satisfaction on Women Empowerment	0.057297	0.057081	1.004	0.3155

Job Satisfaction	-0.00256	0.044836	-0.057	0.9545
Organizational Commitment	0.087577	0.035473	2.469	0.0136*
Rank	0.966989	0.894937	1.081	0.2799
Age Bracket	-0.75014	0.51862	-1.446	0.1481
Marital Status	0.031869	0.758163	0.042	0.9665
n=80				

Significance codes: 0 '\*\*\*' 0.001 '\*\*' 0.01 '\*' 0.05 '.' 0.1 ' ' 1

Null deviance: 77.212 on 79 degrees of freedom

Residual deviance: 56.729 on 73 degrees of freedom

AIC: 70.729

Number of Fisher Scoring iterations: 6

Similar result is derived when the data is stratified according to the type of personnel (commissioned or non-commissioned officer), with only organizational commitment being statistically significant predictor of retention intention, as shown in Tables 3 and 4.

Table 3. Logistic Regression Results for the Commissioned Officers

	Estimate	Standard Error	z value	p-value
Intercept	-4.05615	0.66617	-1.088	0.2768
Satisfaction on Women Empowerment	-0.04953	0.07130	-0.695	0.4872
Job Satisfaction	-0.04143	0.06362	-0.651	0.5149
Organizational Commitment	0.12329	0.05234	2.356	0.0185 *
Rank	0.37510	1.06125	0.353	0.7238
Age Bracket	-0.56137	0.56860	-0.987	0.3235
Marital Status	0.66617	0.86927	0.766	0.4435
n=56				

Significance codes: 0 '\*\*\*' 0.001 '\*\*' 0.01 '\*' 0.05 '.' 0.1 ' ' 1

Null deviance: 58.193 on 55 degrees of freedom

Residual deviance: 46.266 on 49 degrees of freedom

AIC: 60.266

Null deviance: 58.193 on 55 degrees of freedom

Table 4. Logistic Regression Results for the Non-commissioned Officers

	Estimate	Standard Error	z value	p-value
Intercept	-6.867685	3.540267	-1.940	0.0524.
Satisfaction on Women Empowerment	0.030407	0.060226	0.505	0.6136
Job Satisfaction	-.0007331	0.48883	-0.150	0.8808
Organizational Commitment	0.095157	0.038047	2.448	0.0143*
Rank	1.299497	0.991855	1.310	0.1901
Age Bracket	-0.882521	0.566952	-1.557	0.1196
Marital Status	0.077631	0.788637	0.098	0.9216
n=20				

Significance codes: 0 '\*\*\*' 0.001 '\*\*' 0.01 '\*' 0.05 '.' 0.1 ' ' 1

Null deviance: 69.548 on 75 degrees of freedom

Residual deviance: 51.766 on 69 degrees of freedom  
 AIC: 65.766  
 Number of Fisher Scoring iterations: 6

Since satisfaction on GAD programs have no significant impact on the retention intentions of the respondents, further tests were done to assess whether it has a mediating effect on the level of organizational commitment and job satisfaction.

The level of satisfaction on women empowerment and participation was found to be highly correlated with the respondent's own experience or lack thereof of being a victim of any form of sexual harassment ( $t = -2.9981$ ,  $df = 78$ ,  $p\text{-value} = 0.003643$ ).

Further, the level of satisfaction on women empowerment and participation has a significant effect on the level of job satisfaction ( $t = 4.3282$ ,  $df = 78$ ,  $p\text{-value} = 4.415e-05$ ) and level of organizational commitment ( $t = 6.0415$ ,  $df = 78$ ,  $p\text{-value} = 4.9e-08$ ). Simple regression analysis further validated this finding, as shown on the Tables 5 and 6.

Table 5. Simple Regression Analysis between Satisfaction on Women Empowerment and Job Satisfaction

	Estimate	Standard Error	t value	p-value
Intercept	56.9867	5.7779	9.863	2.31e-15***
Satisfaction on Women Empowerment	0.6028	0.1393	4.328	4.41e-05***

n=80

Significance codes: 0 '\*\*\*' 0.001 '\*\*' 0.01 '\*' 0.05 '.' 0.1 ' ' 1

Residual standard error: 8.999 on 78 degrees of freedom

Multiple R-squared: 0.1937, Adjusted R-squared: 0.1833

F-statistic: 18.73 on 1 and 78 DF, p-value: 4.415e-05

Table 6. Simple Regression Analysis between Satisfaction on Women Empowerment and Organizational Commitment

	Estimate	Standard Error	t value	p-value
Intercept	48.8740	6.1964	8.049	7.57e-12***

Satisfaction on Women Empowerment	0.9024	0.1494	6.041	4.90e-08***
n=80				

Significance codes: 0 '\*\*\*' 0.001 '\*\*' 0.01 '\*' 0.05 '.' 0.1 ' ' 1  
 Residual standard error: 9.65 on 78 degrees of freedom  
 Multiple R-squared: 0.3188, Adjusted R-squared: 0.31  
 F-statistic: 36.5 on 1 and 78 DF, p-value: 4.9e-08

## VIII. Results and Discussion

The above analysis showed that the level of satisfaction of the respondents on the GAD policies does not significantly affect their intention to stay or leave the organization. Instead of having a direct effect on retention intentions, the satisfaction on GAD programs in so far as they empower and protect women's rights and participation in the PN organization is concerned, has a more significant impact on the level of organizational commitment and job satisfaction of the respondents, with the former being a stronger predictor of retention intentions.. Likewise, satisfaction on GAD policies was significantly affected by whether the respondents have experienced sexual harassment or not.

