

The Moderating Effect of Demographic Profile on the Relationship Between Gender and Development Cooperative Practices and Employee Engagement

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ABSTRACT

The moderating effect of demographic profiles on the relationship between Gender and Development (GAD) cooperative practices and employee engagement in selected Bukidnon cooperatives was examined by analyzing how age, gender, position, employment status, and length of employment influence the effectiveness of GAD initiatives in enhancing employee motivation, commitment, and performance. Using a quantitative descriptive-correlational design with moderation analysis, data were collected from 105 cooperative employees through a validated survey questionnaire measuring demographic profiles, perceptions of GAD practices-including seminars, policies, and work environment-and levels of employee engagement. Findings revealed that GAD practices were generally perceived as well implemented, with employee engagement rated highly across motivation, commitment, and performance. Statistical analysis confirmed a significant positive relationship between GAD practices and employee engagement. Moreover, demographic factors, especially age, position, and length of employment, moderated this relationship, with older employees, those in higher positions, and those with longer tenure experiencing greater engagement benefits from GAD initiatives. The study concludes that while GAD practices effectively promote employee engagement, their impact varies across different demographic groups. It recommends that cooperatives develop and implement GAD strategies and policies tailored to the specific needs of diverse demographic segments to maximize employee commitment, innovation, and productivity. These findings underscore the importance of inclusive, data-driven approaches to gender equality in cooperative organizations.

Keywords— Demographic profile, cooperative practices, employee engagement, gender and development

INTRODUCTION

The importance of keeping employees engaged in fast-changing cooperative organizations is well-supported by literature emphasizing the role of Gender and Development (GAD) practices. Studies show that advancing gender equality within cooperatives promotes a diverse and effective work environment, leading to higher employee satisfaction, improved decision-making, and increased productivity (ILO, 2017). Gender equality initiatives empower women, encourage their participation in decision-making, and address gender-specific issues, which collectively enhance organizational performance and employee engagement (CECOP, 2025). These practices align with cooperative principles of fairness, democracy, and shared benefits, fostering inclusion and sustainable development.

Despite the implementation of GAD practices, workplace discrimination based on demographics such as age, gender, position, employment status, and length of employment persists, particularly in the Philippines (Respicio Law, 2024). Research indicates that demographic factors significantly influence employee engagement levels, with discrimination leading to demotivation and reduced productivity (Rana et al., 2019). Some cooperatives may have adopted GAD practices that do not fully address the diverse needs of their workforce, thereby limiting the effectiveness of these initiatives in fostering engagement and equality (Nippierd & Holmgren, 2002).

Understanding how demographic profiles moderate the relationship between GAD practices and employee engagement is crucial to overcoming these challenges.

The main objective is to explore how demographic factors—age, gender, position, employment status, and length of employment—affect the effectiveness of GAD cooperative practices in enhancing employee engagement. This involves identifying strategies to promote gender equality that are sensitive to these demographic variables, thereby improving employee commitment, innovation, and productivity within cooperatives (Rana et al., 2019). Such understanding supports the development of targeted interventions that maximize the benefits of GAD initiatives for organizational success (Roberts, 2020).

Supporting Statistics and Identification of the Problem Statistical data reveal that although women constitute over 50% of cooperative members in some regions, they remain underrepresented in leadership roles, often due to cultural norms and systemic barriers (CECOP, 2025). Furthermore, studies show that employee engagement varies with age and tenure; older employees tend to exhibit higher engagement, but those in lower positions or with shorter tenure often feel marginalized, leading to lower engagement and higher turnover intentions (Roberts, 2020; Rana et al., 2019). These disparities underscore the need for GAD practices that are adaptable to demographic differences to effectively enhance engagement and reduce discrimination.

Statement of the problem

1. What is the respondent's demographic profile in terms of:
 - 1.1 Age
 - 1.2 Gender
 - 1.3 Position
 - 1.4 Employment status
 - 1.5 Length of employment
2. What are the respondent's perspectives of the cooperatives level of Gender and Development practices in terms of:
 - 2.1 Seminar and Trainings
 - 2.2 Policies
 - 2.3 Work environment
3. What is the respondent's level of employee engagement in terms of:
 - 3.1 Motivation
 - 3.2 Commitment
 - 3.3 Performance
4. Is there a significant relationship between gender and development practices and employee engagement?
5. Does demographic profile moderate the relationship between level of implementation of employee engagement?

