

A Qualitative Case Study on Understanding  
the Relation between  
**Leadership Style and Gender**  
in Homeowners' Associations  
under SHFC's CMP and  
HDH Projects



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### **Abstract**

The recent developments in integrating gender in organizational management has significantly increased. However, despite the gender mainstreaming strategies incorporated in the Magna Carta of Women, government agencies and corporations such as SHFC are still in the process of establishing a gender-sensitive cooperation with their constituents. This research then serves as a preliminary study that explores the relationship between leadership and gender in Homeowners' Associations under SHFC's CMP and HDH projects. This paper seeks to understand the leadership styles in HOAs and its interrelation with gender. It argues that the leadership style and characteristics of leaders are closely related to gender and that determining the masculine and feminine nature of a certain leadership style will contribute to further understanding on how small associations such as HOAs operate. The study is expected to provide valuable insights not just in terms of identifying effective leadership styles but also for assisting SHFC in finding a suitable gender-sensitive leadership approach with the HOAs. The results of this study aim to provide recommendations that will help shape the future activities of SHFC in aiding HOAs' community management.

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# CHAPTER 1

## INTRODUCTION

The socialized housing service is one of the commonly known socializing schemes of the Philippine government aimed towards the underprivileged sector. In the country, several key shelter agencies handle this initiative, including the National Housing Authority (NHA), Home Development Mutual Fund (HDMF), National Home Mortgage Finance Corporation (NHMFC), and Social Housing Finance Corporation (SHFC). All these entities are under the supervision of the Department of Human Settlements and Urban Development (DHSUD).

The SHFC is a government-owned and -controlled corporation (GOCC) intended to provide financial assistance to informal settler families (ISF) among the marginalized community seeking housing. The SHFC has two major socialized housing schemes: the Community Mortgage Program (CMP) and the High-Density Housing (HDH) Project. The CMP aims to assist legally organized associations composed of low-income groups who wish to acquire their land and develop it into their community (SHFC, n.d). On the other hand, the HDH mainly caters to the ISFs residing in vulnerable areas within the National Capital Region (NCR). This project aims to help these ISFs ensure safe and flood-resilient permanent housing (SHFC, n.d). Both schemes assist the ISF communities in attaining their own house by providing financial assistance through loans.

The SHFC strengthens its engagement with the communities through its Homeowners Associations (HOAs). These associations are defined by the Housing and Land Use Regulatory Board (HLURB) as “nonstock, nonprofit associations registered with the HLURB, or one previously registered with the Home Insurance Guarantee Corporation (now Home Guaranty Corporation) or the Securities and Exchange Commission (SEC)” (Board Resolution No. 877, Sec. 4). According to the board resolution, the HOAs should be organized by house owners, awardees, usufructuaries, legal occupants, lessees under a government socialized housing or relocation project, and/or underprivileged and homeless citizens.

The HOAs are composed of a set of officers, board members, and members, with each party carrying different degrees of responsibilities. Leadership in HOAs is important as these

associations serve as a bridge between institutions such as SHFC, local government unit, partner stakeholders, and the rest of the community. Finding more about the complexity in the leaders-members dynamics in HOAs will shed light on other issues and challenges that will help improve SHFC's services. This will also help SHFC to understand the type of leadership that the communities prefer.

However, in every organization, various matters of importance might develop, one of which is the growing concern about gender issues. In recent years, there have been noticeable developments in integrating gender sensitivity in organizational management due to the Magna Carta of Women requiring all government departments to adopt gender mainstreaming strategies (Republic Act No. 9710). In 2021, SHFC issued the Officer Order 21-1209 GAD policy statement, which contains policies and measures for gender rights protection both for the organization and the people it serves. However, the challenge here is figuring out the efficient ways of promoting the gender-sensitive approach to private organizations and individuals they serve.

### **Significance of the study**

This research serves as a preliminary study that explores the relationship between leadership and gender in the HOAs under the HDH-P and CMP of SHFC. By examining the perspectives of several participants from different HOAs, it aims to understand how leadership style, ideal leader characteristics, and gender relate to one another. This paper then argues that determining the relationship of the leadership styles, characteristics of HOA officers, and gender that the participants considered will provide valuable insights not just for the HOAs in terms of identifying effective leadership styles but also for SHFC in terms of finding a suitable gender-sensitive approach with the HOAs. The findings of this research are intended to give recommendations that will help shape SHFC's future actions in terms of programs and policies that will assist HOAs in managing their communities.

## **Objectives**

The main objective of the study is to understand the relationship between the leadership styles and gender from the perspective of the six chosen Homeowner Associations (HOAs) under the High-Density Housing Project and Community Mortgage Program across National Capital Region.

Specifically, the study aimed to:

1. Describe the characteristics and gender that the participants consider for official positions in the association;
2. Describe the leadership styles that participants consider for their HOAs; and
3. Explore the relation between leadership styles and characteristics and gender of the officers in the homeowners' association.

This study aims to determine the objectives by conducting focus group discussions (FGDs) with the HOAs officers and members. The data gathered will then be analyzed with thematic analysis.



## CHAPTER 2

### REVIEW OF RELATED LITERATURE

#### **The studies on leadership and gender**

The studies in leadership and gender have continuously developed over the generations. In the 1990s, studies on leadership focused more on determining effective leadership styles which focuses on identifying characteristics and approaches of the individuals deemed to be leaders. Leadership was associated with power and authority as it was understood as an ability of individuals to influence others enabling them to achieve a purpose for the organization (Tyssen, et. al, 2013; Ilie and Schnurr, 2017). It is mostly concerned with the process of influence in the behavior, cognition, and motivations between the leaders and the followers (Tyssen, et. al, 2013, Eklund et. al, 2017).

However, as the number of studies grew, alternative definitions were also developed. According to Fairhurst (cited in Walker and Aritz, 2015), leadership can also be defined as “as a process of influence and meaning management that advances a talk or goal, an attribution made by followers or observers, and a process, in which influence may shift and distribute itself among several organizational members” (p.453). Ilie and Schnurr (2017) also introduced leadership as “contextually constituted throughout the organization wherever it occurs rather than simply being what ‘leaders’ do”. This alternative definition provides more spaces to investigate leadership in different perspectives and contexts associating it with other variables such as gender.

