Examining the Leadership Capabilities of Women Administrators in Local and National Government: Implications for Organizational Psychology and Development

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Abstract

This research focused on the particular function of female adminsitrators in the Zamboanga Peninsula area of the Philippines. Seventeen female administrators in all took part in the study and filled out a questionnaire during one-on-one interviews. The acquired data underwent thorough statistical analysis, including the Kruskal-Wallis Test, frequency count, mean, and percentage. The research produced interesting results on the female administrators. First of all, it was noted that a significant portion of these female administrators were getting close to retirement age, demonstrating their depth of expertise and protracted stay in their roles. Furthermore, the majority of the female administrators were married and had professional credentials, demonstrating their knowledge and proficiency in their specialized domains. The research also looked at these women administrators' leadership skills, particularly in terms of organizational positioning, transformational leadership, operational effectiveness, and transactional leadership. These women had a high level of skill in these areas, according to the findings, emphasizing their ability to lead and manage their businesses. In addition, the data showed that when the women administrators were grouped into several clusters, there were notable disparities in their leadership qualities. This result shows that different groups of women administrators may have different leadership strengths and weaknesses in the aforementioned categories. According to the study's findings, female managers may strategically place both male and female employees inside their firms. These female administrators may improve organizational performance and accomplish desired results by delegating appropriate jobs and responsibilities. This research sheds light on the credentials, leadership qualities, and possible contributions that women executives may make to the success of organizations, contributing unique and useful insights about the role of women executives.

Keywords: women administrators, leadership capabilities, Zamboanga Peninsula, retirement age, professional qualifications,

Introduction

The acknowledgment of the growing significance of women in driving economic development has spurred the formulation of policies and initiatives by both governmental and non-governmental organizations to promote women's progress (Smith, 2020). Governments worldwide have placed emphasis on women's development and empowerment, evident through their inclusion in consecutive plans and public expenditure programs (World Bank, 2019). This transformation is particularly remarkable in the field of education, where a substantial rise in the enrollment of women in higher education has been observed (UNESCO, 2021).Reports indicate that in many Asian countries, including the Philippines, more women than men are now pursuing undergraduate programs (UNESCO, 2021).

However, despite the progress in female student enrollment in higher education, women's representation in senior or administrative positions remains limited (OECD, 2020). Numerous studies have found that school leadership positions are still predominantly occupied by men, despite the majority of faculty members being female (UNESCO, 2021). This lack of proportional representation raises concerns about the underutilization of women's talent and potential in leadership roles (World Bank, 2019).

The number of women working in educational administration has, nevertheless, increased significantly in the academic environment of the Philippines (Smith, 2020). It is nonetheless seen as a great accomplishment even if this rise does not entirely represent the proportion of women working in the field of education (Smith, 2020).

Women have increasingly taken on leadership roles in higher education institutions, such as presidents, vice presidents, and senior administrators, particularly in the Zamboanga Peninsula area (Smith, 2020). Similar trends are seen in politics, where more women are electing to high office and are also taking chief executive roles in government organizations (World Bank, 2019). This research intends to comprehensively analyze the skills and results of women's leadership in educational administration since it is crucial for social advancement (Smith, 2020). The results of this research will give insightful information to others hoping to follow in their footsteps and new viewpoints on actions that can be made to fully use the leadership potential of female administrators in public and commercial organizations (World Bank, 2019). The fifth Sustainable Development Goal (SDG 5) (United Nations, n.d.) puts a focus on the promotion of gender equality and the empowerment of women and girls. To guarantee women's full and equal participation and leadership opportunities in decision-making at all levels, SDG 5 Target 5.5 is primarily focused on (United Nations, n.d.). Data gaps, on the other hand, make it difficult to design tailored policies and solutions since they reduce our knowledge of the unique needs and experiences of women (UN Women, n.d.). The investigation of women's engagement in municipal and federal government, as well as the examination of how their subordinates see their leadership qualities, make this research especially relevant. By putting light on these elements, the research helps close data gaps and advance the cause of gender equality and women's empowerment in positions of decision-making.

