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Research Article

Evaluation of Job Satisfaction and Retention of Female Uniformed Personnel at The Civil Relations Service as A Result of Gender-Responsive Programs

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ABSTRACT

This research paper aims to measure the job satisfaction of female uniformed personnel and determine whether Gender and Development (GAD) policies and programs affect their retirement plans in military service. Moreover, it seeks to identify courses of action that could be implemented in the organization to further strengthen its GAD policies and programs.

This study used a descriptive method for research with the assistance of a questionnaire as the main tool to gather data from the respondents. To examine the data, frequency distribution was used to determine the demographic profile of the respondents; Weighted Mean was used to assess the implementation and effectiveness of GAD programs and initiatives within the organization as well as to assess the job satisfaction on the promotion of women empowerment and participation; and Spearman Rank Correlation was used to measure the association between the level of satisfaction of female soldiers across age, rank, and civil status in terms of retention.

Based on the result of the study, the implemented GAD policies and programs in the Civil Relations Service (CRS) significantly impact the retention of uniformed women and effectively address gender-related issues affecting women in the service. Furthermore, the study reveals that female uniformed personnel's satisfaction with the promotion of women empowerment and participation is a critical factor affecting their retention intentions.

The researchers recommend that the organization develop policies and initiatives more responsive to the demands of the CRS female soldier. It's necessary to carry out a gender audit to determine the overall structure of the institution.

Keywords: *Female uniformed personnel, Gender and development, Job satisfaction, Retention*

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Introduction

Soldiers were traditionally regarded as a male-dominated profession. However, as the country has been more open for gender-related topics, Filipino women's involvement in a variety of fields, such as the military, has expanded. Women are no longer excluded from serving in any form of combat mission; they are pilots, vehicle drivers, mechanics, captains, and army officers.

Today, several laws and policies have been implemented to encourage the recruitment of women in the Philippine military. The Philippines developed its own National Women, Peace, and Security Action Plan in year 2011 to support the United Nations Security Council Resolution (UNSC) Resolutions 1325 and 1820, which cover the Philippine government's comprehensive gender and development policy. To facilitate women's participation in peace talks and post-war resolutions, the National Action Plan on Women, Peace, and Security works to put into effect the two UNSC resolutions requiring parties to a conflict to uphold women's rights (Andot, 2017).

Many laws and policies have been successfully made in allowing women to join the Armed Forces of the Philippines (AFP). According to the National Defense College of the Philippines, as of March 2020, there were 8,000 women in the Philippine military, or 2 percent (2%) of the 140,000 total population of the AFP (Arinto, 2021). Despite an increasing number of women joining the organization, no complete evaluation has been made on how efficient policies and initiatives support women's protection and empowerment within the organization. Although laws and initiatives have been implemented to promote their involvement, there is still a notion of discrimination toward females in the military. But women still keep joining and serving in the AFP.

When Women's Auxiliary Corps was established in the Philippines in 1963, women were initially only permitted to enlist in the Philippine military as a technical services member and reserve. Initially, it was prohibited for WAC members to be married before completing an initial period of five (5) years of consistent military service. The WAC was founded by Josefa Borromeo Capistrano in 1963. (Arinto, 2021).

Presidential Decree (PD) No. 1043 reduced the five-year initial service duty to three years following the establishment of the WAC. According to a part of the order an officer or enlisted women will still be automatically discharged from the armed forces if they get married while still serving. The Philippine Army is proposing to reinstate the three-year marriage prohibition for both genders that are newly commissioned and enlisted in the service, and PD No. 1043 is already under review.

The Department of Defense (DND) and other government agencies are required to increase the quota for female admission in all officer-candidate and non-officer schools, as well as similar organizations, such as the Officer Candidate School (OCS) and the Philippine National Police Academy (PNPA), under the Department of Interior and Local Government (DILG), to 20 percent, by the Implementing Rules and Regulations of the MCW.