METHODS

Research Design, Research Locale and Research Participants

This study utilized a quantitative, descriptive correlational design with moderation analysis to investigate how demographic factors—age, gender, position, employment status, and length of employment—influence the relationship between Gender and Development (GAD) cooperative practices and employee engagement. The research was conducted among 105 cooperative employees from Don Carlos, Kibawe, and Kadingilan in Bukidnon, selected for their active cooperative sectors and economic significance. Participants were chosen from various cooperative sectors to ensure diversity and were personally invited to join the study after being

informed of its purpose and relevance

Table 1 Participants of the Study

Municipality	Employees	Total
Don Carlos	35	35
Kibawe	35	35
Kadingilan	35	35
Total	105	105

Sampling Design &Data Gathering Procedure

The study employed simple random sampling by compiling the names of cooperative employees from Don Carlos, Kibawe, and Kadingilan, Bukidnon, placing them on individual sheets, and randomly drawing names from a box to ensure impartial selection. Data were gathered using a researcher-made questionnaire that collected demographic information and assessed employee engagement and perceptions of GAD practices. The instrument was validated by experts in Business Administration to ensure clarity, relevance, and alignment with research objectives. Validity and reliability were reinforced through expert language editing, informed consent, and consistent administration during a one-week face-to-face survey period, with strict adherence to health protocols. Scoring used two four-point rating scales, where higher scores indicated greater levels of GAD practice effectiveness and employee engagement.

Table 2 Scoring Scheme on the Level of GAD Practices

Numerical Rating	Mean Range	Description	Interpretation
4	3.26– 4.00	Strongly Agree	Highly Practiced
3	2.51 – 3.25	Agree	Moderately Practiced
2	1.76 – 2.50	Disagree	Fairly Practiced
1	1.00 – 1.75	Strongly Disagree	Not Practiced

Table 3 presents the scoring scheme in assessing the employee’s engagement.

Table 3

Numerical Rating	Mean Range	Description	Interpretation
4	3.26– 4.00	Strongly Agree	Highly Engaged
3	2.51 – 3.25	Agree	Moderately Engaged
2	1.76 – 2.50	Disagree	Fairly Engaged
1	1.00 – 1.75	Strongly Disagree	Not engaged

Treatment of Data & Ethical Consideration

The study employed various statistical tools to analyze the data: frequency and percentage for summarizing demographic information, mean and standard deviation for assessing levels of GAD practices and employee engagement, Pearson R for identifying significant relationships between GAD implementation and engagement, and multiple regression analysis to examine the moderating effects of demographic variables. Ethical standards were rigorously upheld, with participants fully informed of the study's purpose, their voluntary involvement, and their right to withdraw at any time. Confidentiality was strictly maintained, and the research avoided plagiarism, data manipulation, and misrepresentation. The study adhered to the ethical guidelines of the Bukidnon State University Ethics Review Committee and underwent thorough revisions based on expert recommendations.

RESULTS

This chapter presents the data gathered in the study. It includes the results of the statistical analysis done and interpretation of findings made.

Demographic Profile of Respondents

Table 4 Participant's Demographic Profile in terms of Age

Gender	Frequency	Percentage
Female	61	58.10%
Male	43	41%
Others	1	1%
Total	105	100%

As shown in Table 4, most cooperative employees fall within the 31-40 age group 51.40%, followed by 20-30 years old 41% a smaller percentage of employees belong to 41-50 years old 6.70%, while only 1% are 51-60 years old.

The highest representation of employees within 31-40 years old suggests that the workforce is at a stage of professional maturity and career stability assessing both expertise and adaptability. The 20-30 age group indicates an influx of younger employees, likely bringing fresh ideas and technological adaptability to the organization. However, the low percentage of employees aged 41 and above may signify workplace transition trends, possibly due to career shifts, retirement, or hiring preferences that lean towards younger professionals.

The results indicate that most cooperative employees are aged 31-40, meaning they are in their peak professional years, offering both stability and career-driven motivation. The strong presence of younger employees 20-30 years old supports a dynamic workforce with fresh perspectives. However, the low number of employees aged 41 and above suggests potential challenges in career longevity, possibly due to a lack of retention programs or fewer leadership opportunities for senior staff. Encouraging mentorship programs and implementing age-inclusive career progression strategies could help balance experience with innovation in the workplace.

According to Rana et al. (2019), younger employees tend to be highly engaged and adaptable, making them effective contributors to evolving workplaces. They embrace technological advancements faster than older employees, ensuring organizations remain competitive. Similarly, Hilario (2022) emphasizes the importance of workforce diversity, arguing that a mix of younger professionals and experienced employees contributes to stability and innovation. Younger employees introduce creative solutions, while older workers provide institutional knowledge that enhances long-term organizational continuity. Roberts (2020) further supports this argument by highlighting that organizations must implement succession planning to retain older employees and

prevent leadership gaps.

