

Institutional Support for Enlisted Women in the Civil-Military Operations Regiment, Philippine Army: An Assessment of Deployment, Promotion, and Leadership Assignments as Basis for a Proposed Policy

Sheryl Mae Anne B. Castillo
Polytechnic University of the Philippines
Master in Public Administration
sherylmaeanne30@gmail.com

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ABSTRACT

This study assessed the level of institutional support for enlisted women in the Civil Military Operations Regiment (CMOR), Philippine Army, focusing on deployment, promotion of female soldiers, and holding of key leadership positions, and examined the relationship between respondents' demographic profile and their perceptions of institutional support. Using a descriptive–correlational research design, data were collected from 26 female enlisted personnel through a structured questionnaire employing a four-point Likert scale, supplemented by open ended responses for qualitative insights. Findings revealed that institutional support for enlisted women in CMOR is high to very high across all three dimensions, with deployment receiving the highest level of support, followed by promotion and holding of key positions. Respondents

strongly agreed that assignments and advancement are largely merit based, competency driven, and gender neutral, reflecting alignment with competency-based management principles and gender responsive governance. However, results also indicated that subtle cultural and perceptual biases persist, particularly in relation to promotion and combat adjacent leadership roles. Correlation analysis showed that age, rank, and length of military service have significant positive relationships with perceptions of institutional support, while educational attainment did not demonstrate a statistically significant relationship due to limited variability among respondents. Qualitative findings emphasized the need for family responsive deployment policies, institutionalized support systems, expanded CMO specific training, enhanced Gender and Development (GAD) awareness, consistent monitoring across units, and initiatives promoting camaraderie and well-being. The study concludes that while CMOR has established a strong foundation of institutional support for enlisted women, further policy interventions are necessary to ensure that such support is consistently experienced across all career stages. A Policy Action Plan Matrix is proposed to strengthen merit based, gender responsive institutional practices, contributing to organizational effectiveness, leadership legitimacy, and national security objectives.

Keywords: *Institutional Support; Enlisted Women; Civil Military Operations; Gender Responsive Governance; Philippine Army*

INTRODUCTION

The increasing integration of women into military organizations reflects both global and national commitments to gender equality, inclusive governance, and enhanced operational effectiveness. Modern armed forces have increasingly recognized that institutional support for women—particularly in deployment, promotion, and leadership assignments—is essential to effective human resource management and mission readiness. Empirical studies and international policy reviews indicate that gender inclusive military institutions benefit from broader leadership perspectives, improved decision making, and strengthened civil military engagement, especially in complex operational environments (DCAF, 2024; Gordon & Lee Koo, 2025).

In the context of civil military operations, gender inclusivity carries strategic importance. Civil military engagements require cultural sensitivity, communication competence, leadership, and trust building with civilian stakeholders—functions where women soldiers have demonstrated significant contributions when provided equitable opportunities. Global security frameworks such as the Women, Peace, and Security (WPS) Agenda emphasize that women's participation across all military functions enhances mission legitimacy and effectiveness. Nonetheless, scholarly literature also highlights persistent gaps between formal gender inclusive policies and actual practices in deployment, training, and leadership assignments at the unit level (RAND Corporation, 2023; Dayil & Orji, 2025).

In the Philippine setting, gender equality in the military is strongly grounded in constitutional and statutory mandates. The 1987 Philippine Constitution, Article II, Section 14, directs the State to recognize the role of women in nation building and ensure equality before the law. This mandate is operationalized through Republic Act No. 7192 (Women in Development and Nation Building Act), which guarantees women equal access to training, employment, promotion, and participation in decision making, including in nontraditional sectors such as defense and security. Further, Republic Act No. 9710 (Magna Carta of Women) requires all government agencies, including the Armed Forces of the Philippines (AFP), to adopt gender responsive policies and eliminate institutional discrimination. These legal frameworks collectively require that military deployment, promotion, and leadership assignments be merit based and gender neutral (Republic of the Philippines, 1987; RA 7192, 1992; RA 9710, 2009).

Consistent with these legal mandates, the Armed Forces of the Philippines and the Philippine Army have institutionalized Gender and Development (GAD) programs in coordination with the Philippine Commission on Women. These initiatives aim to mainstream gender perspectives in recruitment, training, deployment, career advancement, and leadership development within the military organization. Despite these policy mechanisms, studies and institutional reports suggest that women—particularly enlisted personnel—may continue to experience constraints in access to deployment opportunities, promotion pathways, and key leadership or operational positions, especially within traditionally male dominated units (Philippine Commission on Women, 2021; de Pedro, 2023; Philstar, 2024).

