

## Participation of women in the policy and decision making in the workplace at the barangay level of Muntinlupa City, Metro Manila, Philippines

Wenceslao B. Ecoben<sup>1</sup>, Alicia M. Palparan<sup>2</sup>

<sup>1</sup>Research Officer, Pamantasan ng Lungsod ng Muntinlupa, Muntinlupa City, Metro Manila, Philippines

<sup>2</sup>Faculty, College of Arts and Science Pamantasan ng Lungsod ng Muntinlupa, Muntinlupa City, Metro Manila, Philippines

Email - ecoben711@yahoo.com

**Abstract:** *The primary objective of the study is to assess the level of participation of women employees in the Barangay level in Policy and Decision-making. The participation of women in political decision-making positions was recognized as a political right after the adoption of the Universal Declaration of Human Rights (UDHR) in 1948. The study is descriptive in nature. The respondents of the study are coming from the head of offices in the eight (8) barangay in Muntinlupa City. The study found out that; In Muntinlupa City, there is a greater participation of women employees in the Policy making in the Barangay level; In Muntinlupa City, there is a greater participation of women employees in the Decision making in the Barangay level; In Muntinlupa City, the public servant Muntinlupeñas are acknowledged to be part of the policy and decision making in the agency, unit/program where they are working with; In Muntinlupa City, the heads in public service is Gender sensitive and treat women as co-equal public servants of men. As John Rawls believed in a society of free citizens, there is holding of equal basic rights cooperating within an egalitarian economic system: where everyone is free to live, to think, to work, to express one's opinion. and to make decision - this is already a prefiguration of Muntinlupa City as Gender and Development champion.*

**Key Words:** *Participation, Decision-Making, Policy Making, Public Servant, Equality Opportunity, Gender*

### I. INTRODUCTION:

*"Equality between women and men is a matter of human rights and a condition for social justice and is also a necessary and fundamental prerequisite for equality, development and peace. A transformed partnership based on equality between women and men is a condition for people-centered sustainable development."* (as cited by Miranda, 2005 on the Beijing Platform for Action, Mission Statement.)

Filipinos are said to be Patriarchal. Most of the decisions in the family are coming from the Father or eldest male in the family.

However, the traditional concept of Patriarchal is seemingly diminishing due to influence of modernism and in the advent of women empowerment. Like the idea of breadwinner which is traditionally a Father's primordial responsibility but now it is no longer the case, since, the idea of breadwinner is now a shared responsibility of all the members in the family who are earning (Ecoben, W., et.al., 2012).

Filipinos, as a social being, need to relate with others. Consequently, relating with others form into a small social group or association. In order to maintain its association, a leader has to be elected. A leader has to manage the affairs of the association and let each member enjoy the belongingness. Even in the most complex group or association, a leader is needed. In the Philippines, having its influence from the family, the highest authority in the company are mostly male.

Even in Politics, for so centuries, the Philippines has been ruled by a male figure as the leader. It has shifted only when Cory Aquino became the President of the country. Philippine politics is essentially the domain of the "male" especially from the "wealthy family". This is a common observation all over the country that those who are in the higher position in the public service are mostly male and coming from a wealthy family.

The contribution of women in the public service begun to grow and the traditional thought of Filipina (confined in the house and taking care of the children) has transformed into an active nation builder when President Corazon C. Aquino rose to power in 1986. She was the first Filipina President in the Philippines and the First Woman leader in Asia. She conveyed a message that woman can also become a leader of the Filipino people who have been under the dominance of men. However, *having a woman president unfortunately has not led Filipino women to a higher place in society... in politics* (Abao and Yang, 2001).

Nonetheless, the Filipino can make a difference and set history like what EDSA People Power in 1986. It was a product of long endured hunger for democracy and equality of people, in rights, in opportunity and in public service.

There can be no doubt that Muntinlupeñas have also imbibed the idea of equality of men and women in the public service being in a democratic society.

The Barangay, being the smallest political unit, is the baseline of being a public servant. A Muntinlupëña, being a public servant vis-à-vis a government employee is to be mindful of the bureaucracy – a bureaucracy headed dominantly by men.

As a public servant how actively involved is she in the policy and decision-making in the unit where she belongs? What is the level of her participation in the Barangay where she is called- a public servant?

This present study is conducted in the local government of the City of Muntinlupa. Muntinlupa City (in Pilipino: Lungsod ng Muntinlupa), is the southernmost city of Metro Manila in the National Capital Region (NCR). It is given the nickname "Emerald City of the Philippines." It is classified as a highly urbanized city. It is also the "Gateway to Calabarzon" and Southern Luzon.