Table 5 Participant's Demographic Profile in terms of Gender

Age	Frequency	Percentage
31-40 years old	54	51.40%
20-30 years old	43	41%
41-50 years old	7	6.70%
51-60 years old	1	1%
Total	105	100%

As shown in Table 5, the workforce is predominantly female 58.10%, followed by male employees 41%. A small percentage of 1% identifies as other genders. The large percentage of female employees suggests strong gender inclusivity, meaning the cooperative may encourage women's participation in professional roles. Male employees are fewer, which could imply industry-specific hiring trends or a lack of gender balance in leadership positions. The small representation of other gender identities 1% highlights workplace diversity, though additional inclusivity efforts be needed.

The results indicate that most employees are female, which reflects an inclusive hiring approach and opportunities for women in the workforce. This gender distribution can be advantageous because diverse teams often improve problem-solving and workplace collaboration. However, the lower percentage of male employees suggests that leadership positions and workplace policies should be evaluated to ensure gender-balanced career progression. Strengthening gender-equity policies and promoting equal opportunities in management roles can create a more well-rounded cooperative workforce.

According to Ely and Thomas (2001), gender-inclusive workplaces lead to higher employee satisfaction and engagement because employees feel valued and respected. Organizations prioritizing diversity experience stronger team dynamics and overall productivity. Gutiérrez & Castaño (2020) further support this by stating that gender-sensitive workplaces drive better collaboration and improve workforce morale. Their research highlights the importance of ensuring that gender diversity extends beyond hiring practices into career advancement and equal leadership representation. Chung & Lippe (2018) add that workplaces with gender-balanced leadership structures perform better in decision-making because teams benefit from different perspectives.

Table 6 Participant's Demographic Profile in term of Position

Gender	Frequency	Percentage
Rank and file	93	88.57%
Middle Management	8	7.62%
Top Management	4	3.81%
Total	105	100%

As shown in Table 6, most employees hold rank-and-file positions 88.57%, followed by *middle management roles 7.62%. Only 3.81% of employees belong to top management. The high percentage of rank-and-file employees suggests that the cooperative heavily relies on operational staff, meaning most tasks are performed at ground level. Limited representation in middle and top management indicates restricted career advancement opportunities within the cooperative, which could impact workforce motivation and long-term engagement.

The results indicate that most employees work in operational roles, which ensures consistent productivity in daily cooperative functions. However, the low percentage of managerial positions suggests that career growth opportunities may be limited, potentially discouraging employees from long-term retention. To address this, the cooperative may consider developing leadership programs and creating clear promotion pathways to encourage employees to aim for higher roles.

According to Raman et al. (2023), employees in rank-and-file positions experience higher engagement when they have clear career progression opportunities because structured training increases job motivation. They suggest that organizations offering leadership programs experience better retention rates and improved job satisfaction.

Habaradas et al. (2014) argue that career advancement must be actively encouraged to prevent stagnation. Their research highlights that lack of managerial opportunities limits job growth, making it essential for cooperatives to provide pathways for promotion and skill development. Jabeen et al. (2024) add that career training initiatives improve retention rates because employees stay longer when they see professional growth opportunities available to them.

Table 7 Participant's Demographic Profile of Employment Status

Employment Status	Frequency	Percentage
Full-time	97	92.40%
Temporary	7	6.70%
Part-time	1	1%
Total	105	100%

As shown in Table 7, most employees work full-time 92.40%, while temporary 6.70% and part-time 1% employees are significantly fewer. A predominantly *full-time workforce suggests stability, meaning employees have secure jobs with steady income. The low number of part-time and temporary workers suggests limited employment flexibility, which might discourage individuals seeking adaptable work arrangements.

The results indicate that full-time employment is dominant in the cooperative, providing employees with job security and long-term commitment opportunities. However, the low percentage of temporary and part-time roles may indicate limited flexibility, which could impact employees who need alternative work setups. The cooperative can consider offering flexible work options to accommodate diverse employee needs.

According to Nadaf & Eljo (2024), workplaces with flexible employment options attract a wider range of professionals because adaptable job structures improve employee satisfaction. Their findings suggest that companies offering remote work and contractual roles see higher workforce engagement. Roberts (2020) argues that providing workplace flexibility enhances employee well-being because individuals can better balance work and personal commitments. Somanathan (2024) further supports this by stating that organizations with employment flexibility experience lower turnover rates because employees appreciate job structures tailored to their needs.

Table 8 Participant's Demographic Profile in terms of Length of Employment

Length of Employment	Frequency	Percentage
1-5 years	69	65.70%
6-10 years	23	21.90%
11-20 years	11	10.50%

21-30 years	2	1.90%
Total	105	100%

As shown in Table 8, most cooperative employees have worked for 1-5 years has 65.70%, followed by 21.90% with 6-10 years of service. A smaller portion, 10.50% of employees, have 11-20 years of tenure, while only 1.90% have remained for 21-30 years. This distribution highlights that a significant portion of the workforce consists of newer employees, suggesting frequent recruitment, possible staff turnover, or organizational expansion.