Within the Civil Military Operations Regiment (CMOR), Philippine Army, these issues warrant closer examination. CMOR operates at the interface of military and civilian interaction, where inclusive leadership, competence-based tasking, and diversity in perspectives are crucial to mission success. However, there remains a lack of empirical, unit level research assessing how institutional support for enlisted women is perceived and implemented in terms of deployment, promotion, and holding of key positions. This gap limits the ability of military administrators to evaluate whether existing legal and policy commitments are effectively translated into practice at the operational level.

Thus, the main objective of this study was to assess the level of institutional support for enlisted women in the Civil Military Operations Regiment of the Philippine Army in terms of deployment, promotion, and leadership assignments, and to examine how these perceptions relate to selected demographic variables. Anchored on constitutional principles, national gender laws, and military GAD policies, the findings of this study aim to serve as a basis for a proposed policy that strengthens merit based, gender responsive institutional practices. From a Public Administration perspective, the study advances the values of equity, accountability, and evidence based policymaking in the security sector, while directly contributing to the achievement of Sustainable Development

Goal (SDG) 5: Gender Equality and SDG 16: Peace, Justice, and Strong Institutions (UN Women, 2024; United Nations, 2026).

Background of the Study

The growing participation of women in military organizations highlights the need for institutional policies that ensure fairness, equal opportunity, and merit-based career progression. International and local studies affirm that women in uniform must be afforded the same systems and processes as their male counterparts—including rating, awards, interviews, point based evaluation systems, recognition of accomplishments, and access to training—in order to compete equitably and demonstrate their value to the organization (DCAF, 2024; Gordon & Lee Koo, 2025). In the absence of adequately implemented institutional mechanisms, gender-based disparities may persist and hinder the professional growth of female soldiers, particularly at the enlisted and noncommissioned officer levels.

In the Philippine Army, the integration of women into military service is anchored on strong constitutional and statutory mandates. The 1987 Philippine Constitution recognizes the role of women in nation building and guarantees equality before the law. This principle is reinforced by national legislation such as Republic Act (RA) No. 9710 or the Magna Carta of Women, which mandates government institutions, including the Armed Forces of the Philippines (AFP), to eliminate discrimination and implement gender responsive policies. Additional laws such as RA 6725 (Prohibition on Discrimination Against Women), RA 7877 (Anti Sexual Harassment Act of 1995), RA 10354 (Responsible Parenthood and Reproductive Health Act of 2012), and RA 11313 (Safe Spaces Act) further strengthen protections for women in the workplace, including military environments (Republic of the Philippines, 1987; RA 9710, 2009; RA 11313, 2018).

Consistent with these legal mandates, the AFP has issued several institutional policies to support gender equality and work-life balance. These include the Policies, Guidelines and Procedures on Granting Parental Leave to Solo Parents in the AFP (Personnel Directive No. 01, s. 2016) and the adoption of Harmonized Gender and Development (GAD) policies in coordination with the Philippine Commission on Women (PCW). The institutionalization of Gender and Development (GAD) programs reflects the military's ongoing commitment to mainstream gender perspectives in recruitment, training, deployment, promotion, and leadership development. Notably, the Philippine Army established a dedicated GAD Office to oversee the implementation of gender responsive programs and ensure compliance with national laws and policies (PCW, 2021; Philippine Army, 2025).

Despite these initiatives, existing studies and institutional reports indicate that enlisted women continue to experience challenges related to inequality, discrimination, and limited access to career advancing opportunities within the military organization. Research suggests that while policies exist, gaps often emerge at the level of implementation, particularly in deployment opportunities, promotion practices, and assignment to key leadership or operational positions (de Pedro, 2023; Philstar, 2024). These challenges are more pronounced in traditionally male dominated units, where organizational culture and informal practices may influence career outcomes despite formal gender-neutral policies.