Muntinlupa City is most gracious to have elected women city councilors just after the 1986 EDSA Revolution like Hon. Ma. Luisa Babaran-Echavez, MD, Marissa Cole- Rongavilla, Amethyst Patdu-Labios, Luvì Pagsisihan Constantino, Stephanie Galan Teves such women legislators have represented in policy and decision making positions on an equal putting with men.

However, in the Barangay level and in the departments or offices, there is also the policy and decision making at this level and women are certainly involved or played a major role on it.

The objectives of the study are: (1) To assess the level of participation of women employees in the Barangay level in Policy and Decision-making and (2) To find out if the younger generation of Muntinlupeno accepts the women's role in the public service.

The participation of women in political decision-making positions was recognized as a political right after the adoption of the Universal Declaration of Human Rights (UDHR) in 1948. UDHR Articles 2 and 21 stipulate equal enjoyment of political rights without discrimination on the basis of one's sex or any other ground. In 1966, the International Covenant on Civil and Political Rights (ICCPR) reaffirmed the UDHR principle of the right to participate in public and political life without discrimination.

The contribution of women in the public service begun to grow and the traditional thought of Filipina (confined in the house and taking care of the children) has transformed into an active nation builder.

This study is based on the idea of John Rawls on *Justice*. Generally, the theory states that in a society of free citizens there is a holding of equal basic rights cooperating within an egalitarian economic system. This theory basically points out that everyone is a free citizen and possesses equal basic rights, such as, to live, to think, to work, to make decision and to express one's opinion. This is what justice means.

## **2. STATEMENT OF THE PROBLEM:**

This paper seeks to describe and assess the level participation of women employees in the Barangay level in Policy and Decision making.

In order to answer the main problem, the following sub questions were formulated, such as; (1) What is the demographic profile of the respondent, in terms of; age, gender, number of women subordinates and number of women who became head of the unit/program in the barangay. (2) What is the level of participation of women in the decision- making, (3) What is the level Participation of Women in the Policy making, (4) What are the programs in the barangay level where women-employees are involved in the policy making and (5) What are the noticeable Paradigm Shift reflected from the respondents?

The following are the assumptions of this study which will be proven in the succeeding chapters; (1) that in Muntinlupa City, there is a greater participation of women employees in the Policy making in the Barangay level (2) that in Muntinlupa City, there is a greater participation of women employees in the Decision making in the Barangay level (3) that in Muntinlupa City, the public servant Muntinlupëñas are acknowledged to be part of the policy and decision making in the agency, unit/program where they are working with, and, (4) that in Muntinlupa City, the City Government is Gender sensitive and treat women as co-equal public servants of men which can bring progress to the city and country in general.

## **3. MATERIALS AND METHODS:**

This present study is Descriptive research and quantitative in nature. The population of the study were coming from the eight (8) Barangays in Muntinlupa City, namely: Tunasan, Poblacion, Putatan, Bayanan, Alabang, Cupang, Buli, and Sucat. Only the head of the unit or program with women as employees or his/ her subordinates were considered respondents of the study. A total of 100 respondents were considered from the different heads in the Barangay.

The main instrument used in gathering information was Survey. The researchers constructed a self-made survey questionnaire to ensure that the needed information will be provided. The said survey instrument was validated by the faculty-researchers and research coordinators. Besides, the researcher also used interview and observation.

The following statistical measures were used for the data treatment and analysis, such as; Percentage-Frequency, weighted mean and ranking.

## **4. FINDINGS AND ANALYSIS:**

Here are the results of the said study. (1) As regards to the demographic profile of the respondents, in terms of **gender** there were 53 male respondents and 47 female as the head of the program from the total 100 heads of the program; in terms of **Age bracket**, the highest was 51 years old and above with 34 respondents and the lowest was 25-30 years old with 8 respondents only; in terms of the **number of women under your responsibility** as co-employee, there were 34 respondents who had 3-5 employees under their responsibility and 8 respondents having 11-15 women as co-employees; in terms to the **number of years** that the head of the unit / program has been, the study revealed that there were 38 heads who had been in the service for two years while 18 heads who had been head for two years or least and 8 heads who have been heading a program for a period of five to six years.