Inequality must be addressed in order to address social progress, and the United Nations Development Programme (UNDP) has identified gender equality as a key sustainable development objective (UNDP, n.d.). In order to achieve gender equality and provide all women and girls more power, SDG 5 calls for the abolition of violence against them as well as their full involvement and equal opportunity in all decision-making (UNDP, n.d.). In order to increase their social, economic, political, and legal power, women must be given access to situations where they may make decisions that are in their best interests and the interests of society (Teamwork, 2015). In a similar vein, Gupta (2018) highlights the need of guaranteeing women social, political, economic, and legal rights while promoting gender equality as a basic human right.

The study is grounded in Wendel Bell's Modernization Theory, which addresses poverty in developing nations. This theory identifies cultural and economic barriers as obstacles to development and advocates for the spread of Western ideals, capitalism, and modernization as potential solutions (Shaefer, 2013; Thompson, 2015). Cultural barriers, particularly patriarchal norms and gender discrimination, are seen as hindering progress in traditional societies (Thompson, 2017). Additionally, the study draws on Fred Edward Fiedler's Contingency Theory of Leadership, which posits that leadership effectiveness depends on factors such as leadership style, follower characteristics, and situational circumstances (McShane & Glinow, 2010; Wagner et al., 2008). This theory acknowledges that there is no universally optimal leadership style and that success relies on aligning leadership style with situational factors.

The report also acknowledges that gender equality and women's empowerment are recognized on a worldwide scale, as shown by the inclusion of these issues in international conferences and the importance of gender equality in development agendas (UNFPA, n.d.). Given their contributions to agriculture, business, home management, caregiving, and community leadership, women's roles in development are acknowledged as being vital. The position and duties of women in society have been undermined by development initiatives, which often reinforce gender inequity.

Objectives of the Study

In the Zamboanga Peninsula, this study examined how employees who report to female chief executives of local governments, line agencies, and educational institutions viewed those executives' competence. The study had two main objectives: (1) Provide a summary of the women chief executives' backgrounds, including their age, marital status, educational background, and years of experience; and (2) Collect feedback from subordinates on the women chief executives' leadership abilities, with a focus on a variety of areas like strategic capability, operating capability, organizational positioning capability, transformational capability, and transactional capability (3) Examine if the leadership skills of female chief executives varied depending on the clusters or groupings.

Methodology

The research employed a descriptive methodology, utilizing a questionnaire checklist to assess the leadership capabilities of women chief executives. The study was conducted in government offices situated in the Zamboanga Peninsula region, specifically designated as region IX, where women were identified to occupy top positions. Prior approval was obtained from the respective agency's chief executive, typically through the human resource officer or city/municipal administrator, to administer the questionnaires. Following agency protocol, the researcher disseminated the research instruments, often through the human resource officer or a designated staff member. Two survey instruments were utilized in the study: the first questionnaire collected background information on the women chief executives, while the second instrument was a checklist designed to evaluate their leadership capabilities. The checklist was completed by the subordinates directly reporting to the women leaders. Statistical tools, including frequency count, mean, percentage, and the Kruskal-Wallis Test, were employed to analyze the collected data and derive valuable insights.