Aside from these broad categories of leadership theories and concepts, studies in leadership also include investigating the influence of other variables such as gender in leadership style and behavior in certain contexts. Gender is defined as “a multidimensional construct that refers to different roles, responsibilities, limitations, and experiences of individuals based on their presenting sex and/or gender” (Eklund et. al, 2017). Gender does not only address the difference between biological and social but also includes psychological, political, and cultural conceptualization of the body.

Gender is closely associated with the culturally or societally embedded gender roles whereas actions and behaviors are identified as either masculine or feminine (Appelbaum, et. al,

2003; Eklund, et. al, 2017). Other models and studies have also listed several characteristics according to gender where masculine traits are likely composed of being assertive, aggressive, self-sufficient, analytical, active, adventurous, ambitious, courageous, hardworking and independent. On the other hand, feminine traits are composed of being compassionate, understanding, cheerful, gentle and soft spoken, sympathetic, flexible, and graceful (Bem, 1974 in Yadav and Yadav, 2018; Yadav and Yadav, 2018).

Early leadership theories focusing on the individual's capability to lead are also identified with whether the core leadership styles are masculine and feminine where masculine characteristics such as assertiveness, authoritativeness, and aggressiveness are seen as more effective in leadership style (Tyssen, et. al, 2013). The trend in the studies on leadership and gender are mostly based on investigating and re-evaluating the leadership styles by contrasting it to gender concepts and theories. The following section discuss several leadership styles that have been studied through gender perspective.

### **Participant-oriented leadership styles**

The participant-oriented is concern about individuals' roles as either a leader or follower in the leadership process. An example of this category is the Trait theory which determines the effectiveness of leadership style as based on the innate abilities of the individual. Specific traits such as "assertiveness, decisiveness, persistence, self-confidence, and skills such as cleverness, persuasiveness, and eloquence have been found to contribute to a leader's personality" (Tyssen, et. al. 2013). In the early stage of leadership studies, these characteristics are mostly concluded to manifest more on men due to their masculine gender role hence, effective leadership is mostly associated to men leaders.

Other types of leadership under this category are autocratic and charismatic leadership whereas both types assume a leader to possess direct control over the leadership and the organization. The leaders possess certain characteristics that enable them to have control over the members' actions and goals. Vliert (2006) states that autocratic or authoritative leaders make decisions and act more unilaterally and supervise their followers closely. They rarely heed advice from the followers and would gain control of processes and actions in the leaders-followers relation. Charismatic leaders diverge from total control over followers as it focuses on heavily influencing the actions of their followers. Charismatic leadership is more complex as it can be

partnered with other types of leadership for different purposes. This type of leadership may be adapted by an autocratic leader who uses their influence to control the actions of their followers, or it can be adopted by a transformational leader to persuade and encourage their followers to participate in decision-making. Its complexity affects how a charismatic leader can be viewed through a gender perspective. According to Wolfram and Gratton (2014), charisma requires some masculine traits such as pragmatism and self-confidence, but it can also be related to feminine traits such as nurturance.

### **Situational-oriented leadership styles**

The second category is the situational-role which criticize the earlier theories centered in determining a “one-best way approaches” to leadership and argue that leadership styles are contingent to the situation where the leader act upon (Tyssen, et. al, 2013, Rowley, et. al, 2010). Some theories under this category are path-goal theory and contingency theory which has common argument that leaders adjust depending on the maturity of their followers. This category allows a broader intersection with other disciplines and variables such as culture and gender as it not only focuses on the individual but also the structures, systems, situations, and environment.

### **Interaction-oriented leadership styles**

The interaction-oriented shifts the perspective from leaders or followers and concerns their studies with a dyadic approach encapsulating the dynamics between leaders and followers. There are two notable leadership styles under this category: transactional and transformational leadership. The transactional leadership is defined as “using a system of reward and punishment to ensure obedience on its subordinates” (Efianda and Iswahyuni, 2021). The trust and cooperation between the leaders and followers are based on extrinsic motivators or rewards. This type of leadership is associated with masculinity as it entails the leaders to have a certain degree of agency and power to engage in a transaction where the goal is for the leaders, if not both, to gain their expected goals.

On the other hand, the transformational leadership is defined as having leaders that “move followers beyond immediate self-interests” (Wolfram and Gratton, 2014). The core characteristics and practices of this type of leadership are manifesting participative, empowering, consultative, and engaging approach towards the followers (Wolfram and Gratton, 2014; Morland and Werhane,

2011; Batliwala, 2011). The distinction of transformational leadership is highlighted in decision-making whereas the leaders are expected to consult or encourage the participation of its members.

The transformational leadership is mostly associated with being feminine as it prioritizes interaction and collaboration between the leader and followers. Contrary to the agentic and aggressive masculine leadership, women are associated with communal characteristics such as “concern for others, sensitivity, warmth, helpfulness, and nurturance” (Eklund et. al, 2017) and are more likely to engage in collaborative and transformational leadership. According to Morland and Werhane (2011), women leaders mostly associate themselves as transformational leaders as they try to prioritize the feeling of inclusion believing that the sense of belonging directly affect the output of the members and the organization.

Another framework by Eklund et. al (2017) also demonstrate how transformational leadership may contribute to understanding the relationship of leadership style and gender. In their framework called the FourCe-PITO framework<sup>1</sup>, they introduced four domains of leadership (Character, Competence, Context, and Communication) in four levels (Personal, Interpersonal, Team, and Organization). The central theme for this framework is addressing the problem brought by the influence of gender stereotypes, roles, differences based on the culture and socialization process experienced in the perception of leadership (Emmerick, et. al, 2008; Gipson, et. al, 2017; Eklund, et. al, 2017).

According to this framework, following the role-congruity model and gender schema theory, the leadership styles of each sex has been analyzed based on how it differs based on their tendency to comply with their gender role reinforcing gender stereotypes in leadership. Men are mostly associated with agentic, autocratic, and directive characteristics such as confidence, assertiveness, independence, rationality, decisiveness, competitiveness, and being authoritarian. On the other hand, women are associated with communal, participative, and democratic characteristics such as sensitivity, warmth, helpfulness, and nurturance.

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<sup>1</sup> “Character includes all characteristics of the individual—physical (e.g., sex, race, age, appearance) and psychological (e.g., gender, personality, values, outlooks, attributes. Competence includes transcendent leadership skills (e.g., high emotional intelligence, critical and strategic thinking, leading by example, motivating and empowering others) and specific expertise determined by role and specialty. Context includes physical, psychological, cultural and social environments, and various situations (e.g., stress). Communication refers to verbal (oral and written) and nonverbal, sending and receiving of information” (Eklund, et. al, 2017 p. 132).