1. As regards to the participation of women in the decision-making,

**Table 1: Distribution of women participating in the decision making**

Decision Making	YES		NO	
	Frequency	Percentage	Frequency	Percentage
1. Do you involve women in your unit in your decision-making?	88	88 %	12	12 %
2. Do you consult them before you decide on something related to your mandate?	96	96 %	4	4 %
3. Do you inform them before you decide on something related to your mandate?	95	95 %	5	5 %

As regards to the question, do you involve women in your unit in your decision-making? Eighty-eight (88) of the 100 respondents reply that they involved women employee under them. Only 12 of them replied “No” or they do not involve women employee under them to take part in the decision making. This negative reply can be understood because of the dominating perception that is still rooted in the Patriarchal mind set in running an organization.

This means that majority of the unit heads are considering the voice and the idea of the women in deciding something related to their office. Women’s participate decision making are entertained by their immediate head of offices/unit.

As regards to the question do you consult women before you decide on something for your office or Units to your mandate? – almost 100% of our respondents replied that yes- they consult their women employees before deciding on something related to their office or nature of their work.

Through consultation, the women’s voice, opinions and thoughts are valuable to the decision making. These, the researchers believe that, the women’s participation in the decision making can be influential.

As regards to the question, do you inform women before you decide on something related to your mandate? – 95% of our respondents said Yes – they informed their women employees before they decide on something.

To transmit the information is an organization task, however, to inform before deciding on something could mean an act of soliciting the opinion of others. In this instance, the heads of the office in the Barangay are passively soliciting ideas from their women co-employees.

To summarize, the study found out that the heads of the program in the Barangay level are involving the women employees in the decision making.

As regards to the inquiry about what percentage of participation does your women employee have in your office, our study revealed that Fifty-two (52) of the heads gives a 100% participation in the decision making. Twenty of them (20) of them involved their women employee with 75% and Ten (10) of our respondents said that they are giving 50% participation in the decision making.

Eighty (82) of the 100 respondents are giving active participation of their women employees ranging from 50% to 75% and even to 100% involvement in the decision making. In short, women employees are actively participating in the Decision-making in the programs concerning their office.

As regards to the question, do you involve women in your unit in the policy making? —our study found out that 92% of our respondents said YES – they are actively involving their women employees. On the one hand, eight (8) from the 100 respondents replied that they DO NOT involve their women co-employee in the policy making.

**Table 2: Distribution of women participating in the Policy Making**

Policy Making	YES		NO	
	Frequency	Percentage	Frequency	Percentage

1. Do you involve women in your unit in the policy making?	92	92 %	8	8 %
2. Do you consult them in your unit in the policy making?	96	96 %	4	4 %
3. Do you inform them un your unit in the policy making?	96	96 %	4	4 %

As regards to the question, do you consult your women employee in the policy making? Ninety-six (96%) of our respondents replied YES, they are consulting their women co-employee when it comes to policy making while four (4) from the 100 respondents replied, they DO NOT consult their women employees in the Policy making.

As regards to the question, do you inform them to participate in the policy making? Our study found out that Ninety-six (96%) of our respondents said – YES they are informing their women employees with regards to policy making activities and only four (4 %) replied that they DO NOT inform the women employees in the Policy making.

From the table above, Generally, we can extract already the practice of the heads in the Barangay level of how do they involve their women employees’ in the policy making involving their office or unit/program.

As regards to the percentage of the participation of the women employee in the policy making, our study revealed that forty-eight (48%) of our respondents gave a 100% participation of women employees’ in their unit. There are Twenty-four (24%) of the respondents who are given 75% of participation as regards to the policy making while there are ten (10%) of these are giving 50% of participation of their women employees and fourteen (14%) of our respondents gave 25% involvement of women employees’ in their unit/ office or program.

Generally speaking, if we are going to place it on a pie graph, we can immediately notice that the bigger portion of the pie represents the involvement of the women employees’ in the Policy making for their office or in the programs mandated by the law or *kautusang pambarangay*.

People are happier when they are actively involved. There is some sort of owning and attachment since they are part of the Policy making. There can be a wider acceptance of the Policy if this is the case. There can be no strong antagonism or indifference. Hence, it can be easier to implement the policy if mostly are owning of it or are involve while it was formulated.

The study found out that the participation of the women employee in the policy making in the barangay level is significantly ranging from 75 % to 100%.