### *Women Empowerment Perspective in Job Satisfaction and Organizational Commitment*

The findings of the paper can provide significant inputs to GAD policies of the PN and how they figure in the over-all framework of the organization's Human Capital Strategy (HCS). As the analysis showed, when women soldiers feel that they are given equal opportunities as with their male counterparts, and protected against sexual harassment, they feel happier with

their jobs and they have greater devotion and loyalty to the organization. Women empowerment does positively affect job satisfaction and organizational commitment.

Here, women empowerment becomes a means to a larger end, which is to retain personnel by addressing what makes them satisfied with their jobs and committed to the institution. In the case of the PN, promotion of gender equity and welfare of women in active military service is part of its Human Capital Strategy. In particular, GAD policies are incorporated in one of the HCS' four pillars which is "Innovative Retention Program." The findings of this study justifies the way the PN framed the GAD policy, showing that a gendered approach on job satisfaction and organizational commitment must be incorporated in the formulation of policies and programs, at least within the context of the PN.

*Beyond the Numbers: Perspectives on Women Empowerment in the PN*

As mentioned in the earlier parts of this paper, the PN has been religiously including GAD programs in its budget year in and year out. In the survey conducted, the level of satisfaction on these policies as they translated to equal opportunities in recruitment and promotion, respect on women and their rights, and protection against sexual harassment, is quite high, with an average of 40.85 out of 50. This paints a good picture showing the PN contributing to the government's commitment to truly empower women as key decision-makers and policy implementers.

However, based on the key informant interviews conducted in a previous paper by the researcher, some challenges in empowering women in the organization can be still be perceived.

For instance, GAD programs are most often thought of as involving women only and excluding the men from the picture. This might result to perceptions that women empowerment means disempowerment of men, with the likely response that the latter, who already dominate positions of power, will temper policies favouring women. This scenario creates greater inequality instead of the equity that the policies are pursuing.

In terms of sexual harassment, there is also the perception that the focus is more on the reactive rather than on the preventive side. Mechanisms are in place to report cases of harassment. However, some aspects that relate to culture, such as misogyny and gender stereotyping, are seen as not being addressed by current policies.

There is also the observation of prevalence of gender discrimination in terms of the nature of job assignments. Some prefer women soldiers in administrative and support functions, citing the physical differences between male and female, and how the latter is unnaturally suited to physically demanding tasks in the frontline and combat operations. Likewise, dynamics that may lead to sexual relations is also cited as a reason to avoid assigning female uniformed personnel in the operating areas which are dominated by men. Also, there are limitations in assigning female uniformed personnel to operational and far-flung areas, considering the lack of facilities, such as quarters. All these translate to a limitation on the number of female personnel

being assigned to the frontlines. As of 2016, only 4% of the total female commissioned officers are assigned at Naval Forces across the country.

Further, some sentiments express concern about maternity privileges of female uniformed personnel. Paid maternity leaves are sometimes viewed as wastage of working hours and government salary. Giving “special treatment” to pregnant uniformed personnel, such as lessening physically demanding tasks, while practiced and accepted, is viewed as unfair to the men and also inefficient due to wastage of paid working hours.

Finally, the interviews showed that there exists an inhibition in the organization to assign more women to combat operations, units of high security, and key leadership positions. A glass ceiling exists not so much in terms of promotion but in assignment to key positions. The traditional view on roles (men as warriors, women as support) still prevails in the organization. However, this requires deeper probing to assess whether organizational and structural factors, such as lack of billets or availability of qualified female personnel, are also behind the perceived glass ceiling. The increasing participation of women in the PN, particularly the Marine Corps, may pose interesting sociological questions pertaining to role of women in combat and war fighting and will require more thorough investigation that is beyond the scope of this paper.

## **IX. Conclusion and Recommendations**

A gendered approach is indeed an important element not only in managing any organization's human capital but also in adhering to the larger principles of justice and equity in

the development agenda. The study was able to show, albeit in a limited scope, how women empowerment helps in ensuring that the AFP, specially the PN, can retain its best female uniformed personnel. It also validates that necessity of the financial resources and institutionalized mechanisms to promote gender equity in the organization.

With the results and findings previously discussed, the following recommendations are proposed:

1. In order to make GAD programs more responsive to the needs of the PN female uniformed personnel as well as the males, a gender audit should be undertaken that will show the peculiar needs of women in the military and how they affect the larger organization. At the time of the writing of the paper, no comprehensive gender audit has been conducted for the PN;
2. Likewise, specific targets that can objectively measure the outputs and impact of GAD policies can be incorporated in the HCS. Such indicators as increase in the number of female uniformed personnel recruited, decrease in their attrition rate, and increase participation in key leadership positions can be considered;
3. Further studies can be conducted in order to identify the strength of the impact of specific aspects of women empowerment to the job satisfaction and organizational commitment of female PN uniformed personnel. As the analysis showed, perception of having experienced sexual harassment in whatever form can lead to a lower level of satisfaction on GAD policies, and consequently on over-all satisfaction and commitment to the PN. Hence, preventive and reactive mechanisms to address sexual harassment should be examined and strengthened;

4. The PN can also consider conducting an audit of challenges to women empowerment that are embedded in its culture as the Navy and as a military organization. Looking at the cultural aspect of the policy will allow its sustainability and the institutionalization of its thrusts and objectives to the organization.

5. A more comprehensive study that will cover a larger sample size and key informant interviewees should be conducted in order to validate the perceptions presented in this paper.

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