



## A CRACK IN THE GLASS CEILING: A STUDY ON PROMOTION BIAS TO TOP-LEVEL MANAGEMENT POSITIONS IN TACLOBAN ACADEMES

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### *Abstrak*

*Penelitian ini bertujuan untuk melihat apakah “atap kaca” masih dijumpai dalam lingkungan kerja di Visayas Bagian Timur, Kota Tacloban, juga untuk mendapatkan gambaran salah satu penyebabnya – kekurangan efektifitas Manajemen Keragaman Tenaga Kerja. Wawancara semi terstruktur dilakukan untuk pengumpulan data dengan Pengukuran Tendensi Sentral yang digunakan untuk melihat data sepuluh tahunan dari (1) ketidakadilan pembayaran antara pria dan wanita dan (2) frekuensi perempuan yang menduduki jabatan manajerial tingkat atas. Hasil penelitian menunjukkan bahwa satu dari tiga manajer tingkat atas di institusi pendidikan di Tacloban adalah perempuan dengan 90 persennya ditempatkan di sekolah dengan bayaran rendah. Hasilnya menunjukkan bahwa adanya diskriminasi gender dalam pekerjaan berakar dari pendekatan organisasi terhadap keberagaman. Dari empat pendekatan yang ada, praktik yang paling banyak terjadi adalah pengabaian keberagaman dan memulai proses untuk mengatasi keberagaman.*

**Kata Kunci:** *‘atap kaca’, diskriminasi gender dalam pekerjaan, Kota Tacloban, manajemen keberagaman ketenagakerjaan*

### **Abstract**

This research sought to determine whether the “glass ceiling” still existed in one of the major working environments in Eastern Visayas, Tacloban City; as well as to gain insights on one of its causes—ineffective Workforce Diversity Management. Semi-structured interviews were used to gather data with the Measures of Central Tendency used to ascertain its existence within a 10-year period in terms of (1) pay inequities between men and women and (2) frequency of women top-level managers. The research findings show that 1 out of 3 top-level managers in educational institutions in Tacloban, were women; with which 90% were positioned in lower-paying schools. The results suggest that this gender employment discrimination stems from the organizations’ approach to diversity. Of the four approaches, the most practiced were ignoring diversity and begin the process of dealing with diversity.<sup>1</sup>

**Keywords:** gender employment discrimination, the glass ceiling, Tacloban City, workforce diversity management

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## **Introduction**

Education is an integral part of a child's growth. Organizations who provide services dedicated to this are designed to mold a learner holistically; imbibing not just knowledge but also building character and values. It is therefore important that as a center of developing young minds, learning institutions should never be tarnished by evidences of discrimination. Despite claims that the Philippines is one of the role models of countries supporting women empowerment in terms of laws and political environment, multiple cases of malpractices in staffing, worker protection, talent management, as well as labor and employee relations; cannot conceal the issues on discrimination against women on account of their sex and gender across various industries.

According to Republic Act 6725 of the Philippine Constitution, an act strengthening the prohibition on discrimination against women with respect to terms and conditions of employment, Section 1, Article 135: *"It shall be unlawful for any employer to discriminate against any woman employee with respect to terms and conditions of employment solely on account of her sex."* The article also stipulates the acts of discrimination which take the two following forms: (1) Payment of a lesser compensation, including wage, salary or other form of remuneration and fringe benefits, to a female employee as against a male employee, for work of equal value; and (2) Favoring a male employee over a female employee with respect to promotion, training opportunities, study and scholarship grants solely on account of their sexes (Philippine Commission on Women, 1989).

Discrimination; however, may not be limited to the stipulations listed by Philippine law; which has led to many violations as specifically listing down scenarios that are punishable, becomes a loophole to circumvent the justice system. It may come in many forms. In work, it may be being treated as if women/men are not competent, experiencing repeated slights at work, receiving less support from senior leaders than a woman/man doing the same job, being passed over for the most important assignments, feeling isolated in the workplace, being denied a promotion, and/or being turned down for a job (Parker, 2017).

In the 21<sup>st</sup> century, society is partially governed by stereotypes. Boundaries determining what women and men are "designed" for are clearly implied and taught early on in childhood; where females are led to believe that they are suited for specific fields

of profession only, and that any form of deviance from this is frowned upon by one's immediate community (Wolfe, 2018). In fact in recent years, the Philippines is still not foreign to cases in relation to workplace discrimination against women. In one instance, it took eighteen (18) years before the case of a strike by 24 pilots of Philippine Airlines back in 1998 was finally resolved by the Supreme Court last 2016.