**Table 3: Distribution of women in the Programs of the Barangay where they are involved**

Programs	YES		NO	
	Frequency	Percentage	Frequency	Percentage
1. Traffic Rules and Regulation	76	76 %	24	24 %
2. on Health, Nutrition and Wellness	96	96 %	4	4 %
3. on Youth Development and Activities	95	95 %	5	5 %
4. on Security and Protection	95	95 %	5	5 %
5. on Disaster & Rescue	95	95 %	5	5 %
6. on Drug Abuse and other vices	96	96 %	4	4 %
7. on Curfew and	92	92 %	8	8 %
8. on Juvenile delinquency	96	96 %	4	4 %
9. on Livelihood and Skills training	96	96 %	4	4 %
10. Education and Literacy programs	96	96 %	4	4 %
11. on Martial Relationship & Family Matters	100	100 %	0	0
12. on Senior Citizen	96	96 %	4	4 %

13. on Beautification and Sanitation	98	98 %	2	2 %
14. Sports, Cultural and other Festivities	95	95 %	5	5 %

Table above (Table 3) shows the distribution of women in the Programs of the Barangay where they are involved. The Barangays have the following programs where women render as a public servant; Traffic, Health & Nutrition, Youth Development & Sports Activities, Security and Protection, Disaster & Rescue, Drug Abuse, Curfew Enforcement, Juvenile delinquency, Livelihood and Skills training, Education & Literacy, Marriage & Family Programs, Senior Citizen, Beautification and Sanitation.

This study showed that thirteen (13) of the fourteen (14) programs have 90 percent and above presence of women and the only program which has 76 percent of women is in the Traffic division.

In the Beijing Program for Action (1995) it affirms the empowerment of women...their ideals... their possibility in realizing their potential in the society. Even in the Magna Carta of Women (2011) there is the empowerment of women in the Civil Service. It also stipulates that women have to be ensure of their participation in decision-making bodies.

The study found out that women are present in every barangay programs. Their presence in the public service is significant and their involvement in the Decision making and Policy making is greatly important and necessary. Their voices are to be heard and their opinions need to be respected.

Table 4: Distribution of Women participating in every activity in the Barangay

Percent	Frequency	Rank
0%	0	5
25% only	8	4
50% only	16	2
75% only	14	3
100%	62	1

It can be gleaned from the table above (Table 4) that Sixty-two (62%) of our respondents said that they gave 100% active participation of women employees in every programs in the barangay and Sixteen (16 %) of the heads gave a 50 % participation of their women employees in every activity in their office, unit/program. While fourteen (14 %) from our respondents gave 75 % participation of women employees in their office, unit/program.

In the reports of Asian Development Bank (ADB, 2004) there is a need among women in politics and decision making to become effective change agents. Employees perform better when they have more ownership over their action (Shi, 2014).

This means that most of the heads in every unit or program in the barangay are involving their women employees in the activities that they have. Moreover, it can also be said that women are now showing active participation in order to make their activities successful. Women are more creative. They are also more patience in work and very meticulous in details that lead to the accomplishment of every activity.

Many believes that “in every success of man there is a woman behind.” In this clause, participation of women is acknowledged. More than this, women’s contribution to an accomplishment is vital. We can then surely say that women’s participation in the decision making and policy making is necessary and vital for the progress and development.

The study found out that in every Barangay activity, there is women participation - greater participation of women (from 5% to 100 %). Thus, in Muntinlupa City, putting our data into a wider perspective, there is a good percentage of women’s participation in the barangay level.

With regards to the heads of a program /unit delegating her or his women subordinate to head the office while he or she is not around. The study revealed that fifty-four (54) or more than half of our respondents delegated a woman co-employee as officer- in-charge (OIC) often when they are out.

More than this, thirty (30) of our respondents very often designate woman co-employee taking charge of the office while they are out.

This means that in the barangay level of Muntinlupa City, more than half of our respondents (heads) were designating women as the one who take charge in running the office or unit while the chief is not around. Moreover, it can be said that women are capable of an administrative functions and can assume responsibilities.

Furthermore, the heads of office in Muntinlupa City are fully aware of the capacity of his or her woman employee to carry out task related to administrative function and there are also some points that shade light to the idea of giving equal opportunity of women to exercise her right to leadership and governance. Indeed, Muntinlupa City is advanced of giving equal opportunity of men and women in leadership and governance. Even in a Patriarchal Bureaucratic Philippine society, Filipina of today has already gained some level of acceptance as political leader or administrative officer that has decision making and policy making functions.

Having some opportunity to lead even in a given period of time, as officer-in-charge, the woman authority is at least tested and its influence is given a chance to effect. It can still be a blessing even if it was given a short period of time. Nonetheless, there would be nothing to recall, nothing new, nothing to talk about and nothing to compare.