The data reflects that most employees have relatively short tenure, likely due to new hiring initiatives, career transitions, or workplace conditions affecting long-term retention. The low percentage of employees remaining beyond 10 years indicates possible challenges in sustaining workforce continuity and leadership progression. Additionally, frequent turnover can lead to operational inefficiencies, as newer employees need time to adjust and develop expertise.

The results indicate that the cooperative experiences frequent staff transitions, with a large portion of employees staying for less than five years. While newer employees bring *energy and innovation, high turnover may lead to gaps in leadership succession and institutional knowledge retention because long-tenured employees offer stability and mentorship. Implementing structured career growth programs, mentorship initiatives, and employee benefits can improve long-term engagement, ensuring both workforce sustainability and operational efficiency.

According to Hilario (2022), long-term employees contribute to organizational stability because they preserve institutional knowledge, helping newer employees adapt and succeed. Organizations with strong retention strategies experience better teamwork and operational consistency. Similarly, Nadaf et al. (2024) highlights that frequent turnover disrupts workforce productivity because newly hired employees require time for training and integration. Their study emphasizes that businesses investing in employee retention programs, mentorship opportunities, and career advancement initiatives experience stronger engagement and fewer disruptions. Roberts (2020) further supports this by stating that long-term employees foster a cohesive work culture because they develop deeper workplace relationships and contribute meaningfully to cooperative success.

Table 9 Cooperatives' Gender and Development Practices in terms of Seminars and Trainings

Statements	Mean	Standard Deviation	Interpretation
The training on Gender and Development practices has significantly enhanced the understanding and awareness of gender issues in the workplace.	3.80	0.40	Highly Practiced
The support and resources provided during the training have been instrumental in fostering a more respectful and supportive workplace culture.	3.77	0.42	Highly Practiced
Empowered and confident in promoting gender equality and inclusivity after participating in training sessions.	3.71	0.45	Highly Practiced
The GAD training provided practical tools and strategies that can apply in daily work to support a more inclusive work environment.	3.70	0.46	Highly Practiced
Is there any training implemented for employees on gender and development practices in the organization.	3.68	0.47	Highly Practiced

The training sessions were engaging and effectively communicated the importance of gender equality and inclusivity within the cooperative.	3.64	0.48	Highly Practiced
Total	3.72	0.35	

Legend:

Numerical Rating	Mean Range	Description	Interpretation
4	3.26-4.00	Strongly Agree	Highly Practiced
3	2.51-3.	Agree	Moderately Practiced
2	1.76-2.50	Disagree	Fairly Practiced
1	1.00-1.75	Strongly Disagree	Not Practiced

As shown in Table 9, Gender and Development (GAD) training is highly practiced in the cooperative, with an overall mean of 3.72, indicating strong implementation. The highest-rated aspect (3.80) highlights that training enhances employees' understanding of gender issues, showing its effectiveness in promoting inclusivity. Meanwhile, the lowest-rated aspect (3.64) suggests that training sessions could be more engaging, reflecting the need for improved interaction and delivery methods. This distribution emphasizes the cooperative's commitment to gender awareness while identifying areas for refinement (Einarsdóttir et al., 2018).

The data indicates that employees recognize the importance of GAD training, with structured sessions fostering workplace inclusivity. However, less engaging training methods may limit participation, potentially affecting knowledge retention and application in daily operations. Refining training strategies, such as incorporating interactive learning activities, could enhance employee engagement and long-term impact (Gutiérrez & Castaño, 2020). Organizations must ensure that training methods align with workplace inclusivity goals to sustain continuous improvement.

The results suggest that while GAD training is well-implemented, there are opportunities to enhance its effectiveness. Stronger engagement strategies, leadership support, and policy alignment can improve training outcomes and workplace inclusivity (Tricco et al., 2024). Organizations should prioritize continuous learning opportunities, mentorship programs, and active participation to ensure long-term success. A balanced approach will create a workplace culture that supports gender fairness and sustainable development.

Meanwhile, Table 10 shows the respondents' perspectives of the cooperatives gender and development practices in terms of policies that are in place in the organization.