This concept resonates with transformational leadership as it argues that women are more likely to engage in transformational leadership where the end goal is to ensure the participation of its members when it comes to decision-making. Although the framework states that both masculine and feminine styles of leadership can be effective depending on the nature of the situation, it also states that women adapting feminine leadership style are more vulnerable and may find it harder to effectively maneuver their leadership style compared to men who embody the traditional managerial leadership style.

### **Feminist leadership style**

There are also developing leadership styles that are more focused on the gender aspect of leadership, one of which is the feminist leadership (Batliwala, 2011). This leadership style also adopts aspects of transformational leadership highlighting participative, collaborative, and empowerment approaches to leadership. However, the core distinction between feminine and feminist leadership is that feminine leadership may pertain to the managerial practices with a goal of social change. Feminine leadership style does not necessarily imply active and conscious engagement to political advocacies and causes. On the other hand, feminist leadership emphasizes the aspect of gender politics of leadership where the leadership practices and styles have the goal to address and transform the structural and systemic gender issues and achieve gender justice.

A feminist transformational leadership for instance is more likely to get involve with empowerment approach which highlight the need to raise gender awareness, consciousness, and internationalization of feminism (Batliwala, 2011).

### **Paternalistic leadership style**

Contrary to the feminist leadership style, which is highly political, the paternalistic leadership style falls to the socio-cultural aspect of leadership which amply explains leadership in non-western countries. The paternalistic leadership style states that paternalism is a core value of leaders in most Asian countries. It states that paternalistic leadership style involves the display of both altruistic, benevolent, morally just actions and authoritative and controlling characteristics of a father or parents (Selvarajah et. al, 2020). The paternalistic leadership style manifest in five dimensions, namely:

- Creating a family atmosphere in the workplace
- Establishing close and individualized relationships with subordinate
- Getting involved in nonwork domain
- Expecting loyalty
- Maintaining authority/status

### **Leadership and gender in the Philippines**

Despite the ample literature on leadership and gender, the existing theories and concepts cannot ensure an explanation on leadership in all contexts. As Cimene & Aladano (2013) mentioned, leadership is commonly defined as a behavior, relations, and activity. To understand the relationship between leadership and gender in a specific area, one must look into other significant factors that affect the discourse at hand. In this study, it is important to acknowledge that the leadership discourse and gender perceptions in the Philippines differ significantly from the west, which dominates most of the literature. Schnurr et al. (2017) has noted that a significant amount of literature has pointed to culture as one of the most critical factors determining the preference for leaders.

In an article discussing the Filipinos' expectations of their leaders (Franco, 2020), an ideal leader is perceived to have values such as competence, firmness in terms of control and conviction, integrity, fear of the Lord, the ability to be person-oriented, and servant leadership. In the same article, Franco (2020) stated that the interesting observation here is the two distinctions of firmness. On one hand, firmness connotes authority; on the other, it connotes courage. According to Franco, this somehow underscores the requirement for an authoritative and courageous leader in most Asian leadership cultures. In another study by Cimene & Aladano (2013), leadership culture in the Philippines is not separate from gender and familial interaction. Based on their interviews with mid to high managers or officers, leaders look for organizations with positive relations, much as families rely on their relationships to solve problems. Another point is how top leaders embody authority and power in the same way a father does at home.

Despite the patriarchal nature of the Philippine society, women are seen to be on equal terms with men. For instance, if one dwells on the gender gap across countries, several articles will

report how the Philippines remains within the top countries with the narrowest gender gap between men and women (Philippine Commission on Women, n.d.). The country is also said to excel in the number of women in leadership roles, wage equality, educational attainment, and health.

In a survey conducted by Philippine Institute for Development Studies, women comprised an average of 17% of the national and local candidates from 2004 to 2016, with almost the same proportion ending up being elected (David, et. al., 2017). However, according to the survey, the number of female officials is in fact declining as fewer women enter electoral politics. Moreover, the majority of elected women work in traditionally female-dominated fields such as health, tourism, and social welfare. A similar decline may be seen in senior management roles in other industries, with top female managers accounting for 29.9% in 2015, down from 32.7 percent in 2005.

The Philippines has regarded women's empowerment as a significant step in development. In addition, the history and culture of the Philippines also contributed to the liberal disposition concerning gender. As early as the 1930s, laws, and policies already recognized women's presence and promoted their participation. In recent years, some institutions and individuals have voiced their recognition of LGBTQIA+ rights.

The literature on leadership and gender in the Philippine context is still limited, in place of empirical studies, however, are policies both on national and organizational level. The following section will discuss current policies that primarily pertain to gender in the Philippines, noting how the impact of these policies matters to the study.

#### *Magna Carta of Women (Republic Act No. 9710)*

Approved on August 19, 2009, the Magna Carta of Women is the leading national policy that recognizes the inequalities experienced by women. It also aims to address discrimination, marginalization, and inequity through recognition of women's rights and provisions for the state to develop countermeasures to promote and empower women. The policy comprehensively laid out women's rights, particularly for the marginalized sector, and the measures that the duty-bearers, such as the state, should implement.

Under this policy, gender equality is defined as “the principle asserting the equality of men and women and their right to enjoy equal conditions realizing their full human potentials to contribute to and benefit from the results of development, and with the State recognizing that all human beings are free and equal in dignity and rights” (Republic Act No. 9710, Sec. 4). Following this principle, the policy has also defined several terms that are significant to the development and attainment of gender equality, such as (1) gender equity as a set of measures that address the disadvantaged position of women, (2) gender and development (GAD) as the development perspective and process emphasizing participatory empowerment, (3) gender mainstreaming as the strategy that aims to integrate both women and men’s experiences in policy and program design and development emphasizing the relevance of their lived experiences in order for them to benefit from the programs and policies, and (4) social protection which refers to the policies and programs that aim to reduce vulnerabilities of women while enhancing their social status.

Due to this policy, a set of institutional mechanisms was established to monitor and ensure that women’s rights are accounted for in any place in the country. All government departments are required to adopt the gender mainstreaming strategy, which led to the establishment of the Gender and Development Committee within their respective departments and agencies (Republic Act 9710, Sec. 36). This institutional mechanism also created another system whereby the Philippine Commission on Women (formerly the National Commission on the Role of Filipino Women) is promulgated to monitor and assess the GAD-related activities and strategies of other departments and agencies (Republic Act 9710, Sec. 38).