There is somehow a notable change of command even in a short span of time. A new voice is in command of the office and new perspective and a new pedagogy values. This is so because, “the failure to incorporate women’s concerns in decision making represents a major loss for society” (Corner, 1997).

Moreover, since women and men play different roles in society and therefore have different needs, interests and priorities, it follows that women also cannot be adequately represented in decision-making by men (Corner, 1997).

Given the average, the study found out that women are designated as officer-in-charge in the barangay level from *often to very often*.

**Table 5: Distribution of Responses as regards to Shifting Paradigm**

Questions	YES		NO		A/NA*	
	Frequency	%	Frequency	%	Frequency	%
1. Do you believe that governance is ordained to all, that is, man and women?	90	90 %	2	2 %	8	8 %
2. Do you believe that women can do better than men?	66	66 %	20	20 %	14	14 %
3. Do you believe that women can be a better leader than men?	66	66 %	22	22 %	12	12 %
4. Do you believe that development is faster if women are the leaders?	66	66 %	20	20 %	14	12 %
5. Do you think women leadership decreases crimes in the barangay?	60	60 %	24	24 %	16	16 %
6. Do you think women leadership can solve workplace problems?	76	76 %	14	14 %	10	10 %
7. Do you think police women can better handle crimes in the barangay?	62	62 %	24	24 %	14	14 %
8. Do you think women as traffic enforces are more respected than men?	64	64 %	26	26 %	10	10 %
9. Do you think women can execute better drug enforcement law than men?	58	58 %	32	32 %	10	10 %
10. Do you think women can understand better marital problems?	84	84 %	6	6 %	10	10 %
11. Do you think women can understand better juvenile delinquency?	78	78 %	8	8 %	14	14 %
12. Do you think women can carry out orders better than men?	76	96 %	12	22 %	12	12 %
13. Do you think women can keep secret better than men?	72	72 %	16	16 %	12	12 %
<b>Average</b>	<b>70.61</b>		<b>17.38</b>		<b>12.00</b>	

- A/NA – Abstain, Can’t decide or No Answer

The table above (Table 5) shows the distribution of responses as regards to Paradigm Shift of our respondents in the many aspects of the traditional or conservative mind set of the Filipinos as regards to sex differentiation in functions and gender segregation.

Our table above shows that our respondents believed that governance is ordained to all, that is, men and women. Ninety (90 %) of them said, “Yes” and only eight (8 %) of them can’t decide or having no answer and only two (2%) said No, governance is not ordained to all.

When asked, *do you believe that women can do better than men?* – Sixty-six (66%) of our respondents said “Yes” while fourteen (14 %) of them Can’t Decide or preferred to Abstain and twenty (20 %) were negative about the question.

As regards to the question, *do you believe that women can be a better leader than men?* Sixty-six (66 %) of our respondents replied “Yes” while twenty-two (22 %) of them believed that women can’t be a better leader compared to men and only twelve (12 %) of them were undecided or preferred to abstain.

For the question, *do you believe that development is faster if women are the leaders?* – our respondents believed that Sixty-six (66 %) of them believed that development is faster if women are the leaders while only twenty-two (22 %) do not agree and still believe that men are progress drivers and there were twelve (12 %) who did not subscribe to the idea.

With regard to the inquiry, *do you think women leadership decreases crimes in the barangay?* – there were sixty (60 %) believed that women can minimize the crime in the barangay level while twenty-two (22 %) still think that man can do it better while there were only sixteen (16 %) can’t decide of whom can minimize the crime rate in the barangay level.

As to the question, *do you think women leadership can solve workplace problems?* – our respondents, seventy-eight (78 %) of them believe that a woman leader can pretty solve the problem in the workplace while fourteen (14 %) of them still cling to the idea that man can better solve the problem in the work place and ten (10 %) of them are undecided or chose to abstain.

When asked, *do you think police women can better handle crimes in the barangay?* – our respondents said that they believe in the capacity of the women to handle crimes in the barangay. In fact, sixty-two (62 %) of them said ‘yes’ and only twenty-four (24 %) of them said ‘no’ and fourteen (14%) of them can’t decide about it.

As regards to the question, *do you think women as traffic enforcers are more respected than men?* – Sixty-four (64 %) of our respondents said ‘yes’ woman is more respected than men as traffic enforcers while twenty-six (26 %) said the negatively and only ten (10 %) did not say anything about the question.

When asked, *do you think women can execute better drug enforcement law than men?* - fifty-eight (58 %) of the respondents believed that women can do better drug enforcement than men while thirty-two (32 %) of them still believed to men and twenty (20 %) only the respondents can’t decide on.