Women integrated into predominantly male-dominated organizations often experience heightened performance pressure because their individual achievements and shortcomings tend to be generalized and attributed to the entire minority group they represent. This phenomenon is explained by tokenism theory, which posits that women in skewed gender ratios encounter increased visibility, performance scrutiny, and role entrapment (Kanter, 1977; Spangler et al., 1978). In male-oriented occupational environments, particularly in high-status and traditionally masculine professions such as the military, women are frequently viewed as competitors rather than collaborators, reinforcing gender-based resistance and bias (Aldossari et al., 2021).

Recent data further illustrate these disparities. Women comprise only a small proportion of the total military population in the Philippines, with even fewer occupying senior leadership or command positions. As of recent AFP records, women represent a minority of both commissioned officers and enlisted personnel, and their presence in specialized units remains limited. In the Civil Military Operations Regiment (CMOR), where missions demand leadership, coordination, and engagement with civilian stakeholders, the representation of enlisted women

in key roles remains minimal. This underrepresentation underscores the need to examine the institutional factors that affect their professional growth, deployment, and advancement (PCW, 2021).

Ultimately, this study seeks to support the formulation of fair, evidence based, and gender responsive policies that will improve career prospects for female Senior Non-Commissioned Officers (SNCOs), strengthen institutional effectiveness within the Civil Military Operations Regiment, and contribute to the development of a more inclusive and responsive military organization. By assessing institutional support mechanisms in deployment, promotion, and leadership assignments, the study aims to contribute to both organizational reform and broader public sector goals of equity, accountability, and sustainable development.

Conceptual Framework

Figure 1. presents the conceptual framework of the study entitled “Institutional Support for Enlisted Women in the Civil Military Operations Regiment, Philippine Army: An Assessment of Deployment, Promotion, and Leadership Assignments as Basis for a Proposed Policy.” Anchored on Competency Based Management (CBM) and New Public Management (NPM) theories, the framework illustrates how institutional support mechanisms within a public military organization interact with the demographic characteristics of enlisted women and how these interactions guide evidence-based policy formulation (Spencer & Spencer, 1993; Hood, 1991).



Figure 1. *Paradigm of the Study*

Demographic Profile and Public Administration Context

The first component of the framework represents the demographic profile of enlisted women, including age, rank as enlisted personnel, length of military service, and highest educational attainment. In public administration, demographic variables are essential control and explanatory factors because they shape individual exposure to institutional processes, access to opportunities, and interpretations of administrative fairness and effectiveness (UNDP, 2025).

Within the Philippine Army, differences in rank structure, tenure, and educational attainment condition access to training, deployment, and leadership development—key instruments of professional growth in a merit based public organization (de Pedro, 2023).

Institutional Support through a Competency Based Lens

The second component focuses on the level of institutional support for enlisted women, operationalized through deployment, promotion of female soldiers, and holding of key positions. Drawing from Competency Based Management Theory, institutional support is understood as the extent to which organizational systems allocate opportunities based on skills, experience, and performance rather than gender (Boyatzis, 2008; Dubois & Rothwell, 2004).

Relationship between Demographics and Perceptions of Institutional Support

The third component highlights the relationship between the respondents' demographic profile and their perceptions of institutional support. This analytical dimension reflects New Public Management's emphasis on evidence-based assessment and performance measurement, wherein policies are evaluated not only by design but by how they are perceived and experienced by implementers and beneficiaries (Osborne & Gaebler, 1992; OEC, 2019).

Understanding whether age, rank, length of service, or education significantly influences perceptions of deployment, promotion, and leadership access allows the study to identify systemic gaps between formal gender policies and operational realities within CMOR (Gordon & Lee Koo, 2025).

Policy Implications, SDGs, and Public Administration Values

The final component represents the proposed policy recommendations, derived from the empirical relationships identified in the study. These recommendations aim to strengthen competency based, equitable, and gender responsive institutional practices in the Civil Military Operations Regiment. Such policy development directly supports Sustainable Development Goal (SDG) 5 (Gender Equality)—particularly Target 5.5 on women's full participation in leadership—and SDG 16 (Peace, Justice, and Strong Institutions), which emphasizes inclusive, accountable, and effective public institutions (UN, 2015; DCAF, 2020).

From a Philippine public administration perspective, the framework reinforces constitutional and statutory mandates on gender equality, professionalism, and merit in public service, while recognizing the strategic importance of enlisted women in civil military operations where community engagement, humanitarian coordination, and peace building are critical (Republic of the Philippines, 1987; PCW, 2021).