In recent years, the Magna Carta of Women continuously served as a reference for the protection of women and has remained a firm policy adopted by institutions. The PCW has also implemented continuous effort and initiatives in coordination with other agencies. For instance, the PCW released a compendium containing a helpful framework called the Gender Equality and Women’s Empowerment (GEWE) Results Framework, which comprises indicators that aim to monitor and evaluate national laws, programs, and policies (PCW, 2019).

However, a single policy cannot cover all concerns of everyone. In recent years, another bill resurfaced, and the issue of LGBTQIA+ rights came into the spotlight again, sparking debate on the stance of the Philippines regarding gender equality.



### *SOGIE Bill*

Following the Magna Carta of Women, the SOGIE Bill or the Sexual Orientation and Gender Identity and Expression Equality Bill passed the third reading in 2017 before it was stalled in the Senate. The SOGIE bill was intended to extend the coverage of other gender discrimination bills and protect the rights of everyone, particularly the LGBTQIA+ (Deslate, n.d.). The SOGIE bill, much like the Magna Carta of Women, also requires duty-bearers, such as the State, to uphold and promote a non-discriminatory environment to everyone regardless of their SOGIE.

However, the bill was shrouded in controversy as LGBTQIA+ rights sparked debates among several sectors. This issue prompted realizations on how there is much to learn about history, religion, and culture in the Philippines regarding gender rights. One article has stated that the attitude of Filipinos towards LGBTQIA+ can be described as tolerance rather than acceptance (Casal, 2018). In another article reporting the decision of the Senate, the bill was not approved since it was treated as a redundant bill and that it may even affect the balance in the current existing norms (Rey, 2019). Nevertheless, citizens and LGUs have made their initiatives to protect the LGBTQIA+ rights on their own in the form of Pride March and City Ordinances (Bilon and De Leon, 2018), making amends with the current waves of social perceptions regarding gender.

### *SHFC GAD Policies*

On July 25, 2021, an updated GAD policy statement was circulated to the whole SHFC. The policy statement aims to "recognizes (sic) that women and girls are powerful agents of change and are key actors in the development of empowered, sustainable, and resilient communities." Because of this, the organization stated in the policy that it strongly advocates women empowerment and gender equality and is committed to establishing policies, procedures, programs, and practices to facilitate women's participation in the planning, decision-making, and implementation of its community-driven housing programs, per the strategies in the Philippine Development Plan.

In this respect, the implementation of the new gender and development policy of the SHFC centers around providing an inclusive, gender-sensitive, and non-discriminatory workplace both within the organization and the communities.

For its involvement with the communities, the policy requires SHFC to collect gender-related data or other information from its partners, promote awareness on gender sensitivity, conduct regular consultations about gender-based issues, and encourage women participation in decision-making processes, among others.

The policy also states that SHFC should conduct regular orientations and trainings for men and women member-beneficiaries on their housing rights, gender sensitivity, and legislation related to women and gender concerns such as the Anti-Sexual Harassment Law, Responsible Parenthood and Reproductive Health Act of 2012, Anti-Violence Against Women and their Children Act of 2004, and Expanded Anti-Trafficking in Persons Act of 2012 including assistance on the establishment and training of community officers to immediately respond to victims of violence against women.

Furthermore, the organization also aims to promote equal opportunities and participation among men and women as their communities strive to become self-sufficient and self-governing. This entails supporting female leaders of the HOAs by giving them access to capacity building training and seminars, livelihood support, and other social protection mechanisms.

### **Gender, Leadership, and the HOAs**

The literature on leadership and gender provides general insight into the complex relationship between leadership and gender in a broader field. Recognizing the changing of time, leadership should not be studied within a limited and unmoving scope of decades-old traditional leadership values and indicators.

Based on the literature, the ‘great men’ leaders no longer dominate the image of effective leaders. Women leaders have been gaining presence in different fields and industries that were not initially open to them. In the recent pandemic crisis due to COVID, women leaders across the globe have proven that they can be effective and efficient leaders in crucial times despite facing existing gender issues and challenges (UN Women, 2021). The presence and value of non-heterosexual leaders are also gradually developing taking on public spaces as a space for resistance against their pre-existing and taken for granted experiences (Gamboa et. al, 2021).

In this study, various cases of HOAs situated in different areas within the Greater Manila Area are investigated. The FGDs conducted in this study are categorized according to their context

or, in this case, their geographical locations and the gender dynamics of the officers. Providing a community-level perspective amid all these macro-level perspectives will help broaden the local leadership and gender literature and help government institutions such as SHFC in understanding the people they serve.

Going back to the discussion on gender in the Philippines, it is notable that when gender issues are discussed, it is still dominated by women's struggles and empowerment. This leaves only a little space for other genders issues such as LGBTQIA+ rights. Although men and women still dominated the group dynamics of the FGDs in this study, it still aimed to provide a space where LGBTQIA+ matters are not restricted.

This study also recognized the significant impact of the Magna Carta of Women and the measures implemented by the State in reducing the vulnerabilities of sexes. While the policy also stated that all government departments and their branches must adopt gender mainstreaming strategies, there still exists the challenge of extending these strategies to public and private organizations, especially to community-level organizations such as the HOAs. The SHFC has recently amended their Office Order on SHFC GAD Policy Statement on July 15, 2021, and added more measures on promoting gender mainstreaming strategies both within the organizations and the people they serve. However, as this is still newly implemented, there is ample time needed for it to take effect and realize its effectiveness fully. It is expected that the insights from this study will contribute to the development of SHFC's GAD policies.

## CHAPTER 3

### RESEARCH METHODOLOGY

#### *Conceptual Framework*

This study employed a conceptual framework that incorporated the key concepts and characteristics of leadership styles and gender discussed in the review of related literature. The key concepts under leadership style included the leadership approach, goals, and expectations based on sex while the gender was categorized as masculine or feminine. This study used the key concepts as categories to guide the researchers in identifying the leadership style in the HOAs involved. It is also expected that these variables will serve as a reference in producing themes in the analysis.

The leadership styles pertain to the approaches, concepts, and theories focusing on the actions and characteristics of leaders. Leadership styles include the leader’s role, approach to followers and/or tasks, and goals. This study used certain leadership styles which included the concepts of autocratic leadership, charismatic leadership, transactional leadership, transformational leadership, feminist leadership, and paternalistic leadership style.