As regards to the question, *do you think women can understand better marital problems?* – Eighty-four (84 %) of the respondents said ‘yes’ women can understand better marital problems than men and only six (6%) of them replied negatively while ten (10 %) of the respondents opted to abstain.

On the query, *do you think women can understand better juvenile delinquency?* - Seventy-eight (78 %) of our respondents answered ‘yes’ and only eight (8%) of them still believe to the capacity of men to solve the juvenile delinquency problem and fourteen (14 %) of them can’t decide or opted to Abstain.

With regard to the question, *do you think women can carry out orders better than men?* Ninety-six (96 %) of our respondents replied ‘yes’ while only twenty-two (12 %) still cling to the mentality that men are better and only twelve (12 %) abstain or did not answer.

As regards to the question, *do you think women can keep secret better than men?* Seventy-two of our respondents answered ‘yes’ and that they can keep secret than men while sixteen (16 %) still believe that men are better to handle confidential matters and there were twelve (12 %) who abstain or did not answer.

In this table, the study found out that our respondents, believed that *to govern, to lead to hold position in the office* are roles ordained to men and women. Besides, *women can be a better leader, can bring a faster development, do a better intervention to resolve conflict in the workplace, traffic, drug enforcements, crimes in the barangay, problems among husband and wife, family problems and problems about children in conflict with the law.*

Moreover, this present study also found out that *women carry out orders than men and can handle secret information better compared to men.*

In general, the study found out that there was a notable paradigm shift in the perspective of the head of offices in the barangay level as regards to the traditional or conservative Filipino mind set specially in the function of men and women.

Given the average of the ‘Yes’ response which is **70.61 %** and the opposition or **No**-response garnered only **17.38 %** while for those who **abstain or undecided** at all or more so those who withhold their opinions got the lowest rank for it has obtained **12.00 % only.**

The wider gap between the ‘Yes’ response and the ‘No’ response as well as the undecided only proves that our respondents – Head of Offices in the Barangay level – were fully aware of the presence of women in their unit or program and acknowledged **the contribution of the women who can do to better serve the people.**

The study also found that the head of offices in the barangay level were open-minded and sensitive to gender issues in the workplace.

The heads of offices were even bold enough to destroy cultural biases and misconception as regards to gender issues and promote equality of people and even respect the gender preferences of their women co-employees.

As the United Nations Report in the Fourth World Conference on Women Beijing (1995) also known as Beijing Program for Action (BPA) acknowledges the voices of all women everywhere and taking note of the diversity of women and their roles...BPA also affirms the empowerment and advancement of women...Empowerment of women and equality between women and men are prerequisites for achieving political, social, economic, cultural and environmental security among all peoples.

Without the active participation of women and the incorporation of women's perspective at all levels of decision-making, the goals of equality, development and peace cannot be achieved.

As John Rawls believed in a society of free citizens, there is holding of equal basic rights cooperating within an egalitarian economic system – where everyone is free to live, to think, to work, to express one's opinion and to make decision.

## 5. CONCLUSIONS

After a long process of examination of the data gathered, here are now the conclusion of the study.