Table 10 Cooperatives' Gender and Development Practices in terms of Policies

Statements	Mean	Standard Deviation	Interpretation
The organization effectively communicates these policies to all employees.	3.70	0.52	Highly Practiced
The organization's policies ensure fair compensation for equal work, regardless of gender.	3.68	0.55	Highly Practiced
There are policies implemented for gender and development in the organization.	3.66	0.52	Highly Practiced
The organization policies encourage and facilitate women's access to leadership roles.	3.63	0.59	Highly Practiced

Have a strong policy in place to address gender-based harassment and discrimination.	3.62	0.58	Highly Practiced
The organization demonstrates strong policy enforcement and implementation.	3.59	0.55	Highly Practiced
Total	3.64	0.45	Highly Practiced

Legend:

Numerical Rating	Mean Range	Description	Interpretation
4	3.26-4.00	Strongly Agree	Highly Practiced
3	2.51-3.25	Agree	Moderately Practiced
2	1.76-2.50	Disagree	Fairly Practiced
1	1.00-1.75	Strongly Disagree	Not Practiced

As shown in Table 10, Gender and Development (GAD) policies are highly practiced in the cooperative, with an overall mean of 3.64, indicating strong awareness efforts. The highest-rated aspect (3.70) highlights that the organization effectively communicates its policies, ensuring employees understand gender-related guidelines. The lowest-rated aspect (3.59) suggests challenges in enforcement, reflecting a need for stronger policy implementation and accountability. This distribution emphasizes the cooperative's commitment to gender equity while identifying gaps in policy application (Ely & Thomas, 2001).

The data indicates that employees recognize the presence of GAD policies, fostering workplace inclusivity and fair treatment. However, inconsistent enforcement may limit the effectiveness of these policies, making them appear symbolic rather than transformative. Strengthening accountability measures and leadership support can bridge this gap, ensuring policies are actively integrated into daily workplace operations (Kalev & Deutsch, 2019). Organizations must align policy communication with actual implementation to sustain inclusivity efforts.

The results suggest that while the cooperative has established clear GAD policies, improving enforcement and monitoring is necessary for long-term impact. Stronger leadership involvement, structured oversight, and continuous evaluation can enhance policy effectiveness and workplace inclusivity (Tricco et al., 2024). Organizations should prioritize not just policy awareness but also practical application to ensure meaningful and lasting gender equity. A balanced approach will create a workplace where inclusivity is not only acknowledged but actively upheld.

Another aspect of gender development practice investigated in this study is in terms of work environment. The participants' perspectives on this matter are shown in Table 11.

Table 11 Cooperatives' Gender and Development Practices in terms of Work Environment

Statements	Mean	Standard Deviation	Interpretation
Effective leadership and supportive work environments are essential for maintaining motivation in gender and development.	3.79	0.41	Highly Engaged
The chance to influence cooperative direction motivates employees to participate more actively.	3.73	0.47	Highly Engaged

Recognition and appreciation for the work done in gender and development are essential for maintaining motivation.	3.72	0.47	Highly Engaged
The organization's commitment to gender equality reduces workplace stress and improves your overall job satisfaction, leading to increased motivation.	3.67	0.51	Highly Engaged
Have you observed instances where a lack of gender equality has negatively impacted employee motivation.	3.60	0.60	Highly Engaged
Total	3.70	0.37	Highly Engaged

Legend:

Numerical Rating	Mean Range	Description	Interpretation
4	3.26-4.00	Strongly Agree	Highly Practiced
3	2.51-3.25	Agree	Moderately Practiced
2	1.76-2.50	Disagree	Fairly Practiced
1	1.00-1.75	Strongly Disagree	Not Practiced

As shown in Table 11, the cooperative's work environment strongly supports gender inclusivity, with an overall mean of 3.77, indicating effective implementation. The highest-rated aspect (3.81) highlights a culture of respect for all employees, regardless of gender, reflecting positive workplace dynamics. Meanwhile, the lowest-rated aspect (3.73) suggests that gender sensitivity training could be improved to ensure better engagement and effectiveness.

The data indicates that employees recognize the cooperative's efforts in promoting fairness and inclusivity. However, the slight gap in training effectiveness suggests that some employees may not fully engage with gender sensitivity programs, potentially impacting workplace inclusivity. Refining training methods, incorporating interactive sessions, and ensuring leadership reinforcement can improve participation and awareness (Cogin & Fish, 2015). Organizations must ensure that inclusivity initiatives are actively integrated into daily operations for lasting impact.

The results suggest that while gender inclusivity is well-practiced, further improvement in training and engagement strategies is necessary. Strengthening leadership support, enhancing gender awareness programs, and reinforcing policy execution will sustain workplace equity (Tricco et al., 2024). Additionally, Ferdman and Deane (2014) highlight that workplace diversity efforts must be accompanied by systemic changes to create meaningful impact.