6.0 Results and Discussions

Profile of the Women Chief Executives

Approximately half of the women administrators included in the study were in their late 50s and approaching the retirement age of 60 and beyond (Figure 1). Additionally, approximately 53% of the women administrators were married (Figure 2). This suggests that organizations with older administrators should prioritize succession planning to ensure a smooth transition and identify qualified successors. The absence of a robust succession planning initiative may indicate a lack of effective leadership capabilities on the part of the women administrators.Regarding educational qualifications, a significant majority of the women administrators (65%) were pursuing or had completed graduate studies, with some holding postgraduate degrees and one having a Bachelor of Laws degree (Figure 3). On the other hand, the remaining 35% held bachelor's degrees. Notably, the women administrators with bachelor's degrees were predominantly found in local government units (LGUs). In line agencies and the academic sector, administrators tended to possess at least a master's degree, with some even holding Doctor of Philosophy degrees. In terms of work experience, approximately one-third of the women administrators had over 12 years of experience (Figure 4).These findings highlight the diversity in educational qualifications and work experience among women administrators, suggesting a range of backgrounds and expertise. Furthermore, the prevalence of advanced degrees in line agencies and the academe signifies the importance placed on higher education in these sectors.
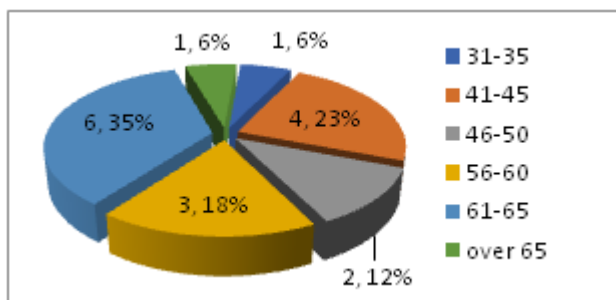

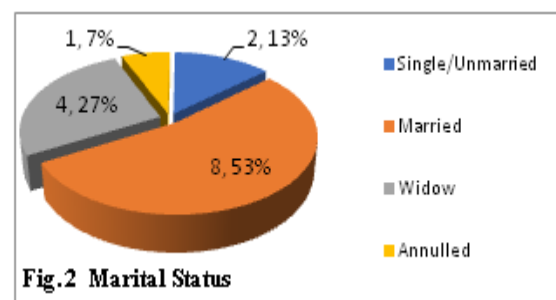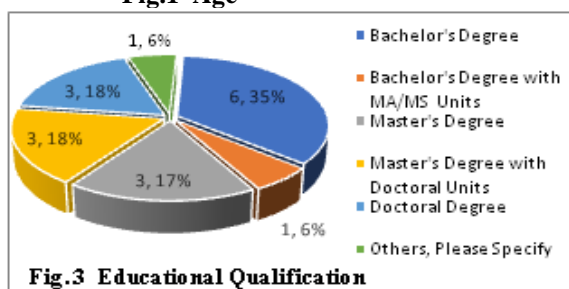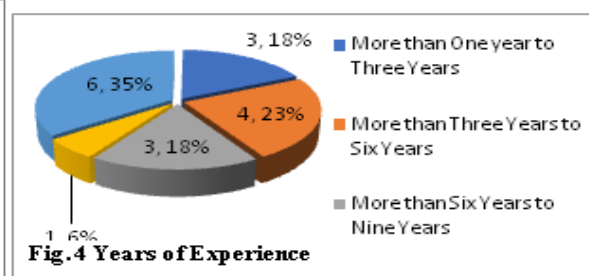Fig.1 Age

Fig.2 Marital Status

Fig.3 Educational Qualification

Fig.4 Years of Experience

Figures 1-4. Respondents' ages, civil status, greatest level of education, and years of job experience are listed in clockwise order from top to left.

Perceived Leadership Capabilities

Strategic Capabilitiesand Operating Capability

The data presented in the table indicate that the women administrators' strategic capabilities were perceived to be extensive, falling within the range of 4.21 to 5.00, which is described as "to a very great extent." This suggests that these women possess strong strategic capabilities, including effectively communicating and driving goals, aligning goals with government priorities, and ensuring outcomes align with the achievement of objectives. It can be inferred that women administrators guide their organizations by setting clear objectives and efficiently utilizing resources such as people, machines, and materials to achieve desired outcomes. They demonstrate a keen awareness of both the external and internal environments and prioritize strategic planning.

The study findings indicate that women administrators are highly capable of effectively managing and leading their organizations. The average weighted values falling within the 4.21 to 5.00 range highlight their strong operating capabilities, as their organizations continue to function smoothly over the years. Women administrators masterfully guide their organizations towards accomplishing strategic goals and ensure that the activities align with the overall objectives. This proficiency in leadership contributes to the sustained success and reputation of their organizations.