- In the **Demographic Profile**, the study found out that there were 53 male respondents and 47 female respondents as head of the Barangay Program. It is dominated mostly by the people in their 50's. There were 34 heads who have 3 to 5 female co-employees and 24 heads with or more women co-employees and 22 heads with 6 -10 women co-employees. There were 38 heads who had been in the service for two years while there were also 18 heads who had 2 years or least and there were eight (8) heads who have been serving as head of program for a period of five to six years.
- On the aspect of **Participation of Women in the Decision Making**, our study found out that 88 of the 100 respondents involved their women co-employee in the decision making related to their office and activities. Ninety-six (96%) percent of our respondents were consulting their women co-employee before deciding on something related to their office or nature of their work. Ninety-five (95%) percent of our respondents were informing their women employee before they decide on something. Moreover, our study revealed that Fifty-two (52) of the heads gave a 100% or full participation in the decision making. Twenty of them (20) involved their women employee with 75% participation and Ten (10) of our respondents said that they are giving 50% participation in the decision making.
- On the aspect of the **Participation of women in the policy Making**, our study found out that 92% of our respondents involved their women co-employee in the Policy. Ninety-six (96%) of them were informing their women employee as regards to policy making activities. Moreover, forty-eight (48) of our respondents gave a 100% participation of their women co-employee in the Policy making; Twenty-four (24) of them gave a 75% participation rate and ten (10) of them gave a 50% participation of their women co-employee in the Policy making.
- As regards to the **Programs in the barangay** level where women-employees are involved. The study found out that there were fourteen programs identified in the barangay. Thirteen (13) of the fourteen (14) programs have 90 percent and above presence of women and the only program which has a 76 percent of women is in the Traffic division. The programs where women render services as a public servant; Traffic, Health & Nutrition, Youth Development & Sports Activities, Security and Protection, Disaster & Rescue, Drug Abuse, Curfew Enforcement, Juvenile delinquency, Livelihood and Skills training, Education & Literacy, Marriage & Family Programs, Senior Citizen, Beautification and Sanitation.
- **As regards to the noticeable Paradigm Shift**, the findings reflected were the following; *Governance or leadership* is ordained to all, that is, man and women. Ninety (90) of the respondents believed it so. When asked, *do you believe that women can do better than men?* – Sixty-six (66) of our respondents said "Yes". *Do you believe that women can be a better leader than men?* Sixty-six (66) of our respondents replied "Yes". *Do you believe that development is faster if women are the leaders?* – Sixty-six (66) of our respondents believed that development is faster if women are the leaders. *Do you think women leadership decreases crimes in the barangay?* – Sixty (60) believed that women can minimize the crime in the barangay level. *Do you think women leadership can solve workplace problems?* Seventy-eight (78) of them believe that a woman leader can pretty solve the problem in the workplace. *Do you think police women can better handle crimes in the barangay?* Sixty-two (62) of them said 'yes'. *Do you think women as traffic enforces are more respected than men?* – Sixty-four (64) of our respondents said 'yes' woman is more respected than men. *Do you think women can execute better drug enforcement law than men?* - Fifty-eight (58) of the respondents believed that women can do better drug enforcement than men. *Do you think women can understand better marital problems?* – Eighty-four (84) of the respondents said 'yes' women can understand better marital problems. *Do you think women can understand better juvenile delinquency?* - Seventy-eight (78) of our respondents answered 'yes'. *Do you think women can carry*



*out orders better than men?* Ninety-six (96) of our respondents replied 'yes'. *Do you think women can keep secret better than men?* Seventy-two of our respondents answered 'yes' they can keep secret than men.

In general, the study found out that there was a notable paradigm shift in the perspective of the head of offices in the barangay level as regards to the traditional or conservative Filipino mind set specially in the function of men and women.

Given the average of the 'Yes' response which is 70.61 % and the opposition or no-response garnered only 17.38 % while for those who abstain or did not decide at all or more so those who withhold their opinions got the lowest rank for it has obtained 12.00 % only.

The wider gap between the 'Yes' response and the 'No' response as well as the undecided only proves that our respondents – Head of Offices in the Barangay level – were fully aware of the presence of women in their unit or program and acknowledged the contribution of the same who can do to better serve the people.

The study also found that the head of offices in the barangay level were open-minded and sensitive to gender issues in the workplace.

The heads of offices were even bold enough to destroy cultural biases and misconception as regards to gender issues and promote equality of people and even respect the gender preferences of their women co-employees.

With regards to the assumptions of this study, it is proven that;

- In Muntinlupa City, there is a greater participation of women employees in the Policy making in the Barangay level.
- In Muntinlupa City, there is a greater participation of women employees in the Decision making in the Barangay level.
- In Muntinlupa City, the public servant Muntinlupeñas are acknowledged to be part of the policy and decision making in the agency, unit/program where they are working with.
- 4. In Muntinlupa City, the heads in public service is Gender sensitive and treat women as co-equal public servants of men.

As John Rawls believed in a society of free citizens, there is holding of equal basic rights cooperating within an egalitarian economic system: where everyone is free to live, to think, to work, to express one's opinion and to make decision - this is already a prefiguration of Muntinlupa City as Gender and Development champion.

## 6. RECOMMENDATIONS

In the light of the findings and conclusions of the study, the following recommendations were hereby given;

- Sustain the programs in the barangay level where women are actively involved.
- To determine the impact of women's leadership, there is a need to have a city-wide profiling of women professionals.
- A have more paradigm shift, there is a need to conduct a city-wide seminar on GAD awareness to propagate its programs and advocacies in the offices and establishments.
- Conduct a historical study about Muntinlupeñas in their participation and contribution in the growth of Muntinlupa City.
- Establish a city-wide network for women's organization to strengthen women's participation in all the city programs or activities.
- Encourage women's organization to reach out in the adopted municipalities and sister city in order to promote Gender and Development (GAD).