Women in the Philippines could enroll as cadets at the Philippine Military Academy (PMA) after Republic Act No. 7192 was passed in April 1993. After more than 50 years of only accepting male applicants, 17 female cadets arrived at Fort General Gregorio Del Pilar in Baguio City, allowing them to serve as trained combat soldiers in the Philippine military (Farolan, 2022).

According to the study of Astudillo (N.D.), the factors that have the most significant impact on women's retention are the number of dependents, the frequency of marital status, deployments and spouse's kind of work. The factors vary when evaluated at the level of the developmental group. The career category and the assessed professional sectors were affected by dependents of the spouse influenced information warfare. The number of dependents, marital status, and prior service all had a significant impact on combat support, the career category of the spouse and marital status both impacted the force of modernization. The number of deployments was the main factor affecting all sorts. It should be emphasized that the number of deployments and Air Force Specialty Code type may be correlated, affecting the findings for each developmental group. The source of the commission had no effect on the attrition of women.

It is possible that incentives in place for those between 8 and 15 commissioned years of service are not motivating female police to stay. Compared to married or former spouses, single female officers were more likely to leave the military following their initial service commitment. This also holds true for women without children, who are all classified as single. When comparing attrition rates based on marital status, dual military women, attrition rates were higher than those for spouses in reserve or civilian sectors. Additionally, those who had never been on a deployment departed the service more frequently.

Women with two or more deployments and dependents exhibited the most vital retention behaviors. Women who were married to members of the reserves and the civilian sector exhibited somewhat comparable retention habits. Those who were married to civilians, however, appeared to stay in the military longer than the average of 20 years. Women in the military frequently have unequal experiences. High rates of sexual assault against women in the military are still prevalent among their male counterparts. It cannot be accepted and must not be tolerated. If equality in gender is desired in the armed forces, said sexual violation has to be addressed.

Ten (10) non-commissioned female members identifying members working in the level of Corporal to Sergeant Levels in male-dominated, non-combatant arms occupation had their cultural experiences examined in a research paper by Pahl (2019). The congruence of interests, abilities, and experience had a significant impact on their job satisfaction. While 5 participants said that they would have chosen different employment, 2 members consider leaving the Canadian Armed Forces. Their job

satisfaction was strongly related to the feeling of having difficult, interesting, and meaningful work.

Respondents' job happiness is also tied to direct or indirect assistance from superiors and colleagues. Their postings and accompanying surroundings in the service had considerable influence on women's personal and professional experiences taking into account that their organization is closely associated with generally more sexist treatment of women Palh (2019). The women negotiated their gender in a variety of ways, with the majority of issues originating from pregnancy and child care, as well as managing physically demanding tasks. Interactions between the sexes were diverse and varied, but they were typically centered on prejudice against women due to pregnancy and child care. Compared to male superiors, women in particular were frequently presented in a profoundly negative light.

The researchers came up with this study to measure the job satisfaction of female uniformed personnel and determine whether Gender and Development policies and programs affect their retirement plans in military service. Furthermore, it aims to identify courses of action that could be implemented in the organization to further strengthen its Gender and Development policies and programs.

The conceptual framework for this research aims to investigate the relationship between the job satisfaction of the female uniformed personnel at the Civil Relations Service with that of their retention to military service given the Gender and Development policies and programs in the organization. The respondent's demographics such as age, rank and civil status were also determined.