The tendency of women administrators to scrutinize organizational goals, formulate well-thought-out plans, and take action plays a significant role in determining the organizations' level of success. Their exceptional abilities in strategic planning and execution can greatly influence the outcomes and achievements of their organizations (Zig Zeglar, 2008).

Table 1. The women administrators' operational and strategic potential

Items	5	4	3	2	1	Ave. Weighted	D
Strategic Capability							
1. Effectively communicates and champions the organization's vision, goals, and objectives, aligning them with government priorities, desired outcomes, and the agency's operating environment.	287	101	17			4.67	VGE
2. Possesses a keen understanding of the present and future business potential of the organization, fostering strong connections with the business sector and local community.	253	130	19	3		4.56	VGE
3. Diligently examines both internal and external environments, actively seeking out opportunities presented by technological advancements and globalization.	237	145	20	3		4.52	VGE
4. Identifies key areas for change and proactively implements strategies to adapt to the evolving organizational landscape.	263	120	19	3		4.58	VGE
5. Skillfully develops a well-rounded mix of people, resources, systems, structures, culture, leadership, and relationships to ensure future success.	236	133	31	4	1	4.48	VGE
6. Ensures that the efforts of the portfolio contribute to broader government priorities while maintaining the individual organization's integrity	222	155	26	2		4.47	VGE
7. Demonstrates an exceptional ability to quickly grasp the essence and underlying structure of complex matters.	225	146	31	3		4.46	VGE
8. Exhibits appropriate behavior and balanced judgment in various situations, delivering challenging messages with empathy and compassion	248	112	37	8		4.48	VGE
9. Generates fresh and unique ideas by making connections between previously unrelated concepts and notions.	238	128	35	4		4.48	VGE

10. Effectively fosters creativity in others and possesses excellent judgment in evaluating which creative ideas and suggestions are viable.	256	106	35	6	2	4.50	VGE
Mean						**4.52**	**VGE**
1. Establishes and utilizes effective metrics to assess performance against organizational goals and evaluates outcomes.	260	120	21	4	-	4.57	VGE
2. Anticipates and proactively adjusts for potential problems and roadblocks, displaying flexibility and adaptability in the face of challenges.	239	132	27	7	-	4.49	VGE
3. Defines success in terms of collective achievements, recognizing the importance of the entire team's contributions.	257	115	27	6	-	4.54	VGE
4. Identifies and employs appropriate methodologies to assess success, ensuring accurate and meaningful evaluation of organizational performance.	226	135	41	3	-	4.44	VGE
5. Provides challenging and stretching tasks and assignments.	241	133	27	4	-	4.51	VGE
6. Devotes sufficient time and resources to effectively prepare for and manage organizational change, ensuring smooth transitions.	239	128	32	6	-	4.48	VGE
7. Demonstrates a strong belief in the importance of team-based structures within the organization, promoting collaboration and synergy among members.	223	151	28	3	-	4.47	VGE
8. Highlights the agency's commitment to accomplishing tasks and achieving desired outcomes efficiently and effectively.	276	109	19	1	-	4.63	VGE
9. Sets an example in coordinating, organizing, and maintaining smooth-running operations, optimizing efficiency across the organization. Smooth-running efficiency.	251	122	258	4	-	4.53	VGE
10. Encourages and fosters a culture of teamwork, consensus-building, and active participation among team members, leading to enhanced collaboration and decision-making.participation.	257	109	30	9	-	4.52	VGE
						4.52	VGE