Overall, the conceptual framework demonstrates a systematic progression from describing respondent characteristics, assessing institutional support mechanisms through a competency and performance lens, analyzing their relationships, and formulating policy recommendations that advance equity, accountability, inclusivity, and institutional effectiveness—core values of Public Administration and essential conditions for realizing gender responsive governance in the Philippine Army.

METHODS**Research Design**

This study employed a descriptive–correlational research design to determine the relationship between the demographic profile of enlisted women in the Civil Military Operations Regiment (CMOR), Philippine Army, and their perceived level of institutional support in terms of deployment, promotion, and holding of key positions.

A descriptive design was used to describe the demographic characteristics of the respondents and the level of institutional support provided to enlisted women. The correlational component was utilized to examine the degree and direction of relationship between selected demographic variables and institutional support variables, without manipulating any variables. This design is appropriate when the objective is to determine whether significant associations exist among variables as they naturally occur in an organizational setting (Creswell, 2014; De Vaus, 2012).

Research Locale

The study was conducted at the Civil Military Operations Regiment (CMOR) of the Philippine Army, which is mandated to plan and implement civil–military activities in support of national security, peacebuilding, and community engagement. CMOR was selected as the locale of the study due to its people-centered operational mandate and its strategic relevance in examining gender-responsive institutional support within a military context.

Sampling Technique

This study employed a total enumeration approach combined with purposive sampling, depending on the actual population size of enlisted women assigned to the Civil Military Operations Regiment (CMOR) at the time of data collection. Total enumeration was applied because the number of female enlisted personnel in CMOR Headquarters was limited and manageable, making it both practical and methodologically sound to include all eligible respondents. When the population of interest is small and clearly defined, total enumeration is recommended to ensure comprehensive coverage and eliminate sampling bias (Creswell, 2014; De Vaus, 2012).

Purposive sampling principles were also observed, as the respondents were intentionally selected based on predefined inclusion criteria, specifically: gender (female), rank classification (enlisted personnel), unit assignment (CMOR), and minimum length of service. This ensured that participants possessed direct experience and sufficient exposure to institutional policies and practices related to deployment, promotion, and assignment to key positions. Purposive sampling is appropriate in studies where the researcher seeks information from a specific subgroup that is most knowledgeable about the phenomenon under investigation (Etikan, Musa, & Alkassim, 2016).

The combined use of total enumeration and purposive sampling ensured that all eligible enlisted women were given equal opportunity to participate, while also maintaining the relevance and integrity of the data collected. This approach strengthened the internal validity of the study and ensured that the findings accurately reflected the experiences, perceptions, and institutional realities of enlisted women within the Civil Military Operations Regiment.

RESULTS AND DISCUSSION

This chapter presents the results, analysis, and discussion of the data gathered through the structured questionnaire administered to enlisted women of the Civil Military Operations Regiment (CMOR), Philippine Army. The data collected were systematically analyzed to address the research questions and to determine the level of institutional support provided to enlisted women in terms of deployment, promotion of female soldiers, and holding of key leadership positions.

The discussion focuses on identifying existing institutional strengths and gaps, particularly those related to policies, practices, and organizational culture that either facilitate or constrain the professional development of enlisted women. Emphasis is placed on how institutional support mechanisms can be enhanced to eliminate structural and perceptual barriers, provide equitable opportunities, and foster an environment that recognizes, values, and maximizes the competencies and leadership potential of female soldiers.

Overall, this chapter situates the empirical findings within both theoretical and practical contexts, linking individual perceptions of institutional support to broader organizational and policy implications relevant to the Civil Military Operations Regiment and the Philippine Army as a whole.

Profile of the Respondents in Terms of Age

The largest proportion of respondents belongs to the 40 years old and above category, accounting for 10 respondents or 38% of the total sample. This indicates that a substantial number of enlisted women in CMOR are senior in age and likely possess extensive military experience, exposure to various assignments, and familiarity with institutional policies on deployment, promotion, and leadership roles.

The age profile of the respondents indicates that CMOR is composed largely of experienced enlisted women, which aligns with the regiment's people centered and coordination intensive mandate. This demographic characteristic provides a solid foundation for analyzing institutional support mechanisms and for formulating policy recommendations that address both current realities and future personnel development within the Civil Military Operations Regiment.