A disparity remains between the sustaining women's needs and the services and protections provided to them. The institutional empowerment of women only began in 1975; when the Philippine Commission on Women was established (Shani, 2012). A gradual improvement with regards to female discrimination was achieved over time; but, had not completely abolished the practice. Nowadays, bias against women is no longer observed openly; but is set-up in such a way that it is able to abide by the law yet still create a barrier to hinder female progress in the workplace. Assigning of important tasks to men on account of biological reasons, effectively cripples any opportunity for a woman to advance in her chosen field; as promotion is based on performance and ability to complete complex assignments. This has become one of the most common cases of discrimination tackled in most Management texts.

The *glass ceiling* refers to discriminatory practices that hinders the advancement of women to middle-level and/or top-level management positions (Managing Equal Employment and Diversity, 2008). This has later bred a similar problem coined as the "glass wall" and "glass elevator". These refer to how women are reserved for and/or given senior management positions to only a limited number of staff areas—human resources, communications, etc. due to the nature of these jobs offering lower-pay than in other departments. Despite efforts in gender diversity programs in the workplace, it can be clearer observed that top-level management positions are often seated by and/or reserved for men (Baumann, 2017). This is often linked to women's work-life system and researches that females are poorer than males when it comes to spatial memory. This refers to the storage and retrieval of information within the brain that deals with location—either planning a route to a specific area or remembering where objects are placed; an important tool in forecasting and planning.

Leaning towards globalization, management experts have adopted a new concept—Diversity Management, in an effort to attain the goal of global integration of international trade, investment, information technology, and cultures. Diversity is an

avenue that enables growth due to the intricate network of ideas, systems, and characteristics created from various human resources. The effective management of diversity, effectively and efficiently reduces discrimination of any form in the workplace as the environment welcomes variety. Human Resource Management limits managing diversity into four progressing approaches: (1) Ignoring Diversity, where status quo is protected; (2) Beginning the Process of Dealing with Diversity where diversity training is provided and protected classes are a focus; (3) Building Acceptance of Diversity where diversity pays off for the company; and (4) Solving Diversity Issues and Creating Inclusive Culture where diversity permeates the company and problems are approached proactively (Managing Equal Employment and Diversity, 2008).

After years of various public and private programs on equal employment opportunities, the researcher has observed that there is little change to the status quo in the organizations of various industries. Thus, to reveal current state of women discrimination in the workplace as well as to shed light on the managerial activities directed towards this problem, the researcher took upon the task of examining whether the *glass ceiling* still exists in one of the major working environments in Eastern Visayas—Tacloban City; as well as to gain insights on one of its causes—ineffective Workforce Diversity Management. It seeks to answer the following questions: 1. Has the *glass ceiling* existed in the academes of Tacloban City in terms of: a) Pay inequities between men and women in the last three school years (S.Y.2016-2017 to S.Y. 2018-2019); b) Frequency of women top-level managers in the past 15 school years (S.Y. 2004-2005 to 2018-2019). 2. What Diversity Management Approaches did academic institutions in Tacloban City adopt?

The researcher aimed to: first, to ascertain the existence of the *glass ceiling* in the academes of Tacloban City in terms of: a) Pay inequities between men and women in the last three school years (S.Y.2016-2017 to S.Y. 2018-2019); b) Frequency of women top-level managers in the past 15 school years (S.Y. 2004-2005 to 2018-2019); second, to determine the Diversity Management Approaches of academic institutions in Tacloban City.

### **Significance of the Study**

Discrimination of women in all forms is a continuing social issue around the globe. Many laws on multiple nations have been deemed discriminatory and institutionalizes second

class status for women with regard to health, education, marital rights, employment rights, parental rights, inheritance, and property rights (Combatting Discrimination Against Women). In the context of the Philippines, this study theorizes that an institution's ineffective Diversity Management approach is one of the top reasons why the *glass ceiling* exists.