Table 12 Respondent's level of employee engagement in terms of Motivation

Statements	Mean	Standard Deviation	Interpretation
Organization appreciates work and shows respect, regardless of gender.	3.81	0.39	Highly Practiced
The organization's leadership pays attention to maintaining a positive work environment and actively promotes gender equality.	3.80	0.41	Highly Practiced

The organization ensures fair and equal opportunities for career development for all employees.	3.79	0.41	Highly Practiced
Gender equality and inclusivity are actively promoted at my workplace.	3.74	0.44	Highly Practiced
The organization offers training and resources on gender sensitivity and unconscious bias.	3.73	0.51	Highly Practiced
Total	3.77	0.36	

Legend:

Numerical Rating	Mean Range	Description	Interpretation
4	3.26-4.00	Strongly Agree	Highly Engaged
3	2.51-3.25	Agree	Moderately Engaged
2	1.76-2.50	Disagree	Fairly Engaged
1	1.00-1.75	Strongly Disagree	Not Engaged

As shown in Table 12, the employee's level of engagement in terms of motivation. The data reveals that the overall mean for employee engagement in motivation is 3.70, with individual statements ranging from 3.60 to 3.79. The highest-rated statement (mean = 3.79) indicates that employees believe effective leadership and supportive work environments are essential for maintaining motivation in gender and development. The lowest-rated statement (mean = 3.60) reflects observations of instances where a lack of gender equality has negatively impacted employee motivation.

Employees generally have a high level of motivation within the cooperative. The strong emphasis on leadership and a supportive environment suggests that these factors are critical in driving employee motivation. However, the lower rating for the statement on gender equality's impact on motivation suggests that even though it's not a widespread issue, it's still a concern that needs attention. The standard deviations show variability in responses, with the statement on gender equality having the highest standard deviation (0.60), indicating more diverse opinions on this aspect.

The results indicates that the results in cooperative's efforts to foster a motivating environment are largely successful. This aligns with the idea that supportive leadership and a positive work culture are strong drivers of employee engagement, as highlighted by existing literature on organizational behavior. However, the findings also underscore the importance of gender equality in sustaining motivation. Even occasional perceptions of inequality can dampen motivation, highlighting the need for consistent and proactive measures to ensure fairness.

These findings are supported by Somanathan (2024), who emphasizes that motivated employees demonstrate higher commitment, productivity, and loyalty, especially in organizations that prioritize diversity and inclusion.

Somanathan's work reinforces the idea that equitable practices boost both engagement and retention.

On the contrary, Hasanati (2018) offers a contrasting perspective, suggesting that motivation can be influenced by demographic factors like age and employment status, and that high motivation doesn't always guarantee sustained productivity or commitment. This highlights the complexity of employee motivation and the need to consider various influencing factors beyond general workplace practices.

Table 12 effectively illustrates that employee motivation is generally high in the cooperative. The data emphasizes the significance of leadership and a supportive work environment as key drivers. While the overall

trend is positive, the findings also bring to light the potential negative impact of perceived gender inequality on employee motivation. Addressing these concerns is crucial for maintaining a highly motivated and engaged workforce. The highest mean (3.79) underscores the importance of leadership and support, while the lowest mean (3.60) points to the need for vigilance in promoting gender equality.

Table 13 Respondent's Level of Employee Engagement in terms of Commitment

Statements	Mean	Standard Deviation	Interpretation
The organization promotes a positive and inclusive work environment that enhances employee morale.	3.69	0.49	Highly Engaged
Organization actively invests in employee development and career growth opportunities.	3.68	0.49	Highly Engaged
Employees feel valued and appreciated for their contributions to the organization's success.	3.68	0.49	Highly Engaged
The organization demonstrates a strong commitment to fostering employee engagement satisfaction.	3.64	0.54	Highly Engaged
The organization's management regularly communicates and engages with employees to ensure their voices are heard and considered.	3.64	0.52	Highly Engaged
Total	3.66	0.44	Highly Engaged

Legend:

Numerical Rating	Mean Range	Description	Interpretation
4	3.26-4.00	Strongly Agree	Highly Engaged
3	2.51-3.25	Agree	Moderately Engaged
2	1.76-2.50	Disagree	Fairly Engaged
1	1.00-1.75	Strongly Disagree	Not Engaged

As shown in Table 13, details the employee's level of engagement in terms of commitment. The table shows an overall mean of 3.66 for employee commitment, with individual statements ranging from 3.64 to 3.69. The highest-rated statements (mean = 3.69) indicate that employees feel the organization promotes a positive and inclusive work environment and actively invests in employee development and career growth. The lowest-rated statements (mean = 3.64) suggest that there's a slight dip in how employees perceive the organization's commitment to fostering employee engagement satisfaction and its effectiveness in regularly communicating and engaging with employees.