*Table 1. Different leadership styles*

<b>Leadership styles</b>	<b>Role of leader</b>	<b>Leadership approach</b>	<b>Leadership goal</b>
Autocratic	Supervisor and decision-maker	Direct control on the decision-making and performance of followers.	Execute tasks and achieve output by exercising control over the processes and followers involved.
Charismatic	Influencer and decision-maker	Heavily influence the decision-making and performance of followers by using their charisma as leaders.	Execute tasks and achieve the output in accordance with their expectations by influencing the behavior of the followers.
Transactional	Negotiator and decision-maker	Lead the organization by using a system of reward and punishment.	Execute tasks and achieve the expected output in accordance with the transaction and motivators involved in the leader-follower relationship.

Transformational	Co-decision-maker	Encourage the followers to participate in the decision-making and execution of tasks.	Attempt to change the organizational hierarchy as it promotes cooperation and collaboration within the organization to achieve the goals set by both the leaders and followers.
Feminist	Co-decision-maker	Encourage the followers to participate in the decision-making while also empowering and emancipating them, particularly women, from the injustices they experienced based on their gender.	Pursue change in the political structure riddled with gender injustices. It also promotes cooperation, collaboration, and empowerment between leaders and followers.
Paternalistic	Supervisor and decision-maker	Build an environment where they can exercise both authority and fatherly benevolence in decision-making.	Execute the tasks and achieve output in accordance with their decision through exercising paternalism.

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On the other hand, this study define gender as the conceptualization of an individual’s body based on the social and cultural gender roles whereas actions and behaviors are identified as either masculine or feminine (Appelbaum, et. al, 2003; Eklund, et. al, 2017). As the literature on leadership and gender have shown, gender is incorporated to the characteristics of leaders. Masculine and feminine characteristics pertains to social and cultural embedded behavioral expectations that are perceived to manifest naturally accordingly to their biological sex.

**Table 2. Masculine and Feminine traits**

<b>Gender</b>	
<b>Masculine traits</b>	<b>Feminine Traits</b>
Agentic	Communal
Assertive	Compassionate
Aggressive	Understanding
Self-sufficient	Cheerful
Analytical	Gentle and soft spoken
Active	Sympathetic
Adventurous	Flexible
Ambitious	Graceful
Courageous	Patient
Independent	Emotional
Firm	Nurturing

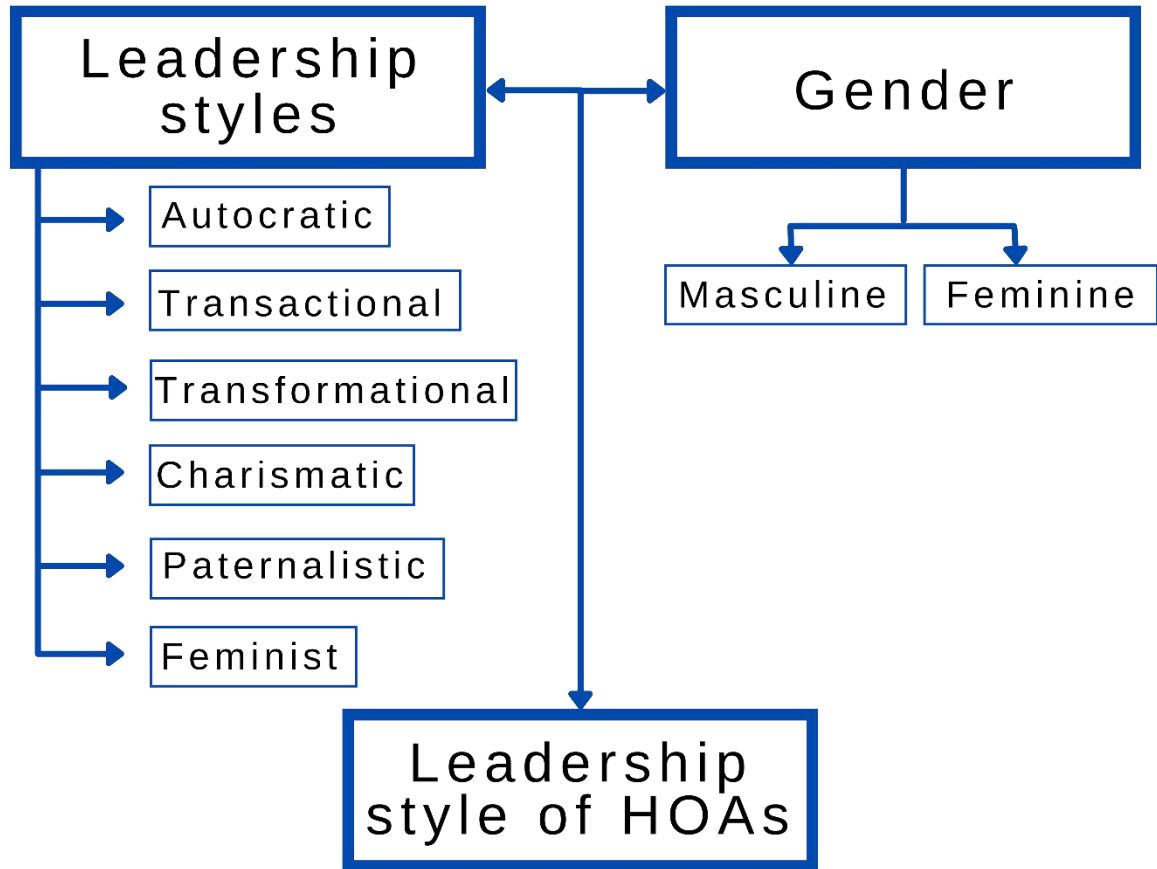
Based on the literature and studies, the leadership styles have also been classified based on gender. This study will also use the table below as a guide to identify the leadership style based on gender.

**Table 3. Leadership styles based on gender**

<b>Gender</b>	
<b>Masculine</b>	<b>Feminine</b>
Autocratic	Transformational
Transactional	Feminist
Paternalistic	

The interconnection of leadership style and gender is illustrated below where leadership style of the HOAs is assumed to be composed of duties and responsibilities, characteristics, goals of leaders which can be categorized as autocratic, transactional, paternalistic, transformational, and feminist. In addition, gender is incorporated to the leadership style in such a way that whether a style is categorized as masculine or feminine affects the orientation and perception of leadership style. It is also assumed that the gender of the officers also affects the leadership style of the HOAs in which women and LGBTQIA+ leaders are expected to encounter more challenges than men leaders. The duties and responsibilities in the HOAs correspond to the approach of leaders from the earlier section while goals pertain to the expectations to the activities and state of their community. Lastly, the characteristics here were interpreted through a gender perspective which

can be further categorized as masculine and feminine.