The Philippines is one which can be considered as a gender-discrimination-free country in terms of laws and political environment—laws prohibiting employers, under pain of monetary and penal sanctions, from discriminating against women on hiring, wages, promotion, and other employment benefits (Palabrica, 2016). This; however, becomes a forefront, as discrimination is practiced in subtle ways. Though not as open as before, these actions have the same effect of preventing the advance of women to senior management positions that entail high-pay. These organizational, cultural, and leadership issues create limitations for women of all ages in the various fields. (Managing Equal Employment and Diversity, 2008)

In exposing the status of this social concern, this study paves the way for the need to create a more effective and efficient evaluation and control mechanism. It can aid future policy-makers to institutionalize proper Diversity Management Approaches accordingly; not just for those in the academe, but also for other industries.

### **Scopes and Limitations of the Study**

The researcher included all available Colleges and Secondary schools present in Tacloban City; as well as 36 of the 56 Elementary schools in the study, in order to satisfy the required sample size with a 5% margin of error. It does not include in its sample, vocational studies institutions nor graduate schools. A ten-year period limit was used in order to ensure reliability of results and that the data available was relevant to the current period.

The study does not seek to establish causal relationships between the variables, nor does it determine the causes and/or effects of the practice of the *glass ceiling* with regards to women in the academes of Tacloban City. Rather, it only focuses on determining the current institution's Diversity Management approach; as well as portraying an accurate profile of the situation in terms of pay inequities and frequency of female top-level managers in the academe. The research preparation, literature review,

data gathering, analysis of the data, and final paper editing of the researcher covered the period from May 31, 2018 to August 21, 2018.

### **Literature Review**

The researcher adopted a deductive approach for the literature review; where it tests the theory that ineffective Diversity Management approaches led to the continuing practice of the *glass ceiling*, on the data gathered. During the obtaining and evaluating process, sources containing topics, discussions, and concepts on women discrimination, *glass ceiling*, and diversity management; were selected. The literature included in this chapter were taken from books, research abstracts, journals, and researches; written and published in the last 10 years (2008-2018) and in the English language; as well as conducted and studied on both the Western and Asian regions (Saunders, Lewis, & Thornhill, 2009).

### ***The Critical Review***

Sex and/ or gender issues are continuing concerns for all industries across the globe; which includes, but are not limited to, pay inequity, nepotism, and the *glass ceiling*. Global statistics show that, despite the founding of the Organization for Economic Co-operation and Development (OECD)—devoted to promote social policies designed to improve the economic social well-being of people around the world, (Organisation for Economic Co-operation and Development , 2018) in a survey conducted by Esteban Ospina and Max Roser in March 2018, the gender pay gap is larger in OECD member countries than in those that are not; reaching 50% in the year 1970 but has gone down to 17% in 2016. In an overview stated in their document they uncovered that (1) men tend to earn more than women; (2) women are often underrepresented in senior positions within firms and tend to be overrepresented in low-paying jobs; (3) men are more likely to own land and control productive assets than women; and (4) women often have limited influence over important household decisions (Ospina & Roser, 2018).

This pattern; however, cannot be observed in the Philippines. In a table entitled *Average Daily Basic Pay of Wage and Salary Workers by Region and Sex, Philippines: 2012-2016* taken from the 2017 Gender Statistics on Labor and Employment, chapter 13, page 12 of the Philippine Statistics Authority; women earn more than men. The table displayed the results of a survey conducted to ascertain how much female and male

workers on all industries, are earning in a day. This was made using the respondents' basic pay-- the pay for normal time prior to deductions of social security contributions, withholding taxes, etc. and excludes allowances, bonuses, commissions, overtime pay, benefits in kind, payment on commission basis, honorarium, and boundary. With an average basic pay of PhP 343.04 back in 2012, women earned PhP15.24 more than men, who got PhP 327.80. This trend repeated until 2016 reaching a pay gap of 5.47%; with an average growth rate of 4.49%. According to the same survey, Eastern Visayas workers' daily basic pay follows accordingly; however, as far the education industry is concerned, this research's findings contests this trend. A discussion on this observation can be found on Chapter 4, Results and Discussion; there in the education industry, academes experience a basic pay gap of PhP2, 712.39 between the two sexes. In the Gender Statistics on Labor Employment, in 2012, female workers received an average daily pay of PhP 299.37; 24% higher than that of men. This decreased in 2016, with women earning PhP358.01 and men earning PhP300.30—19.22% (2017 Gender Statistics on Labor and Employment, 2017).