Profile of the Respondents According to Rank

The largest groups of respondents are found in the ranks of Technical Sergeant and Private, each comprising the highest number of respondents. This distribution suggests a bimodal rank structure, wherein the respondents are concentrated at both the entry level and senior NCO ends of the enlisted hierarchy.

The presence of a substantial number of Technical Sergeants indicates that many respondents occupy senior enlisted positions, which are typically associated with supervisory responsibilities, leadership functions, and greater exposure to deployment decisions, promotion systems, and assignment to key roles. These respondents are therefore well positioned to assess institutional support mechanisms based on extensive professional experience and sustained interaction with military leadership and policy implementation. Respondents in the Staff Sergeant, Sergeant, Corporal, and Private First-Class ranks form a middle tier within the rank distribution. These ranks typically represent transitional career stages, where enlisted personnel begin to assume greater responsibility, qualify for leadership training, and become eligible for promotion and specialized assignments. Their perspectives provide valuable insight into how institutional support is experienced during critical phases of professional development.

Implications of Rank Distribution to the Study

The rank profile of the respondents has significant implications for the interpretation of the study's findings. The representation of both junior and senior enlisted ranks ensures that perceptions of institutional support are drawn from a broad spectrum of experiences, ranging from initial exposure to military systems to long term engagement with leadership, deployment, and promotion processes. The rank distribution suggests that CMOR is composed of enlisted women at varying levels of responsibility and authority, enabling the study to present a balanced and inclusive assessment of institutional support across the enlisted career continuum. This diversity supports the study's objective of using empirical evidence to inform policy recommendations that address both early career development and long-term leadership progression for enlisted women in the Civil Military Operations Regiment.

Profile of the Respondents According to Length of Military Service

The service length profile has significant implications for interpreting the study's findings. The dominance of long serving enlisted women strengthens the validity of the results related to deployment, promotion, and holding of key positions, as these respondents have had sustained interaction with institutional policies and leadership practices over time.

This profile helps explain why the study recorded high to very high levels of institutional support across all dimensions. Experienced personnel are more likely to recognize consistent policy implementation, merit-based practices, and leadership commitment to gender responsive governance. At the same time, the presence of early and mid-career respondents ensures that the findings also reflect how institutional support is perceived during formative stages of service.

From a policy perspective, the concentration of long serving women in CMOR suggests that retention among enlisted women is relatively strong, particularly within a regiment whose mandate emphasizes coordination, leadership, and engagement with civilian stakeholders. This underscores the importance of sustaining and strengthening institutional support mechanisms to ensure that enlisted women remain motivated, professionally fulfilled, and prepared for leadership roles.

Overall, the length of military service profile reinforces the study's conclusion that institutional support for enlisted women in CMOR is grounded in long term organizational experience, providing a solid basis for

proposing policies that further enhance deployment equity, promotion fairness, and leadership development within the regiment.

Profile of the Respondents According to Highest Educational Attainment

The dominance of college educated enlisted women reflects the professionalized nature of CMOR, whose mandate involves coordination with civilian agencies, community engagement, policy implementation, and civil military relations. These functions require competencies such as communication skills, critical thinking, planning, and stakeholder management—capabilities that are often strengthened through higher education.

The presence of a respondent with a master's degree, though limited in number, further demonstrates that some enlisted women pursue advanced academic qualifications while remaining in the enlisted ranks. This highlights a potential area for institutional development, particularly in aligning educational qualifications with career advancement, leadership assignments, and specialized roles. Overall, the findings underscore that enlisted women in CMOR are not only experienced and committed but also academically equipped, reinforcing the study's conclusion that strengthening institutional support for this group contributes directly to organizational effectiveness, mission success, and national security objectives.

Level of Institutional Support for Enlisted Women in Civil-Military Operations Regiment, Philippine Army, in terms of DEPLOYMENT

The results demonstrate that enlisted women in CMOR perceive deployment related institutional support to be very strong, equitable, and merit based. The overall result indicates that CMOR has largely succeeded in aligning deployment practices with competency-based management, gender equality mandates, and operational effectiveness goals.

These findings suggest that CMOR provides a relatively enabling environment for the deployment of enlisted women compared to other military contexts documented in the literature. Strengthening and sustaining these practices can further enhance mission effectiveness, organizational legitimacy, and compliance with national and international commitments on gender equality and inclusive security.