**Figure 1.** *Conceptual Framework on leadership style of HOAs*

**Research Design**

This study applied qualitative research as it focused on understanding the beliefs, experiences, attitudes, and behavior of a particular group of individuals (Pathak, Jena, & Kalra, 2013). A purposive sampling method was initially applied to identify the qualified HOAs that possess the set characteristics. However, due to the limitations and restrictions to mobility and contact between the researchers and the HOAs, a convenience sampling was adopted.

This study first collected all HOA organizational details (e.g., association name, location, number of members and officers, and other socioeconomic profiles of the organization) from the

General Information Sheet (GIS) nationwide. This database served as the primary source for the participants and the sex distribution among the HOA officers.

The HOAs chosen were in their post-take-out phase, with all officers and members residing in the actual site for at least three to six months. The HOAs had internet connectivity identified by the Branch Managers and updated GIS from 2019 to the present. Following the implemented COVID-19 health protocols, the researchers engaged through digital communication to ensure the safety of all parties involved in this study. This study then conducted online focus group discussions through a video conferencing platform called Zoom. Since digital data gathering techniques are still under study, it has some limitations and disadvantages such as loss of control over external factors and unstable internet connection. In this case, the researchers shifted to call the respondent who experienced slow internet to continue with the interview while the other respondents were in the group discussion.

The researchers used a set of questions that served as a guide to the focus group discussion. The guide questions were divided into two main sections. The first part discussed the duties and responsibilities and their considerations on the characteristics for HOA officers while the second part discussed the significance of gender in leadership in HOA. The questions revolved around the objectives of this study, particularly in identifying the duties and responsibilities, characteristics, and gender of the HOA officers that the participants considered.

### ***Locale of the study***

The majority of the HOAs who participated in this study are located around the Greater Manila Area. The Goldmine HOA and Denilla Ville are in Novaliches City and Valenzuela City, respectively while the clusters of the Federation of Samahang Maralitang Pilipino (SMP) are in San Jose Del Monte, Bulacan. The only exception was the Blessed Ville which is in Cagayan de Oro.

Based on the existing data from the ZEUS record of SHFC, the qualified FGD respondents mostly came from the HOAs under HDH-Project, except for Denilla Ville which is a part of CMP. The HOAs under HDH-Project have been under the program for an average of five years, while the Denilla Ville has been under CMP for eight years.



These HOAs were selected through the following parameters set by the researchers, which include: 1) offsite and occupied projects under CMP and HDH-P across National Capital Region (NCR), Luzon, Visayas, and Mindanao; and 2) HOAs with updated and validated General Information Sheet (GIS) for the years 2019, 2020, and 2021.

Upon the preliminary data collection of all registered HOAs from the GIS tracker, the research team identified fifteen HOAs with an estimated population of 1,500. However, upon reviewing and validating the information from the GIS tracker, the research team only identified nine qualified HOAs of which two HOAs were unresponsive during the data gathering period and were thus eliminated. The remaining HOAs were responsive and agreed to participate in the FGD. However, during the data gathering process, the researchers discovered that one of the chosen HOAs, Blessed Ville, is not yet qualified as a post-take-out community. The researchers were only informed about this information during the actual FGD. The research team still decided to complete the FGDs, and their discussions served as a separate account in the Annex but excluded to the data analysis.

The research team followed a strict schedule and process in contacting all HOAs. Each researcher was assigned to contact two or three HOAs. They were tasked to establish initial contact with these HOAs through SMS and email, expecting to receive a reply in at least two days. In case the HOAs were unresponsive to the initial contact, the researchers were advised to reach out again through all available contacts twice. The HOAs that remained unresponsive after all communication channels had been exhausted were removed from the pool of qualified FGD participants.



*Figure 2. Map of the HOAs which qualifies in the study*

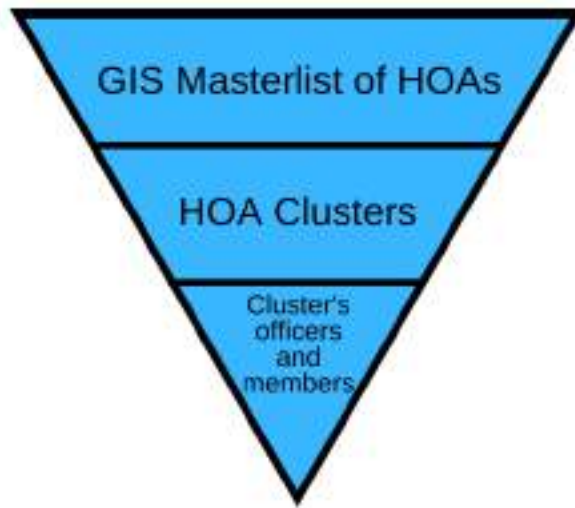
### ***FGD Participants***

FGDs are widely used for studies that aim to gather insights about topics best analyzed through group interpretations. To understand the actual operation and complexity of leadership and gender, this study decided that FGD is the best method to capture the factual context in which leadership and gender work.

The parameters for choosing the respondents began from considering the population of the whole HOA to selecting the qualified respondents from the clusters within HOAs. As mentioned earlier, selection of the participants leaned towards convenience sampling. This also resulted to having more female members on top of having a women-dominated officers. Although this is the case, the researchers sought to ensure that the men were not overshadowed or uncomfortable in the discussions.

After determining the participants, a separate FGD was conducted to gather responses or

information from the member-beneficiaries and the elected or appointed officers. The FGD served as a data-gathering technique that corresponded closely to the research objective on the characteristics and gender of the officers. The FGD helped identify qualitative insights into the leadership and gender dynamics from the perspectives of the groups of officers which represent the leaders and members who represent the followers. The FGDs were conducted by HOA clusters to consider the distinctiveness within HOAs.



**Figure 3.** Selection of participants using convenience sampling design

This study conducted two sets of FGDs per HOA cluster, one was composed of three to six elected and appointed officers, while the other was composed of three to six members. The selection of qualified respondents was done in coordination with an association's officer or a key informant in the community. The coordinator was asked to recruit twelve (12) initial respondents (6 officers and 6 members) and two (2) reserved respondents from their community. These reserved respondents were contacted in cases where the respondent/s from the initial twelve participants suddenly became unavailable at the time of their FGD. The designated officer was also asked to assist the researchers in providing significant documents needed in the study.