The pay gaps noted in both global and Philippine statistics is largely based on the notion that men are often given the opportunity to take up high-paying jobs, whereas women are offered low-paying ones. This introduces us to the concept of the glass ceiling. In a survey conducted on 2017, 25% of global businesses belonging in the industries of manufacturing, energy, mining, software and IT services, finance, real estate, corporate services, and legal services, have no women in senior management roles. The statistic goes on, indicating that the percentage of women in senior roles is declining across the globe; from 25% in 2017 to 24% in 2018. Multiple cases on various nations clearly show signs of this. In Australia women took up 41.9% first level and middle-level management position in 2016-2017; representing just 38.4% of all managers in the country. In the same period, Indian women took up only 7% of top-level management is positions. Even among progressive Asian countries, women took the backseat. This year, Japan's senior management roles were mostly held by men; women accounting for just 5% (Women in Management, 2018).

With both pay inequities and frequency of women leaders across working industries being closely monitored around the world; as well as studies on the glass ceiling being conducted using the concepts of sex and gender stratification, this research will

shed light on the matter using the management spectrum. Diversity management was designed with the intention of cultivating a new organizational culture; tapping into previously idle human resources and skills. Thus it is integral that the existing traditional culture, heavily influenced by religion and society, be carefully dissected in order to properly integrate the role of Diversity Management in the practice of the glass ceiling.

In the write-up authored by Denise Link in the *Journal for Nurse Practitioners*, she mentions that gender bias is the core reason why women are at a disadvantage and have experienced discrimination in society, family relationships, health care, and the workplace. In a social experiment, a group tested a person's tendency to be biased when giving an opinion, based on gender. Here, the researchers made use of a court case and observed how the respondents reacted to the closing statement of six seasoned trial attorneys-- 3 females and 3 males. Each lawyer delivered the same enraged presentation to groups of test viewers of both sexes. The results showed that male attorneys were viewed as "commanding, powerful, competent, and hireable"; while the women were assessed to be "shrill, hysterical, grating, and obnoxious". In their analysis, the researchers commented that these influenced judgment can adversely affect women's opportunity to advance in their professional career (Link, 2018).

The research article by Link is heavily grounded on the traditional status quo where women "take care" of things while men "take charge". As such, any deviation from this can be considered as abnormal. It is for this very reason why Diversity Management was created; to adapt to a changing workplace of shifting demographics in the global market (Managing Diversity, 2010). This research study will illuminate that managing a workforce leaning on this concept requires commitment; and that a poorly planned approach will yield negative results especially on the subject of gender equality.

While most researches focus on a single dimension in discrimination, such as pay inequity, many other studies have chosen to explore other facets that may contribute to the occurrence of inequality. In a study conducted by Patrycja Zweich, entitled *Discrimination Against Women in Professional Life in Selected Theories of Class Structure and Stratification*; she delves into this subject in a sociological perspective—gender stratification. Closely knit with structural sexism, gender stratification is the leveled distribution of social and economic resources which may take the form of job opportunities, professional trainings, work promotion, and overseeing important tasks. Zweich's research focuses on European Member States; first tackling about gender pay