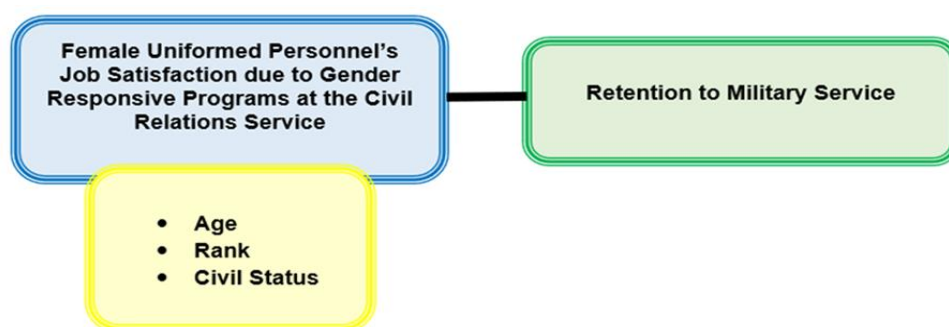


Figure 1. Conceptual Framework

Methodology

The study is designed as a quantitative study, wherein numerical data is gathered and interpreted. Specifically, the questionnaire served as the primary tool utilized by researchers to gather data from the respondents in a descriptive study design. Said design provides a more profound understanding and evaluation of the perceived effect of job satisfaction due to Gender and Development policies and initiatives to the retention of the female soldier of the Civil Relations Service. According to Calderon & Gonzales' definition, Descriptive research describes and makes sense of what is (2007). It focuses on the conditions of existing relationships, prevalent behaviors, views, ongoing processes, effects being experienced, or trends that are evolving. The method of descriptive research goes beyond mere gathering and tabulation of data (Sirisilla, 2023). It includes the parts or the interpretation of the relevance or meaning of the description that follows. The approach was selected because the only processes involved in descriptive research are data gathering and tabulation. It incorporates the components of understanding the importance and meaning of given information. As collected, analyzed, and used in this study, the responders' age, rank, and civil status contribute to their profile data. The researchers collected information from various sources, including books, published and unpublished studies, papers, and internet sites.

The respondents of the study are the female-uniformed personnel assigned at Civil Relations Service located in the areas of Quezon City, Tarlac, Baguio, Palawan, Davao City, Zamboanga, Sulu, Cotabato, Cebu City, Ilo-Ilo, and Pagadian. The participants were employed as a source of primary data. They were requested to submit personal assessments regarding their perception of the effectiveness of GAD policies in influencing their decision to stay or leave the organization. The total respondents are one hundred forty-two (142) women in military uniform.

Questionnaires have been used in this study as the tools needed to conduct the descriptive research design. The first part concentrated on the profile of the respondents, such as their age,

rank, civil status, and years of service. The second part pertained to whether existing GAD policies and programs in the organization affect its female uniformed personnel retention. It has an option of 1 to 5 score depending on the respondent's retention intention. The lowest mark is 1, and the highest is 5 as the retention intention began counting for another five (5) years until retirement. The third part of the questionnaire has ten (10) items, which were adopted from the study conducted by Castillo, M. C. in 2017 entitled GAD Programs of the AFP: An Evaluation Questionnaire. This part is answerable by four (4) a point likert scale with potential rating from strongly disagrees to strongly agree. The survey questions taken from Castillo's questionnaire were adjusted to suit the intended respondents, and then validity was checked. The fourth and last part of the survey questionnaire is a ten-item statement derived from the Minnesota Satisfaction Questionnaire, which aims to assess a satisfaction of an employee with their work. Like the third part, it uses the four-point Likert scale of strongly disagrees to strongly agree.

Results and Discussions

The study found that majority of respondents—55.9%—were between the ages of 25 and 36, and 59.6% of them were single. The officer and enlisted ranks received 37.5%, with the 2LT/ESIGN receiving the highest percentage for officers and the PFC/SN2 receiving the highest rate for enlisted personnel. The study reveals that 72.1% of the respondents reported that GAD policies and programs in the CRS had a positive impact on them, leading them to plan to stay in the organization until retirement. The study employed ten questions to assess whether GAD policies and programs addressed gender-related issues faced by women in the CRS. The analysis revealed an overall weighted mean of 3.19, indicating an "Agree" interpretation, suggesting that GAD policies and initiatives are deemed effective. The study also utilized ten questions to evaluate the effect of promoting women's empowerment and participation on the intentions of female uniformed personnel to remain in or leave military service. The results indicated an overall weighted

mean of 3.12, indicating an "Agree" interpretation, signifying that promoting women's empowerment and participation does have an impact on the intentions of female uniformed personnel to stay or leave the service. The study utilized Spearman's Rho Correlation to demonstrate a weak negative correlation (-0.192) between the promotion of women empowerment

and participation and retention in the military service. Despite the minor correlation, its significance lies in its p-value of 0.025, lower than the established alpha of 0.05, implying a meaningful connection between the two variables. This correlation has implications for retention and should thus be considered relevant.