For the qualified officers, a set of characteristics were set and defined as follows:

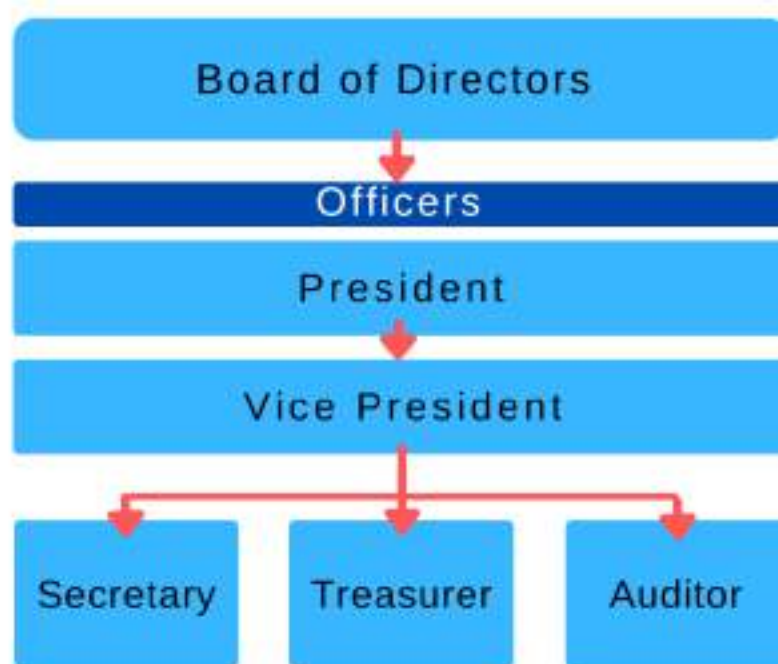
- The group shall be composed, albeit not limited to, male, female, and LGBTQIA+ holding the following positions as defined by the Magna Carta for Homeowners and Homeowner Associations:

1. (1) *Board member* which pertain to the officers that “shall act in all instances on behalf of the association, except to amend the articles of association, to dissolve the association, to elect members of the board or to determine the qualifications, powers and duties, or terms of office of the board, and- other instances that require the vote or approval of the members themselves.”
2. (1) The *President* is an officer elected by the board of directors or trustees from their own HOA. They shall exercise and perform their duties incident to his office and indicated by the Board.
3. (1) The *Vice President* is an officer with the power to perform similar duties of the President particularly during the absence or incapacity of the latter. The Vice Preseident is also expected to perform other duties assigned by the board of directors or trustees.
4. (1) The *Treasurer* is an officer in-charge of managing the financial records of the HOA whereas they are obliged to issue receipts and financial reports.
5. (1) The *Secretary* is an officer responsible in keeping minutes of the meeting, submit and keep significant documents such as registration and membership of the association.
6. (1) The *Auditor* is an officer who serves as a chairperson of the audit and inventory committee responsible in examining all financial transactions of the association.
7. Other official positions as recognized by the Board Members and constitution of the association such committee heads.
  - Must be a legitimate member of the association
  - Must be a permanent resident in the area for at least 6 months as stated in the By-Laws provided by the HLURB
  - Should be 18 years old and above
  - Participated and voted in the association’s election

For the members, another set of characteristics was set:

- Must be male, female, or identifies as LGBTQIA+
- Must be a permanent resident in the area for at least 3-6 months
- Homeowners or immediate family of the homeowners under CMP and HDH-P
- Should be 18 years old and above
- Participated and voted in the association's election

The list of the HOA officers was drawn from the validated General Information Sheet (GIS) from 2019 to 2021 acquired from the Department of Human Settlement and Urban Development (DHSUD) and the homeowners' associations. In events where a few of the acting officers are not listed in the GIS, the researchers honored them and included them in the FGD given that they have been holding the position for at least three to six months.



*Figure 4. HOA structure*

For the FGD participants from the six HOAs, the researchers had a total of 31 officers, composed of 27 women, four (4) men, and one (1) lesbian. The total number of members is also 31 made up of 25 women and six (6) men. The age of the participants ranged from the mid-20s to

the late 60s and the majority are married.

**Table 4. Sex Distribution of Total Number of Participants**

Sex	Number of participants	Percentage
<b>Female</b>	52	84
<b>Male</b>	10	16
<b>TOTAL</b>	62	100

**Table 5. Sex Distribution of Members**

Sex	Number of participants	Percentage
<b>Female</b>	25	81
<b>Male</b>	6	19
<b>TOTAL</b>	31	100

**Table 6. Sex Distribution of Officers**

Position	Number of participants per gender	
	<b>Female</b>	<b>Male</b>
President	4	1
Vice President	4	2
Secretary	6	
Treasurer	6	
Auditor	6	
Board Member	1	1
<b>Total</b>	27	4

**Limitations of the Study**

As observed from the sex distribution of the participants, there are more female participants than male participants. This is due to the availability of the participants and also taking into account

that most HOAs are composed of female officers. Although this is the case, the researchers sought to ensure that discussion did not lean heavily towards the women's experiences.

The study aimed to interview the member-beneficiaries and the current elected and appointed officers of the HOAs from the off-site and occupied projects under the CMP and HDH-P across the National Capital Region, Luzon, Visayas, and Mindanao. However, due to time constraints, the limitation in the mobility due to COVID-19 protocols, as well as the internet connectivity between the research team and the communities, the research team proceeded to narrow down the scope to HOAs and FGD participants who were responsive. Most of which are in Greater Manila Area with the exception of Blessed Ville in Cagayan de Oro.

Given the limitation and communication barrier brought upon the use of a digital medium for the discussion, the researchers dealt with it by taking advantage of its feature. For instance, to encourage participation and clear connection with one another, they structured some of the topics as activities using the shared screen feature to flash a whiteboard to use. Whereas the participants were encouraged to speak individually at first to make them comfortable and then encourage group discussion afterward.

Another limitation of this study was the consideration for the official documents stored by the HOAs as one of the qualification requirements. Initially, other criteria for the qualified participants were written documents (e.g., attendance sheet, receipts, LPA, or official letters) certifying the involvement of officers and members to their HOAs and exercise of leadership by the officers. However, upon the review of the research team, concerned individuals, and the HOA coordinators, gathering these documents unsupervised by the research team, due to mobility restrictions and health threats, was proven difficult. In addition, the informality of the document management system of HOAs was also considered. As a countermeasure, the research team chose to leave this criterion as an optional requirement.