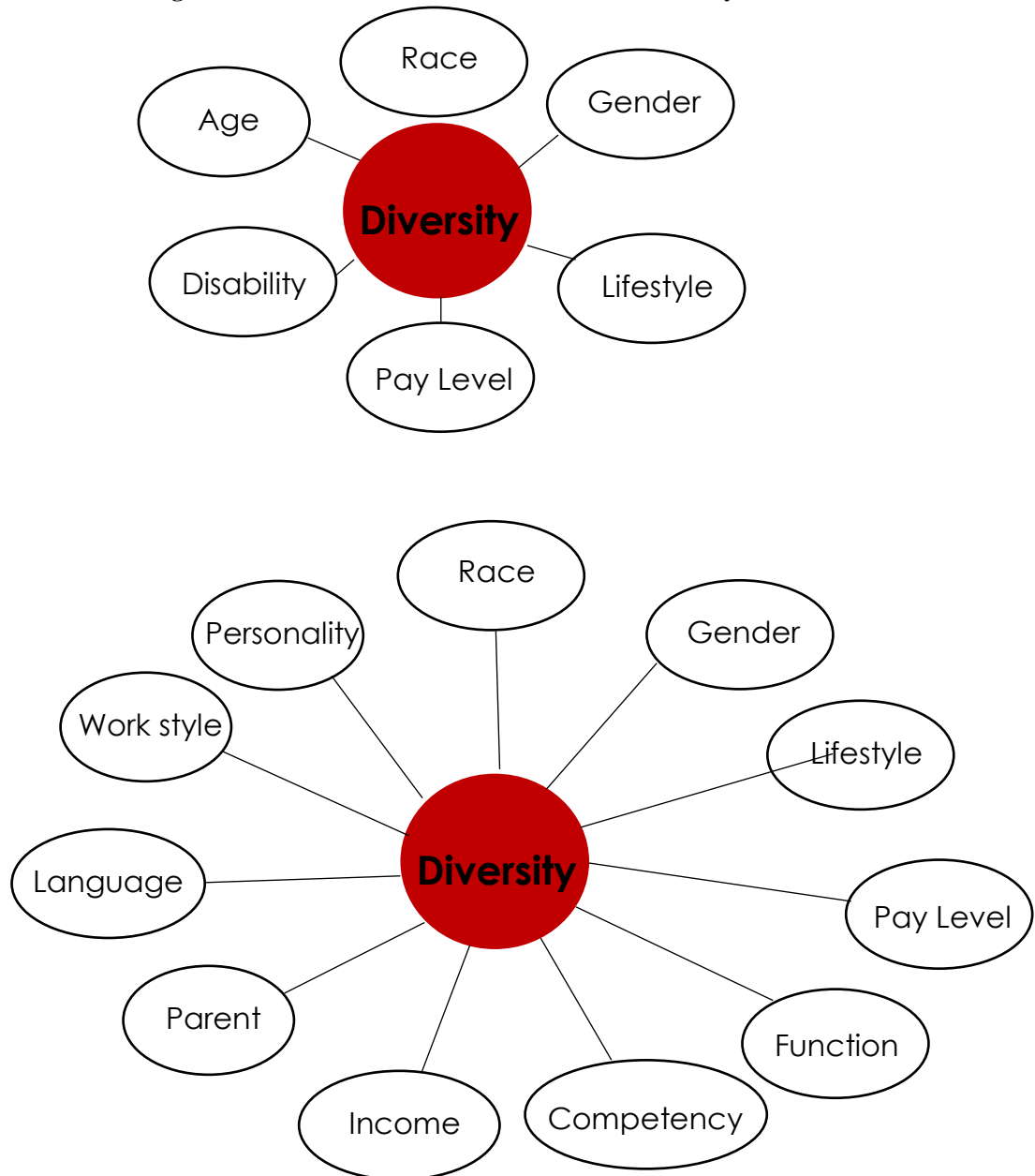


gap then to unemployment rates, and sociology theories. Discrimination in professional life, according to the document, come in the form of five fields—(1) pay discrimination, (2) employment discrimination, (3) professional discrimination, (4) position discrimination, and (5) discrimination in access to trainings; stemming from four sociology theories (Zweich, 2010).

This is greatly linked to the researcher's study, as it encompasses the determinants of opportunities for career advancement. In the process of gathering data, the researcher observed that Human Resource Managers of Tacloban City, at the middle and first level, claim to have outgrown the circumstances that define discrimination. Influenced by the concept of globalization, employees in the academe know what people outside wish to hear—organization diversity is welcomed and properly addressed; but, that is not the case. In the results found in Chapter 4, many institutions claim to be practicing the best diversity management approach; but, in reality, is still governed by the traditional status quo. This is akin to the findings of Zweich where she discussed, in the theory developed by G. Lenski, women are a separate social class with their own level of power; and that privileges depend on power. Women's resources are limited to men's resources, therefore have less power and privileges. Because of their function in child birth and rearing, society limits their access to rewarding positions and limits their opportunities to develop themselves through professional trainings (Zweich, 2010); thus defining the traditional status quo.

With a myriad of evidences indicating actions against women, a patriarchal working environment, where men are the only source of quality output, was how many organization deem the workplace to be. Over the years; however, the intention of creating an integrated global economy has drastically changed this. The ASEAN integration, designed by the ASEAN Economic Community, is one such initiative that follows the trend on globalization. This would unite all ASEAN nations into one market with free flowing of goods and resources, no longer burdened by heavy tax. This introduced the value of diversity. Organizations who wish to stay afloat in the competition, now view diversity as a need in business in order to address the demands of a multicultural market. Richard Daft, defines the term as “all the ways people differ”; in a patriarchal society, this includes acknowledging the impact of women.

Figure 1. Traditional and Inclusive Models of Diversity



Source: Daft, Richard L. Management 9<sup>th</sup> Ed.