Leadership Transformation and Organizational Positioning Capability

The data presented in Table 4 indicate that women administrators possess strong organizational positioning capabilities, as reflected by average weighted values falling within the range of 4.21 to 5.00. They demonstrate a deep understanding of the principles and conventions of their agencies or organizations, allowing them to effectively position the organization. Women administrators excel in navigating environments where politics, public scrutiny, and media attention are inherent aspects of organizational life. They are skilled at balancing the effectiveness of their work while maintaining positive political relationships. Women administrators prioritize delivering results and strive to uphold the integrity of their organizations. They treat everyone as an important

part of the organization, ensuring fairness in their dealings regardless of political affiliations or support.Positioning the organization is a challenging task for women administrators, but they can achieve it by being honest, humane, and accountable in their work and interactions. Instead of blaming others for mistakes, they take responsibility and accountability for their actions and strive to correct them in the future.Furthermore, Table 4 reveals that women administrators exhibit strong transformational leadership capabilities, with average weighted values falling within the 4.21 to 5.00 range, indicating a high degree of effectiveness. Women administrators are dedicated to transforming their organizations into what they envision them to be. They focus on building strong relationships among individuals in the organization, fostering a harmonious and collaborative environment. This entails establishing and promoting the importance of the work, training individuals to meet expectations, and closely monitoring progress to ensure goals are achieved (Zig Zieglar, 2008).The findings demonstrate that women administrators possess notable organizational positioning capabilities and excel in transformational leadership. They effectively navigate the complexities of organizational dynamics and work towards achieving their vision for the organization while maintaining integrity, fairness, and accountability.

Table 2 Women administrators' organizational positioning and capacity for transformational leadership

Items	5	4	3	2	1	Ave. Weight	D
Organizational Positioning Capability							
1. Exhibits a comprehensive grasp of the fundamental principles and norms governing the agency's operations.	269	122	22	2	-	4.58	VGE
2.Successfully operates within an environment characterized by the intertwining dynamics of politics, public scrutiny, and media attention.	236	141	27	1	-	4.51	VGE
3.Adroitly maneuvers through intricate political circumstances, demonstrating finesse and discretion.	236	135	30	4	-	4.49	VGE
4. Recognizes corporate politics as an inherent aspect of organizational life and adapts accordingly to navigate and leverage such realities.	221	149	32	3	-	4.45	VGE
5. Approaches the preparation of advice, delivery of services, and decision-making with a well-rounded, analytically rigorous, and inclusive approach.	242	131	34	8	-	4.50	VGE
6. Achieves desired outcomes by effectively utilizing both formal communication channels and informal networks.	223	147	29	6	-	4.45	VGE
7. Possesses the ability to adopt a broad perspective, evaluating the implications of specific situations within the wider organizational and sector context.	226	141	35	3	-	4.46	VGE
8. Fosters an environment that encourages employees to openly express their thoughts, including critical perspectives on	222	131	38	11	3	4.38	VGE
9. Ensures that pay and promotion policies are grounded in existing frameworks and merit-based considerations, rather than	225	133	38	7	2	4.41	VGE
10. Promotes a culture where individuals refrain from building themselves up by tearing others down, fostering a supportive and	217	140	33	14	1	4.38	VGE
						4.47	VGE
M							
Transformational Capabilit							

1. Demonstrates a commitment to the welfare of the group that surpasses personal interests.	263	117	22	3	-	4.58	VGE
2. Engages in behaviors that cultivate the respect and	244	125	33	3	-	4.51	VGE
3. Takes into account the moral and ethical implications of decisions and actions.	233	131	34	7	-	4.46	VGE
4. Expresses enthusiasm and passion when discussing what needs to be accomplished.	227	128	40	9	1	4.41	VGE
5. Assists others in finding significance and purpose in their work.	241	123	37	4	-	4.48	VGE
6. Actively seeks out and incorporates different viewpoints when addressing problems and making decisions.	226	140	33	6	-	4.45	VGE
7. Suggests innovative ways to approach and complete tasks.	193	149	54	8	1	4.30	VGE
8. Recognizes and acknowledges that individuals have distinct needs, abilities, and aspirations compared to others.	243	134	22	5	1	4.51	VGE
9. Assists and encourages the personal growth and development of others.	230	133	35	6	1	4.44	VGE
10. Effectively communicates one's evaluation and assessment of others' performance.	209	140	45	9	2	4.34	VGE
Mean						**4.45**	**VG E**