## REFERENCES:

1. Abao, Carmel V. and. Yang, Elizabeth U: *Women in politics: limits and possibilities; the Philippine case*, Electronic ed.: Bonn : FES Library, 2001.
2. Corner, Lorraine: *Women's Participation in Decision-Making and Leadership A Global Perspective 1* Regional Programme Adviser, UNIFEM E&SEA, Bangkok, 7-9 May, 1997.
3. De Dios Ruiz, Paula Carla and Zabaleta Kaehler: *Gender Analysis of Women's Political Participation in 7 South-East Asian Countries: Bangladesh, Cambodia, the Philippines, Indonesia, Sri Lanka, East Timor and Vietnam 2008-2009* : Regional Gender Programme in South-East Asia - Stage II, Association for women's rights in development (AWID), 2009.
4. Ecoben, W., Achas A and Sacramento W.: *Family Income and Expenditure Survey in NHA-Relocation-Southville-3, Poblacion, Muntinlupa City*, Pamantasan ng Lungsod ng Muntinlupa, 2012.
5. Fukuda-Parr, Sakiko: *Human Development Report: Deepening democracy in a fragmented world*, United Nations Development Programme 1 UN Plaza, New York, New York, 2002.
6. Hega, Mylene: *Women Workers Network for the Friedrich-Ebert-Stiftung Philippine Office*, March, 2003.
7. Heini Shi, *Women Leaders and their path to leadership and decision-making positions Empower women*, Darden Center for Global Initiatives, University of Virginia Darden School of Business, USA, 2014.

8. Hora, Endale Alemu: *Factors that affect Women Participation in Leadership and Decision Making Position*, Asian Journal of Humanity, Art and Literature, Department of Sociology and Social Work, Jimma University Collage of Social Sciences, Ethiopia, Volume 1, No 2 (2014).
9. Kiev, J: *Women's Participation in Politics and Decision-Making in Ukraine: Strategy Paper*, The Ukrainian Women's Fund (UWF), 2011.
10. Khadar Mohamed Ahmed (Carrabey): *Women Political Participation and Decision Making In Hargeisa, Somaliland*, Kampala University, August, 2013.
11. Lopez Alvarez, Michelle: *From Unheard Screams to Powerful Voices: A Case Study of Women's Political Empowerment in the Philippines*, Graduate School of International Studies Seoul National University Seoul, Korea, February 2013.
12. Miranda, Rosa Linda T.: "Equal participation of women and men in decision-making processes, with particular emphasis on political participation and leadership," United Nations Department of Economic and Social Affairs (DESA) Division for the Advancement of Women (DAW) Economic Commission for Africa (ECA) Inter-Parliamentary Union (IPU), Addis Ababa, December 2005.
13. Okello, Carolyn A: *The Role of Women's Organizations in Enhancing Women Participation in Politics in Kenya*, Department of Political Science & Public Admin. University of Nairobi, Kenya, 2010.
14. Philippine Commission on Women (PCW), "*Philippine initiatives to promote Women's Leadership and Political Participation*", National Machinery for Gender Equality and Women's Empowerment, Manila, Philippines, 2009.
15. Punongbayan, Michael : Women's role in governance, nation building, Philippine Star, March, 2015.

#### Web references:

- [www.empowerwomen.org/en/~user/2014/07/19/17/02/](http://www.empowerwomen.org/en/~user/2014/07/19/17/02/)
- <http://muntinlupacity.gov.ph/index.php?target=departmentdetails&params=request . resord .. department id . 41>
- [http://www.un.org/womenwatch/daw/egm/eql-men/docs/EP.7\\_rev.pdf](http://www.un.org/womenwatch/daw/egm/eql-men/docs/EP.7_rev.pdf)
- <http://beijing20.unwomen.org/en/in-focus/decision-making>
- [http://hdr.undp.org/sites/default/files/reports/263/hdr\\_2002\\_en\\_complete.pdf](http://hdr.undp.org/sites/default/files/reports/263/hdr_2002_en_complete.pdf)
- <http://www.un.org/womenwatch/daw/beijing/pdf/Beijing%20full%20report%20E.pdf>
- <http://www.empowerwomen.org/en/circles/women-in-power-and-decision-making/women-leaders-and-their-path-to-leadership-and-decision-making-positions>.
- <http://politicalscience.uonbi.ac.ke>
- [www.empowerwomen.org](http://www.empowerwomen.org)