Table 1. Respondents' Age Distribution in terms of Frequency and Percentage

Age	Frequency	Percentage (%)
18-25 years old	29	21.3
26-35 years old	76	55.9
36-45 years old	25	18.4
46-57 years old	6	4.4
Total	136	100.0

The table displays the incidence and proportional breakdown of the respondent's age. Among the 136 people in total, 76 are between the ages of twenty-six (26) and thirty-five (35) and have a percentage of 55.9%; twenty-nine (29) are between the ages of eighteen (18) and twenty-five (25) and have a percentage of 21.3%; as well as twenty-six (26) are between

the ages of thirty-six (36) and forty-five (45) and have a proportion of 18.4%. Furthermore, 4.4% of the total respondents, or six (6) of them, are between the ages of forty-six (46) and fifty-seven (57). As a result, the age range of most responders ranges between twenty-six (26) and thirty-five (35).

Table 2. Frequency and Percentage Distribution of the Respondents' Rank (Officer)

Rank (Officer)	Frequency	Percentage (%)
1LT/LTJG	2	25
2LT/ESIGN	3	37.5
CPT/LT	1	12.5
MAJ/LCDR	2	25
LTC/CDR	0	0.0
COL/CAPT	0	0.0
BGEN/COMMODORE	0	0.0
Total	8	100.0

The distribution, frequency, and percentage of the officer's rank are displayed in Table 2. In all eight (8) entire populations, two (2) have a percentage of 25% assigned to 1LT/LTJG, three (3) to 2LT/ENSIGN, and one

(1) to CPT/LT, resulting in a proportion of 12.5%. Of the two (2), two have a 25% ranking as MAJ/LCDR. A majority of respondents indicated that their companies are ranked 2LT/ENSIGN as a result.

Table 3. Frequency and Percentage Distribution of the Respondents' Rank (Enlisted Personnel)

Rank (Enlisted Officer)	Frequency	Percentage (%)
Private/Apprentice Seaman	37	28.91
Private First Class /Seaman Second	48	37.5

Rank (Enlisted Officer)	Frequency	Percentage (%)
Corporal /Seaman First Class	15	11.72
Sergeant/Petty Officer Third Class	12	9.38
Staff Sergeant/Petty Officer Second Class	8	6.25
Technical Sergeant / Petty Officer First Class	7	5.47
Master Sergeant/Chief Petty Officer	1	0.79
Senior Master Sergeant / Senior Chief Petty Officer	0	0.0
Total	128	100.0

Table 3 shows the frequency and percentage distribution of Enlisted Personnel's Rank. Out of the one hundred twenty-eight (128) total population, thirty-seven (37) are ranked PVT/ASN with a percentage of 28.91%, forty-eight (48) are ranked PFC/SN2 with a percentage of 37.5%, while fifteen (15) are ranked CPL/SN1 with a percentage of 11.72%. Twelve

(12) are ranked SGT/PO3 with a percentage of 9.38%. Eight (8) are ranked SSG/PO2 with a percentage of 6.25%, seven (7) are ranked TSG/PO1 with a percentage of 5.47%, while one (1) are ranked MSG/CPO with a percentage of 0.79%. Therefore, the majority of the respondents are ranked PFC/SN2.

Table 4. Distribution of the Respondents' Civil Status by Frequency and Percentage

Civil Status	Frequency	Percentage (%)
Single	81	59.6
Married	52	38.2
Annulled	1	0.7
Widowed	2	1.5
Total	136	100.0

The table shows the respondent's civil status frequency and percentage distribution. One (1) has been divorced (0.7%), fifty-two have been married (38.2%), and eighty-one (81) are

unattached (59.6%) of the 136 people in the overall population. Finally, 2.5% of respondents overall are widowed. Consequently, majority of personnel are unmarried.