Leadership in Transactions

The calculated values in Table 5 provide information on the transactional leadership skills of female administrators, with all values lying between 4.21 and 5.00. This shows how effective goal-achieving inside companies is facilitated by women administrators. They place a high priority on enhancing employee productivity and happiness (McShane & Glinow, 2008). Women managers express their happiness by appreciating their staff members' efforts in achieving objectives. On the other hand, they also provide underperforming subordinates chances for development and progress by giving them feedback and informing them about their performance. Additionally, these female CEOs show good problem-solving abilities by aggressively looking for solutions to address and fix errors. They also create performance criteria, which serve as the foundation for the whole business. This makes sure that everyone is aware of what is expected of them and that everyone is working as effectively and efficiently as possible to achieve the objectives. These female administrators are examples of transactional leaders that link job success to worthwhile incentives to inspire staff members and guarantee they have the tools they need to do their jobs well. According to the results, female administrators are skilled at transactional leadership, which promotes a positive workplace culture where workers feel valued, encouraged, and inspired to work effectively toward organizational objectives.

Table 3Women administrators' capacity for transactional leadership

Item	5	4	3	2	1	AWV	D
Transactional Leadership Capability							

Engages in specific discussions to assign accountability for achieving performance targets.	243	128	30	4	-	4.51	VGE
Demonstrates satisfaction and appreciation when others successfully meet expectations.	241	124	35	5	-	4.49	VGE
Provides Guidance for Rewarding Work: Informs others about the actions they need to take to be rewarded for their work.	230	140	28	7	-	4.46	VGE
Recognizes and Rewards Goal Achievement: Offers recognition and rewards to individuals who successfully reach their goals.	261	111	26	7	-	4.54	VGE
Draws attention to the benefits and rewards associated with achieving desired outcomes.	238	132	28	7	-	4.48	VGE
Takes satisfaction in others' ability to meet agreed-upon standards.	229	136	31	9	-	4.44	VGE
Avoids unnecessary changes as long as current processes and systems are functioning effectively.	240	130	24	11	-	4.48	VGE
Clearly communicates the standards that individuals must be aware of to carry out their work effectively.	238	130	30	7	-	4.48	VGE
Directs attention towards instances where standards have not	239	126	34	6	-	4.48	VGE
Concentrates full attention on addressing and resolving mistakes, complaints, and failures.	222	145	32	6	-	4.44	VGE
						4.48	VGE

The research discovered substantial variations between women administrators in diverse clusters, including local governments, line agencies, and academia, in terms of their strategic competence, operational capability, organizational positioning capability, transformational leadership, and transactional leadership. The considerable skill gaps among female managers in these firms were investigated using the Kruskal-Wallis test. Indicating significant statistical significance, the calculated h-values for strategic capacity, operational capability, organizational positioning capability, transformational leadership, and transactional leadership were 42.35, 35.51, 33.29, 39.68, and 35.77, respectively.

The results indicate that the strategic capability of women administrators varies significantly based on the type of organization they lead. Strategic capabilities may be similar among women administrators leading municipalities and cities, but they may differ from those leading higher education institutions such as State Universities and Colleges (SUCs). The Department of Education also requires specific leadership capabilities aligned with its vision, mission, and objectives. Each cluster has distinct requirements and demands for strategic leadership.

Women administrators demonstrate strong operating capability that aligns well with their respective organizations. However, the significant differences in operating capability arise from the specific needs and mandates of their organizations. The variations in operating capability reflect the unique demands placed on women administrators in fulfilling their organizations' objectives.Similarly, the study revealed significant differences in organizational positioning capability among women administrators. Each organization has its own charter, mandate, vision, mission, and objectives, which influence how women administrators position their organizations. Despite possessing organizational positioning capability, women administrators adapt their approaches significantly based on the specific context and requirements of their agencies.