It suggests that employees are generally committed to the cooperative. The high ratings for inclusivity and development opportunities indicate that these are strong drivers of employee commitment. The slightly lower ratings for communication and demonstrating commitment to satisfaction suggest areas where the cooperative could improve to strengthen employee commitment further. The standard deviations show relatively consistent responses, indicating a consensus among employees.

The results indicate that fostering a positive and inclusive work environment and investing in employee

development are crucial for cultivating employee commitment. This aligns with theories of organizational behavior that emphasize the importance of support and growth opportunities in building employee loyalty. But the slight dip in ratings for communication and demonstrating commitment to satisfaction suggests that the cooperative should focus on enhancing these areas to ensure employees feel heard and valued, which can further solidify their commitment.

These observations align with Ely and Thomas (2001), who emphasize that inclusive practices enhance employee commitment by fostering a sense of belonging and fairness. Their research supports the idea that organizations that actively promote diversity and implement equitable policies tend to experience stronger employee engagement.

In Hasanati (2018) cautions that high commitment levels reported by employees may sometimes mask deeper dissatisfaction, particularly when employees face limited career growth or lack recognition. This perspective highlights the importance of looking beyond surface-level indicators of commitment and addressing underlying structural barriers that can undermine engagement.

Table 13 demonstrates that employees are generally committed to the cooperative, with inclusivity and development opportunities being key drivers. However, the data also points to the importance of effective communication and visibly demonstrating a commitment to employee satisfaction to further enhance commitment. The highest means (3.69) highlight the positive impact of inclusivity and development, while the lowest means (3.64) indicate areas for improvement in communication and demonstrating commitment to satisfaction.

Table 14 Respondent's level of employee engagement in terms of Performance

Statements	Mean	Standard Deviation	Interpretation
Organization provides adequate training and development opportunities to help you reach your full potential, regardless of your gender.	3.75	0.43	Highly Engaged
Organization's gender and development practices have created a more equitable performance evaluation system.	3.68	0.50	Highly Engaged
Evaluations of program performance guide regular adjustments and improvements.	3.68	0.51	Highly Engaged
Performance is assessed fairly and objectively, regardless of your gender.	3.66	0.52	Highly Engaged
Any instances where gender bias has influenced performance reviews or promotion decisions.	3.51	0.61	Highly Engaged
Total	3.66	0.41	Highly Engaged

Legend:

Numerical Rating	Mean Range	Description	Interpretation
4	3.26-4.00	Strongly Agree	Highly Engaged
3	2.51-3.25	Agree	Moderately Engaged

2	1.76-2.50	Disagree	Fairly Engaged
1	1.00-1.75	Strongly Disagree	Not Engaged

As shown in Table 14, the employee's level of engagement in terms of performance. The data shows an overall mean of 3.66 for employee engagement in performance, with individual statements ranging from 3.51 to 3.75. The highest-rated statement indicates that employees believe the organization provides adequate training and development opportunities to help them reach their full potential, regardless of gender. The lowest-rated statement relates to instances where gender bias has influenced performance reviews or promotion decisions.

That employees generally perceive their engagement in performance as high. The strong emphasis on training and development opportunities suggests that these are important drivers of performance engagement. While gender bias is acknowledged, it is not seen as a significant issue, which is positive, but still requires attention. The standard deviations show some variability, with the gender bias statement having the highest (0.61), indicating a wider range of opinions on this matter.

The results indicate that providing employees with training and development opportunities significantly contributes to their engagement in performance. This aligns with the idea that employees are more engaged when they feel equipped to perform their jobs and have opportunities to grow. The relatively low rating for gender bias suggests that while the organization is perceived as largely fair, there's a need to remain vigilant and proactive in ensuring equitable performance management.

These findings are supported by Demerouti et al. (2018), who emphasize that job performance is enhanced by supportive environments, clear expectations, and recognition. Their work aligns with the idea that GAD practices, by promoting equality and collaboration, can positively influence performance engagement.

While Arslan (2019) emphasizes that engagement levels can be influenced by unaddressed workplace issues like limited career mobility or underlying gender biases, which might not be immediately apparent in performance metrics but can affect long-term commitment and growth. This highlights the importance of considering factors beyond immediate performance indicators when assessing employee engagement.

The results reveal that employee engagement in performance is generally high, with training and development opportunities playing a crucial role. While gender bias is not perceived as a major issue, it warrants ongoing attention to ensure equitable practices. The highest mean (3.75) underscores the importance of development opportunities, while the lowest mean (3.51) highlights the need to address potential gender bias in performance reviews and promotions.