Table 5. The Contribution of GAD Rules and Programs to the Retention of Female Uniformed Personnel: Frequency and Percent Distribution

Retention	Frequency	Percentage (%)
Until retirement	98	72.1
20 years only	19	14.0
15 years only	6	4.4
10 years only	5	3.7
5 years only	8	5.9
Total	136	100.0

The rate and the distribution of percentages of respondents' retention are shown in the table. One hundred thirty-six (136) individuals who make up the population, ninety-eight (98) plan to remain until retirement, accounting for 72.1% of the total; twenty (20) years only, representing 14.0% of the population; and six (6) plan to remain as long as fifteen (15) years

only, representing 4.4% of the general population. Only five (5), or 3.7% of all respondents, intends to stay in the organization for ten (10) years. Lastly, eight (8) of the respondents, or 5.9 percent of the total, chooses to stay for about five (5) years. Consequently, most of the respondents intend to remain until retirement.

Table 6. Assessment on the Implementation and Effectiveness of the GAD Programs and Initiatives within the Organization

	Indicators	SD	WM	VI
1	The CRS observes and implements GAD programs within the organization.	2.76	3.22	Agree
2	The CRS adapts doctrines and directions in accord with its GAD programs.	2.73	3.19	Agree
3	The CRS disseminates and implements GAD programs, doctrines, and policies at all levels.	2.74	3.19	Agree
4	The CRS focuses its GAD programs to specific training and areas to prevent gender-based violence.	2.76	3.22	Agree
5	The CRS implements other GAD programs that promote gender equality.	2.78	3.23	Agree
6	The CRS addresses its GAD programs against gender-based violence.	2.74	3.18	Agree
7	The CRS enhances its GAD programs in specific areas.	2.73	3.18	Agree
8	The CRS provides stricter penalties for violation of GAD programs.	2.72	3.16	Agree
9	There is a need to monitor and evaluate the CRS GAD programs and initiatives.	2.63	3.07	Agree
10	The CRS accepts suggestions or comments to its GAD programs and initiatives.	2.76	3.21	Agree
Composite/Overall Weighted Mean			3.19	Agree

***Legend:** 3.28-4.00 Strongly Agree, 2.52-3.27 Agree, 1.76-2.51 Disagree, 1.00-1.75 Strongly Disagree

The organization's assessment of GAD activities and initiatives' implementation and efficacy is displayed in Table 6. The respondents appear to be in favor of CRS's execution of GAD initiatives and programs that advance equality between men and women, as indicated by the mean weighted score of 3.23. The second highest mean of 3.22 is indicating that CRS monitors and executes GAD programs within the Organization. GAD programs concentrate on particular instruction and topics to prevent gender-

based violence. Alternatively, interpreted as yes, the lowest weighted mean of 3.07 indicates that respondents concur on the significance of keeping an eye on and assessing the CRS GAD projects and activities.

Based on the information obtained and displayed above, the overall weighted mean of Assessment on the Implementation and Effectiveness of GAD Programs and Initiatives within the Organization is 3.19, interpreted as agreement.

Table 7. Assessment on the Job Satisfaction on Promotion of Women Empowerment and Participation

	Indicators	SD	WM	VI
1	Salaries overall in our organization seem to be fair.	2.66	3.11	Agree
2	I am satisfied with my career advancement within the organization.	2.77	3.24	Agree
3	I believe I apply my full potential and ability within my role.	2.77	3.22	Agree
4	I feel like I have to work harder at my job because of my gender.	2.40	2.83	Agree
5	I think that a woman would be able to fill a top position at my workplace.	2.66	3.11	Agree
6	I believe that I am treated as equal in the workplace.	2.74	3.21	Agree
7	I believe that I get the same privileges that my colleagues get.	2.74	3.21	Agree

	Indicators	SD	WM	VI
8	The way my co-workers get along with each other.	2.75	3.21	Agree
9	Have I ever had to go to desperate measures to get a promotion?	2.39	2.79	Agree
10	I feel safe in my workplace.	2.80	3.26	Agree
Composite/Overall Weighted Mean			3.12	Agree

***Legend:** 3.28-4.00 Strongly Agree, 2.52-3.27 Agree, 1.76-2.51 Disagree, 1.00-1.75 Strongly Disagree

The evaluation of satisfaction with work in promoting women's participation and empowerment is displayed in Table 7. The respondents appear to agree that they feel safe at work, as indicated by the highest weighted mean of 3.26, which can be verbally interpreted as agree.