Level of Institutional Support for Enlisted Women in Civil-Military Operations Regiment, Philippine Army, in terms of PROMOTION

Notably, the survey findings indicate a high level of agreement that female soldiers' abilities and competencies are sometimes underestimated compared to those of their male counterparts. While still positive, this comparatively lower score signals that perceptual or cultural biases may persist, even within an institution that broadly endorses gender equality.

The findings imply that CMOR has established strong promotion policies aligned with national gender equality mandates, GAD principles, and Women, Peace, and Security commitments, but that sustaining and deepening these gains will require addressing cultural dimensions alongside formal policy enforcement.

Strengthening mentoring systems, increasing visibility of women in senior enlisted and leadership roles, and ensuring transparent access to specialized operations may further enhance promotion equity and institutional trust. Ultimately, equitable promotion practices not only empower enlisted women but also contribute to organizational effectiveness, morale, and mission readiness, reinforcing CMOR's role as a professional and inclusive military unit.

Level of Institutional Support for Enlisted Women in Civil-Military Operations Regiment, Philippine Army in terms of HOLDING KEY POSITIONS

The findings indicate that enlisted women in CMOR perceive institutional support for holding key positions to be high and largely merit-based. The findings suggest that CMOR has created an environment where women's leadership potential is recognized, valued, and increasingly integrated into organizational decision-making structures.

However, the comparatively lower score related to combat related task performance signals that perceptual and cultural factors remain an area for further strengthening. Addressing these perceptions through expanded leadership exposure, mentoring, and operational training opportunities for enlisted women may further solidify confidence in women's leadership across all mission areas.

Overall, the findings affirm that institutional support for women holding key positions contributes positively to organizational effectiveness, leadership legitimacy, and mission success. Strengthening these support mechanisms not only advances gender equality but also enhances CMOR's operational readiness and alignment with national and international commitments on inclusive and professional security sector governance.

These results support the theoretical premise that institutional support is not experienced uniformly but is influenced by one's position, experience, and exposure within the organization. The findings are consistent with Competency Based Management, New Public Management, and Women, Peace, and Security frameworks, all of which emphasize the role of leadership, experience, and institutional maturity in shaping equitable outcomes (Hood, 1991; United Nations Security Council, 2000).

Importantly, the significant relationships identified in this study reinforce the need for policy interventions that ensure early career and junior enlisted women experience the same level of institutional support as their senior counterparts. Strengthening mentoring systems, improving transparency in deployment and promotion processes, and expanding leadership development opportunities can help bridge perceptual gaps across demographic groups.

Based on the statistical evidence and correlational analysis, the study concludes that there is a significant relationship between the respondents' demographic profile and their perceptions of institutional support for enlisted women in the Civil Military Operations Regiment. Experience related variables—age, rank, and length of service—play a critical role in shaping perceptions of deployment equity, promotion fairness, and access to leadership roles.

These findings provide strong empirical justification for the development of a proposed policy aimed at institutionalizing gender responsive, merit-based support mechanisms that are consistently experienced across all career stages, thereby strengthening CMOR's organizational effectiveness and contribution to national security.

CONCLUSION

Based on the findings of the study, the following conclusions are considered: Institutional support for enlisted women in CMOR is generally high and strongly evident across deployment, promotion, and leadership assignments. CMOR has largely succeeded in operationalizing merit based, competency driven, and gender responsive practices.

- Deployment is the strongest area of institutional support, reflecting effective implementation of skill based and gender-neutral policies aligned with CMOR's people centered mission.
- Promotion systems are perceived as fair and merit based, though subtle cultural perceptions regarding women's competence suggest the need for continued leadership reinforcement and mentoring mechanisms.
- Support for women holding key positions is substantial, indicating institutional confidence in women's leadership abilities. However, leadership and combat adjacent roles remain areas where confidence can be further strengthened through exposure and training.
- Experience related demographic factors—age, rank, and length of service—significantly influence perceptions of institutional support, underscoring the importance of ensuring that early career and junior enlisted women experience the same level of support as their senior counterparts.
- Educational attainment enhances capability but does not independently shape perceptions of institutional support, suggesting that organizational experience is a more decisive factor in shaping confidence in institutional systems.

Strengthening institutional support for enlisted women is not only a gender equality issue but a strategic organizational imperative, contributing to operational effectiveness, leadership legitimacy, and national security outcomes.

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