The findings also indicate significant differences in transformational leadership capability among women administrators. Transformational leadership involves various aspects, including transforming individuals, processes, and aligning with the vision and mission of the organization. LGUs operate under the mandate of the

Department of the Interior and Local Government (DILG), while other line agencies have their specific mandates. SUCs and the Department of Education also differ in their roles and functions within the education sector. These variations in mandates contribute to the differences in transformational leadership approaches among women administrators.

Finally, the research discovered that women administrators differed significantly in their capacity for transactional leadership. This implies that female executives use a variety of tactics to effectively accomplish corporate goals and cater to the requirements of their staff. Their approaches to transactional leadership may vary depending on the particular issues and settings they confront. The research demonstrates the notable variations in strategic competence, operational capability, organizational positioning capability, transformational leadership, and transactional leadership among women administrators across various organizational clusters. The leadership styles used by women administrators are affected by these variances, which reflect the unique mandates, needs, and expectations of each institution.

Table 4 Kruskal-Wallis Test on Strategic Capability of Women Administrators by Cluster

Cluster	N	Median	Ave Rank	Z
LGU	236	4.800	224.0	4.28
Line Agencies	68	4.700	207.4	0.34
Education	101	4.700	217.7	0.73
Overall	405		203.0	
H = 42.35 DF = 3 P = 0.000				
H = 43.45 DF = 3 P = 0.000 (adjusted for ties)				

Table 5 Kruskal-Wallis Test on Operating Capability of Women Administrators by Cluster

Cluster	N	Median	Ave Rank	Z
LGU	236	4.800	223.8	4.23
Line Agencies	68	4.750	212.3	0.72
Education	101	4.500	188.6	-0.71
Overall	405		203.0	
H = 35.51 DF = 3 P = 0.000				
H = 36.80 DF = 3 P = 0.000 (adjusted for ties)				

Table 6 Kruskal-Wallis Test on Organizational Positioning Capability of Women Administrators by Cluster

Cluster	N	Median	Ave Rank	Z
LGU	236	4.700	219.1	3.28
Line Agencies	68	4.650	209.1	0.47
Education	101	4.700	230.7	1.37
Overall	405		203.0	
H = 33.29 DF = 3 P = 0.000				
H = 34.00 DF = 3 P = 0.000 (adjusted for ties)				

Table 7 Kruskal-Wallis Test on Transformational Leadership Capability of Women Administrators by Cluster

Cluster	N	Median	Ave Rank	Z
LGU	236	4.700	220.9	3.63
Line Agencies	68	4.500	194.7	-0.64
Education	101	4.800	252.9	2.47
Overall	405		203.0	
H = 39.68 DF = 3 P = 0.000				
H = 40.67 DF = 3 P = 0.000 (adjusted for ties)				

Table 8 Kruskal-Wallis Test on Transactional Leadership Capability of Women Administrators by Cluster

Cluster	N	Median	Ave Rank	Z
LGU	236	4.800	225.9	4.65
Line Agencies	68	4.600	190.6	-0.96
Education	101	4.700	215.8	0.63
Overall	405		203.0	
H = 35.77 DF = 3 P = 0.000				
H = 37.16 DF = 3 P = 0.000 (adjusted for ties)				

Conclusion

The number of women holding executive roles in numerous organizations in the Zamboanga Peninsula area is rising, which is obvious. The presence of female mayors in cities and municipalities, which was long thought to be unusual, is increasingly more widespread. There are presently five female mayors overseeing the twenty-five municipalities and one city in Zamboanga del Norte. Similar to Zamboanga del Sur, which has five female mayors out of its 26 municipalities, Zamboanga Sibugay has three female mayors out of its 16 municipalities. There has been an increase in the appointment of women to the top positions in regional government line agencies, notably regional offices. Three of the area's five State Universities and Colleges are headed by women, demonstrating the trend of women assuming leadership positions in educational institutions as well.