According to the verbal interpretation of "agree," the second-greatest weighted mean of 3.24 indicates that the respondents are content in their professional development within the

company. Although the respondents seem to agree that they were forced to take extreme measures in order to get a promotion, their lowest weighted mean of 2.79 suggests otherwise.

With the information acquired and displayed above, the weighted average of Assessment on the Job Satisfaction on Promotion of Women Empowerment and Participation is 3.12, verbally interpreted as agree.

Table 8. Spearman Rank Correlation Analysis: Significant Association between Job Satisfaction and Women Empowerment Promotion and Intention to Remain in Uniformed Personnel

Variables	Spearman Rho	p-value	Decision	Remarks	
Retention Intention on Female Uniformed Personnel	Job Satisfaction on Promotion of Women Empowerment and Participation	-0.192	0.025*	Reject Ho	Significant

***Legend:** Correlation: +-0.90 to +-1.00 (Very strong Positive/Negative Correlation); +-0.70 to +-0.89 (Strong Positive /Negative Correlation); +-0.40 to +-0.69 (Moderate Positive/Negative Correlation); +-0.10 to +-0.39 (Weak Positive/ Negative Correlation);+-0.00 to +-0.09 (Negligible Positive/Negative Correlation) *P-value: p-value< 0.05 (Significant); p-value> 0.05 (not significant)

The table displays the Significant Relationship between Women's Empowerment and Participation Promotion and Retention Intention. With Spearman's Rho correlation value of -0.192, it demonstrates the weak negative correlation between job satisfaction and the promotion of women's empowerment and participation. The fact that the p-value of 0.025 is less than the predetermined alpha of 0.05 makes this tiny negative correlation significant. Consequently, a strong correlation has been observed between job satisfaction and the advancement of women's participation, empowerment, and retention.

Conclusion

The study's results provide strong evidence supporting the conclusion that implemented GAD policies and programs in CRS significantly impact the retention of uniformed women and effectively address gender-related issues affecting women in the service. Furthermore, the study reveals that female uniformed personnel's satisfaction with the promotion of women empowerment and participation is a critical factor affecting their retention intentions. Finally, the study unequivocally demonstrates a crucial connection between the promotion of women's empowerment and participation and retention in the military service. As a result, the

hypothesis statement "There is no significant relationship between job satisfaction due to gender-responsive programs and the retention of female uniformed personnel in Civil Relations Service" is rejected.

After an explicit study, the researchers came up with the following recommendations to strengthen the Gender and Development Policies and Initiatives in the Civil Relations Service:

1. A gender audit ought to be carried out to understand the demands of women in military service and how they affect the overall structure in order to develop programs and policies that are more adaptable to the requirements of CRS female uniformed workers. For the CRS, a comprehensive gender audit had not yet been completed at that time.
2. Continue to conduct and improve the organization's policies by establishing and delivering gender-sensitive training and education to all military troops. Gender awareness, diversity, and the impact of gender on military operations and interactions should be emphasized in this training;
3. More studies must be conducted to determine the magnitude of the influence of essential elements of women's empowerment and the organization's commitment to female employees wearing uniforms. The study showed that job satisfaction regarding GAD policies focusing on encouraging women's participation in the organization and empowerment is a critical factor affecting the retention intention of women in uniform of CRS;
4. Make GAD programs more sensitive to the needs of both women and men. To figure what the demands of women in the military are and they affect the better organization, a gender audit should be carried out; and
5. Conduct monthly reports and recommendations on the status of the Gender Planning and Budget and other GAD-related deliverables to the GAD Technical Working Group.

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