Table 15 Relationship between Gender and Development Practices and Employee Engagement

Gender and Development Practices	r value	.777**
	p-value	< .001
Seminars and Trainings	r	.581**
	p-value	< .001

Correlation is significant at the 0.01 level (2-tailed)

As shown in Table 15, the correlation between various Gender and Development (GAD) practices and employee engagement. Policies have the highest correlation ($r=0.715$), closely followed by Work Environment ($r=0.713$), while Seminars and Trainings have a moderate correlation ($r=0.581$). All correlations are statistically significant ($p < .001$).

The results suggest that organizational policies and the work environment are the most influential factors in enhancing employee engagement. Seminars and trainings also contribute positively but to a lesser extent. The closeness of the first two correlations indicates that structural and cultural factors within the organization strongly impact engagement, while capacity-building activities like seminars also play a meaningful role.

This implies that employees feel more engaged when there are clear, inclusive policies and a supportive work environment. These create a foundation of trust, fairness, and motivation. Seminars and trainings enhance skills and awareness but may not be as impactful alone without strong policies and environment. Thus, a holistic approach combining policy, environment, and training is ideal.

These findings align with research highlighting the critical role of organizational policies and culture in employee engagement and inclusivity (Gusain & Gujral, 2024). Studies also emphasize that a positive work environment fosters engagement and productivity (Moh'd & Massawe, 2023). Moreover, seminars and trainings are recognized for improving knowledge and skills, contributing to engagement (Emerald, 2022).

Some literature suggests that training alone may not significantly impact engagement if not aligned with organizational culture or if gender-sensitive factors are ignored (Frontiers in Psychology, 2024). Additionally, overemphasis on training without supportive policies may lead to limited improvements in engagement.

To explore the relationship between the level of implementation of Gender and Development (GAD) practices and employee engagement, Pearson correlation coefficients were computed. The analysis aimed to determine whether higher implementation of GAD practices is associated with stronger levels of engagement among employees.

The analysis reveals a strong and statistically significant positive correlation between the overall implementation of Gender and Development practices and employee engagement ($r = .777$, $p < .001$). This finding indicates that institutions that effectively implement GAD programs tend to foster higher levels of engagement among their employees.

Moreover, each of the three GAD subdimensions also demonstrated significant and moderately strong to strong positive correlations with employee engagement: Training Employees ($r = .581$), Policies ($r = .715$), and Supportive Work Environment ($r = .713$), all with p -values less than .001. These results suggest that efforts in training, inclusive policy development, and the cultivation of a supportive environment are critical drivers of employee engagement.

These findings align with organizational development theories that emphasize inclusivity, equity, and empowerment as key factors in enhancing employee well-being, motivation, and performance. Practically, this underscores the importance of embedding GAD practices in institutional systems not only to promote gender equity but also to cultivate a more engaged and productive workforce.

CONCLUSION

The study employed a quantitative descriptive-correlational approach with moderation analysis to explore how demographic factors—age, gender, position, employment status, and length of employment—influence the relationship between Gender and Development (GAD) cooperative practices and employee engagement among selected cooperative employees in Bukidnon. Using a validated, researcher-made questionnaire, data were collected from 105 participants to assess their demographic profiles, perceptions of GAD practices such as training, policies, and work environment, and levels of engagement including motivation, commitment, and performance. Purposive sampling ensured that only employees with relevant experience in GAD practices were included. Ethical standards such as informed consent and confidentiality were strictly observed. Statistical tools were applied to analyze both the direct effects of GAD practices on engagement and the moderating role of demographic characteristics, offering insights into how workforce diversity influences the success of gender equality initiatives.

The findings revealed that employees varied in age, gender, job position, employment status, and length of

service. Most respondents agreed that GAD practices—like gender-related training, fair policies, and a supportive work environment—were well implemented in their cooperatives. Employee engagement was generally high, and a positive relationship was found between GAD practices and engagement. Demographic factors influenced how strongly GAD practices affected engagement, with older employees, those in higher positions, and those with longer service experiencing greater benefits. The study concluded that demographic characteristics shape employees' perceptions and outcomes of GAD initiatives, and that tailoring GAD programs to meet the specific needs of different employee groups can enhance engagement and effectiveness.

RECOMMENDATION

Based on the findings and conclusion of the study, the following recommendations are given:

1. Develop GAD activities and policies such as gender equality, sexual harassment prevention, and work-life balance initiatives tailored to different age groups, job levels, and lengths of service.
2. Conduct regular gender sensitivity trainings, leadership development programs for women, and workplace rights seminars to raise awareness and build skills among all employees.
3. Create feedback channels like surveys and focus group discussions that allow employees from all demographic groups to share their views on GAD practices.
4. Monitor and evaluate GAD programs regularly using data broken down by age, gender, position, and tenure to improve their effectiveness.
5. Ensure workplace policies provide equal chances for hiring, pay, promotion, training, and work-life balance regardless of age, gender, or position.

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