Equal numbers of men and women oversee the Schools Division at the local department of education.The research underlines the need for various leadership skills in various circumstances and environments. What is considered to be a successful leadership style in the education sector may not be in a local government unit or line agency. As markers of strong organizational performance, women top executives need to maintain and develop their leadership skills. Furthermore, initiatives should be undertaken to encourage more women to hold leadership positions, particularly in light of the fact that a sizable majority of the women chief executives questioned are nearing retirement age. Promoting the advancement of women into senior roles within government organizations is essential. Girls and young women should be inspired to achieve in their studies and realize their full potential since, thanks to modern advancements, the route to leadership is now open and available to those who want and strive for it.

Recommendations

By implementing these recommendations, the Zamboanga Peninsula region can continue to build on the positive trend of increasing women's representation in leadership positions. This will contribute to creating a more diverse and inclusive leadership landscape, ultimately leading to improved organizational performance and a more equitable society. Firstly, there is a need to Strengthen Leadership Development Program. To ensure the sustained success and performance of organizations, it is crucial to strengthen leadership development programs tailored specifically for women administrators. These programs should focus on enhancing strategic thinking, operating capabilities, organizational positioning, transformational leadership, and transactional leadership skills. By providing targeted training, mentorship, and support, women administrators can further enhance their leadership capabilities and effectively navigate the unique challenges of their respective organizations. Leadership development programs should be designed to address the specific needs and contexts of different sectors, such as local government units, line agencies, and educational institutions. This will help women administrators in the Zamboanga Peninsula region continue to excel in their roles and contribute to organizational growth and development. Secondly, It is essential to continue promoting gender equality and encouraging more women to assume leadership roles in government agencies and educational institutions. Efforts should be made to create a conducive environment that supports and recognizes the potential of women leaders. This includes implementing policies and initiatives that promote equal opportunities for women's career advancement, ensuring fair selection processes for leadership positions, and providing support networks and mentorship programs for aspiring women administrators. Additionally, awareness campaigns and educational programs should be conducted to inspire girls and young women to pursue their studies and develop their leadership skills. By fostering a culture that values and empowers women's leadership, the region can tap into the full potential of its talented female workforce and drive further progress in organizational performance and societal development.

Implications to Organizational Psychology and Development

This study's implications in organizational psychology and development lie in challenging gender stereotypes, promoting gender equality, and fostering inclusive leadership practices. By recognizing and nurturing the leadership capabilities of women administrators, organizations can create a supportive and empowering work environment, leading to improved psychological well-being, employee satisfaction, and organizational performance. Moreover, investing in the growth and development of women administrators contributes to building a diverse and resilient leadership pipeline, ensuring long-term organizational success and progress.Significant ramifications for organizational psychology and development may be drawn from this study's results. First and foremost, this study promotes gender equality in the workplace by showcasing the leadership qualities of female administrators. It offers concrete proof that female leaders and managers are capable of managing and leading enterprises successfully. This disproves the widespread belief that male dominance in leadership is the norm and encourages businesses to adopt inclusion and diversity in their leadership structures. Organizations may establish a more inclusive and fair work environment that fosters psychological well-being and employee empowerment for women by recognizing and appreciating the leadership skills of female administrators. This may then lead to greater employee motivation, engagement, and satisfaction, which can eventually increase organizational performance and productivity. The report also

underlines how crucial it is to provide female administrators the chance to develop and flourish. Organizations may create specialized training and development plans to improve these talents by analyzing the strengths and weaknesses in certain leadership competencies. The company as a whole gains from this investment in the professional development of women managers, in addition to the persons themselves. Organizations may establish a pipeline of capable and successful women leaders via leadership development activities, providing a sustainable leadership succession and boosting organizational resilience. Additionally, advancing female administrators may energize and inspire other female employees, generating a positive domino effect that encourages more women to seek leadership positions. As a result, the leadership landscape becomes more diversified, which has been associated with improved decision-making, innovation, and overall organizational success.

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