The figure above, illustrates the change in the workforce as well as the working environment. In chapter 3, the data gathering method—semi structured interviews, highlight the diversity management approach that the institution utilizes. The figure displays what can be encompassed in the *diverse* workforce. In chapters 4 and 5, it is discussed that the diversity initiatives and programs that academic institutions in Tacloban City currently have are considered to be traditional; therefore not fit to work in an environment that is represented by the *Inclusive Model of Diversity*. Richard Daft

enumerates: changing structures and policies, expanding recruitment efforts, establishing mentor relationships, accommodating special needs, providing diversity skills training, and increasing awareness of sexual harassment; as traditional methods which are still relevant to this day, but not adaptive to the dynamic nature of the environment. Thus in order to eliminate the gap in a diverse group (e.g. men and women), new diverse initiatives focusing on building professional and social connections must be adopted. These may take the form of multicultural teams made up of members from diverse national, racial, ethnic, and cultural backgrounds; or creating employee network groups based on social identity, and/or organized by employees to focus on concerns of employees from that group (Managing Diversity, 2010).

### **Research Methodology**

Tacloban City is a First-Class Highly Urbanized City (HUC) and the capital city of Region VIII; located in the northeastern area of the province of Leyte. With a land area of 20,172 hectares or 201.72 sq.km, it houses 100 academic institutions teaching Elementary (56 schools), Secondary (28 schools), and Tertiary (16 schools) levels (City Government of Tacloban, 2018).

The study is a descriptive type of research; used to portray an accurate profile of the practice of the *glass ceiling*. It utilized the multi-method employing the use of (1) Standardized type, structured interviews to collect information regarding the current Diversity Management Approach the organization practices; as well as (2) archival research to get information regarding the number of female Top-level managers in the past three school years (S.Y.2016-2019) and the income inequities between men and women in the academe for the past 15 school years (Saunders, Lewis, & Thornhill, 2009).

The researcher made use of the master list of Tacloban City schools from the Department of Education (DepEd) and the Commission on Higher Education (CHED); paired with the available information from the official website of the City Government of Tacloban. This list contains a total of 100 schools.

**Table 1. Population Size by Education Level**

	<b>N</b>	<b>%</b>
<b>Elementary</b>	56	58%
<b>Secondary</b>	28	28%
<b>Tertiary</b>	16	16%
<b>TOTAL</b>	100	100%

The researcher used the stratified random sampling as the principal sampling technique. This allowed the division of the sampling frame and create exact representations of relevant strata (according to the educational level); to develop a better comparison scheme; as well as to satisfy the factors of geographic concentration, requirement of face to face contact, and the need to draw statistical inferences from the sample. After dividing the sampling frame per stratum, the participants for academic institutions teaching elementary level students were selected at random. (Saunders, Lewis, & Thornhill, 2009)

The sample size was determined using the following formula with a 10% margin of error and based on an expected low response rate:

$$n = \frac{N}{1 + Ne^2} \quad n = \frac{100}{1 + (100)(0.1^2)} \quad n = \frac{100}{1 + (1)} \quad n = 50$$

Where:

n = sample size  
N = population size  
E = margin of error (10%)

Table 2. Sample Size by Educational Level

	<b>N</b>	<b>n</b>	<b>%</b>
<b>Elementary</b>	56	20	40%
<b>Secondary</b>	28	20	40%
<b>Tertiary</b>	16	10	20%
<b>TOTAL</b>	100	50	100%

The interview questionnaire was the main instrument used by the researcher to gather data on the Diversity Management Approaches of the institution. It was designed in the form of a checklist linked to each of the four Diversity Management approaches; items which indicated whether the academic institution was (1) Ignoring Diversity, (2) Beginning the Process of Dealing with Diversity, (3) Building Acceptance of Diversity, or (4) Solving Diversity Issues and Creating an Inclusive Culture.

Prior to the formulation of the questions, the researcher obtained a master list of all schools on all educational levels—Elementary, Secondary, and Tertiary from the official websites of the Department of Education (DepEd) and the Commission on Higher Education (CHED).

A multi-method approach was used to collect the data needed for the research— (1) standardized, structured interview and (2) archival research. The former was done through face-to-face interview. The latter was accomplished by requesting access to documentary secondary data of the institution's public records (Saunders, Lewis, & Thornhill, 2009). After all data have been gathered, they were tabulated, analyzed, and interpreted by the researcher to reach a definitive and reliable conclusion.

In getting the sample size, the researcher used the Sloven's formula:  $n = \frac{N}{(1 + (Ne^2))}$ , where N represents the population or total number of academic institutions in Tacloban City; and e, represents the margin of error where the researcher used 0.05. The data collected were tabulated by educational level and analyzed using the measures of central tendency; specifically, the mean. The analysis was guided by averaging, tally, and percentage methods. The mean is the average of the numbers. It is calculated by adding

up all the numbers, and then divided by how many numbers there are. In other words it is the sum divided by the count. Percentage is a number or ratio expressed as a fraction of 100. It is often denoted using the percent sign, "%". The tally method will use in tallying values. These values use data from these answers from questionnaire.

### Results and Discussions

The data gathered is presented by column; comparing men and women in the institution in terms of (1) gross pay or compensation and (2) frequency of top-level position attainment for a span of 10 school years from 2009 until the present (2018).

**Table 3. Average Gross Compensation (PhP) of all Employees within 3 School Years (S.Y. 2016-2019)**

	Women		Men	
	No. of employees	Compensation Amount	No. of employees	Compensation Amount
<b>Elementary</b>	76	15,155.83	55	18,303.16
<b>Secondary</b>	63	24,240.51	41	26,273.14
<b>Tertiary</b>	119	29,504.27	78	32,461.48

The table shows the summary of the data gathered from each institution regarding the average base pay that both men and women receive; with its values rounded off to the nearest hundredths and the population rounded to the nearest whole number. This was computed by getting the mean base pay, exclusive of all deductions, per sex per school year; followed by adding all the data (according to category—women and men) and dividing it by 3. With 76 female and 55 male employees, the average income disparity between the two sexes working in an Elementary level academic institution is PhP3, 147.33. At the Secondary level, the average compensation disparity reaches PhP2, 032.63 with 63 females and 41 males. Whereas, PhP2, 957.21 was the disparity between 119 women and 78 men working in a Tertiary level academic institution. This means that the total average pay inequity between female and male employees in the academic institution for last ten school years reaches PhP2,712.39. This is contrary to the trend of the statistic

released by the Philippine Statistics Authority in their 2017 Gender Statistics on Labor and Employment which show that workers in Eastern Visayas have women earning more than men based on their daily base pay rate; as far as the education industry is concerned.

**Table 4. Frequency Distribution of Women and Men Top-level Managers in the Academe for 15 school years (S.Y. 2004-2019)**

	<b>Women</b>	<b>Men</b>
<b>Elementary</b>	1	3
<b>Secondary</b>	1	3
<b>Tertiary</b>	2	2

Table 4 shows a summary of the number of female and male top-level managers in the academe per educational level for the past fifteen school years (S.Y. 2004-2019); computed by tallying the data gathered followed by finding the mean among all three levels and rounded off to the nearest whole number. It shows that with an average of 2 terms, there was one woman and three number of men who served as principals in their respective schools for institutions catering to Elementary level students. For schools with Secondary-level students, one was female and three were male principals. At the Tertiary-level, colleges and universities had deans and presidents respectively; two women and two men. On average there were a total of one female top-level manager, or an equivalent position, for every three male ones.

**Table 5. Frequency Distribution of Diversity Management Approaches adopted by each Institution according to Educational Level**

	<b>Ignore Diversity</b>	<b>Begin the Process of Dealing with Diversity</b>	<b>Build Acceptance of Diversity</b>	<b>Solve Diversity Issues and Create an Inclusive Culture</b>
<b>Elementary</b>	12	8	0	0
<b>Secondary</b>	10	5	5	0
<b>Tertiary</b>	4	3	1	2

The table above shows the summary of the data on the current Diversity Management Approach that the institution utilizes. This was gathered through a brief interview with a Human Resource personnel or an employee with a similar function. During this face-to-face contact, most personnel rejected the idea that their school *maintained status quo*; but, when asked further, all evidences show that they were indeed ignoring the presence of diversity. According to the tally, academic institutions belonging to the Elementary level opted to ignore diversity with a score of 12. Here, elementary school did not pay much attention to the existence of diverse groups, stating that these were normal occurrences and that it did not need any form of special notice. The Secondary level schools had their highest score on ignoring diversity, signifying that they too paid not much attention to it; the institutions got scores of 10 for *Ignoring Diversity* and *Begin the Process of Dealing with Diversity*. Colleges and Universities had the most number of distribution with regards to their answers. The academic institutions got 4 for *Ignore Diversity*, 3 for *Begin the Process of Dealing with Diversity*, 1 for *Build Acceptance of Diversity*, and w for *Solve Diversity Issues and Create an Inclusive Culture*. At the Tertiary level, the same pattern could be observed where personnel are hesitant and outright rejects the notion of ignoring diversity but answered yes to question regarding the maintenance of a patriarchal environment.

Institutions, on the other hand, who signified providing diversity trainings were categorized as utilizing traditional methods. Often focusing changing structures and policies as well as increasing awareness of sexual harassment on a surface level. Overall, a majority 52% of learning institutions still ignore the diversity of their workforce; maintaining status quo.

### **Summary, Conclusion and Recommendations**

In assessing the current state of the glass ceiling in association with the diversity management approach adopted by academic institutions in Tacloban City, this research sought to determine the following:

- (1) Has the *glass ceiling* existed in the academes of Tacloban City in terms of:
  - a. Pay inequities between men and women in the last three school years (S.Y.2016-2017 to S.Y. 2018-2019)



A pay gap reaching PhP2, 712.39 was discovered based on the data gathered from the 50 academic institutions of all educational levels. This is consistent with the global statistics on gender pay gap across nations; and contrary to the findings of the Philippine Statistics Authority in 2017. In recent school years, the gap is minimal but still exists. This means that the laws and policies in which the Philippines operates under that deal with discrimination of women in this particular dimension is either ineffective or implemented inefficiently. A better feedback mechanism should be established in order to ensure that laws are strictly followed, and that no loophole can be used to circumvent this.

b. Frequency of women top-level managers in the last fifteen school years (S.Y. 2004-2005 to S.Y. 2018-2019)

1 out of 3 top-level managers or a position of the same nature, are women. With residency of position reaching six to nine years, women have barely secured a senior management level position. This means that females have had to go the extra mile in order to enjoy opportunities enabling professional growth; which should not be the case since claiming of economic and social resources, including accessing areas for career advancement, is a common right for every employee regardless of sex.

(2) What Diversity Management Approaches did academic institutions in Tacloban City adopt?

Diversity Management is underutilized by a majority of the academic institutions in Tacloban City. This stems from the lack of education regarding the background of this concept of management. Because of this, Human Resource personnel feel that their organizations are doing enough to address diversity in their respective workforce—changing structure and policies; as well as increasing awareness of sexual harassment in the form of seminars. These methods have been used for over a long time; but, yield little to no results as these protocols are performed at the minimal degree. The lack of actual engagement between instructors of diversity trainings and the employees in activities that strengthen professional and social networks, create a false image of success in terms of addressing the needs of the diverse groups, specifically women.

During the interviews, evidences of women undermining their selves through believing in stereotypes, were observed. This creates a notion that the glass ceiling

continues to exist in most academic institutions not only because of the ineffective Diversity Management Approach that they utilize; but also, because most women born on the peak of the patriarchal age, continue to believe that their resources should be limited to some degree.

Although there are signs that women are now given the chance to lead and organize their respective institutions at a senior management level position, with 33% top-level managers in the past 3 years being female, the progress is slow due to the subconscious negative views of women on themselves. The crack in the glass ceiling, continues to remain a crack despite decades of efforts to break it.

### **Recommendations**

The glass ceiling will continue to exist if organizations will not adopt the right Diversity Management Approach. This can be avoided through the provision of learning sessions which encourage participants to engage in scenarios that will gauge hints of bias; and allow them to properly process the results. A feedback mechanism mode should also be designed specifically for evaluating the participants after the learning session in a period of not less than six months. This will enable the organization to understand the gravity of the situation and create a healthier and more productive work environment.

The following activities should be implemented to properly address diverse groups in the academe, especially in light of globalization:

(1) Multicultural teams

It is the creation of teams made up of members from various protected classes. Although it carries the risk of increased potential for miscommunication and misunderstanding, it creates an effective cross-cultural training for institutions who are directed to become a globally competitive one.

(2) Employee Network Groups

This is very similar to union in terms of function; but, differs in scope. These groups specialize in meeting the demands of employees on a micro-level; a specific unit of employees who have organized themselves and includes people they identify themselves with—socially, etc.

For future researchers, this study will help understand the current situation of the glass ceiling in the academe. It will enable future studies to focus on the organizational culture of institutions inculcated in women who have been born into periods explicitly dominated by men.

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