Lastly, as this is a preliminary case study which focused on the perception of leadership and gender, the results should not be taken as generalizable. This study focuses on a small sample and only provide an understanding of the situation and exchanges among HOAs. In addition,

perception is different from behavior in actual situations. This study allows it readers and stakeholders to realize the significance of how leadership and gender is perceived by the HOAs. Supplementary studies should still be conducted which compares the perception and actual behavior of the HOA members and officers.

### ***Ethical Considerations***

Since gender is a private aspect of an individual's life, this study ensured that all information from the participants is held confidential. All participants were informed that the FGDs were recorded and were asked for their consent before starting the FGDs. The participants were also informed that they have the liberty to decline some questions if they deemed them too personal. Participants were free to inform the researchers about their feelings about the topics of discussion and were reassured that the FGDs served as safe spaces.

### ***Positionality of the study***

This study was conducted with the intent to explore the reality experienced by the HOAs under the leadership and gender perspective. Although this study is exploratory in nature, the researchers uphold gender awareness and sensitivity towards the topic at hand. Regardless of the policies mandated in the Magna Carta of Women which obligated the government corporations such as SHFC to uphold gender mainstreaming strategies, the researchers and the SHFC department and group behind this study believes that gender equality should be promoted and there should be no discrimination among individuals based on their social, political, psychological, biological, or ethnical differences.

This position was upheld but, at the same time, the researchers are aware of the need to be critical with regards to the analysis and presentation of the data. The researchers have objectively conducted the FGDs, ensuring that all participants are able to comfortably express their opinions and no conflict of interests took place. The data were also analyzed objectively in a way that no statements from the respondents were left unexamined or excluded due to its conflicting nature.

### ***Data Analysis***

The data collected from group interviews about the significance of the relationship between



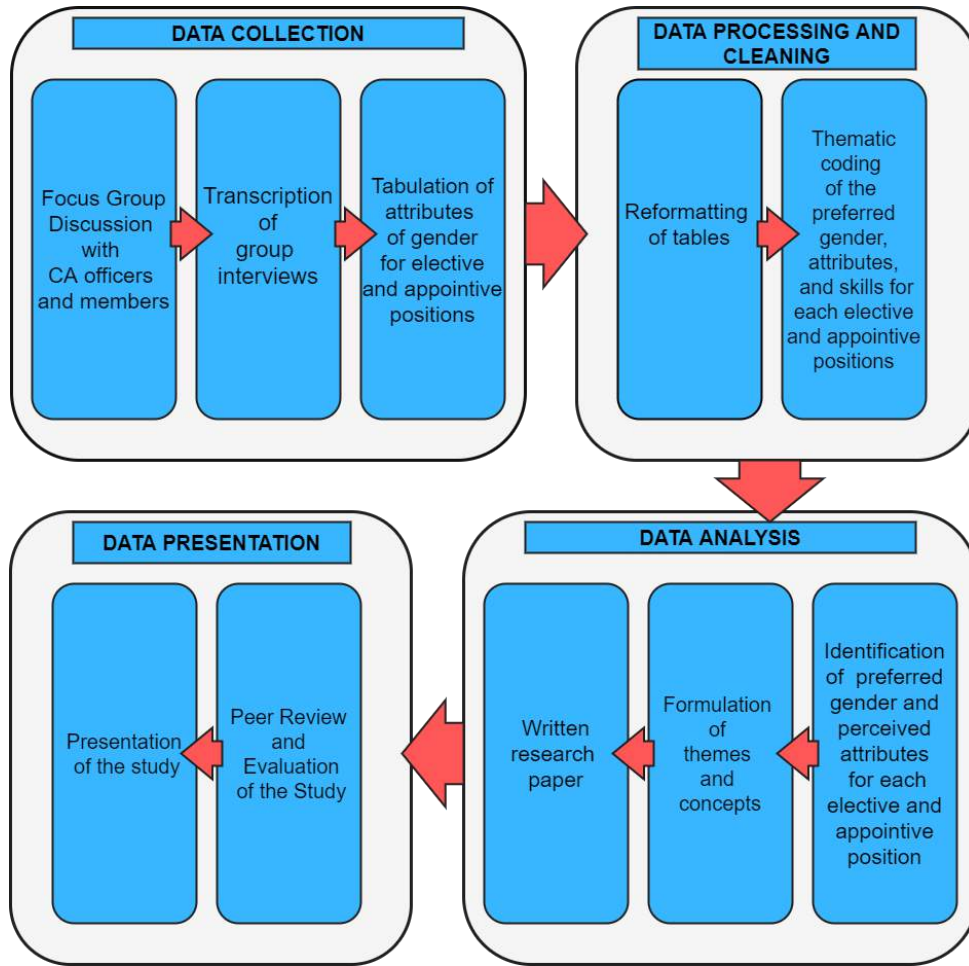
leadership and gender were analyzed using thematic analysis. Thematic Analysis is a method used for examining different perspectives while highlighting similarities and (Nowell et. al, 2017). It also aided the researchers to “analyze the data for specific themes, aggregating information into a large cluster of ideas and providing details that support the theme” (Creswell, 2013).

The researchers recorded all information in a matrix and grouped similar concepts into relevant codes and themes. The themes were also analyzed with one another until the significant concepts and themes from the data were saturated and form a comprehensive network of concepts. Further, the themes were expected to reveal the significant relationship between leadership and gender of the HOA officers.

### ***Process Flow of the Study***

The process of writing the study was divided into five parts: 1) data collection through the acquisition of validated GIS of the HOAs and focus group discussion with HOA officers and member-beneficiaries; 2) data processing and cleaning; 3) data analysis; 4) writing of the paper, and 5) data presentation. A flowchart in Figures 1 and 2 displays a picture of the processes.

The data collection began with the acquisition of the updated and validated GIS of the HOA under CMP and HDH followed by group interviews with the HOA officers and members regarding the characteristics and gender of the elective and appointive officers. The responses were transcribed to capture the entire discussion during the FGD, which were then tabulated to identify the gender and characteristics for each elective and appointive position. Afterward, the data was processed and analyzed using thematic analysis to find common themes which helped in understanding the relationship between leadership and gender. Lastly, the study was subjected to a peer review for further enhancement. The improved study was presented to the intended stakeholders.



*Figure 5. Process Flow Chart of study*

## CHAPTER 4 RESULTS AND DISCUSSION

### RESULTS

#### *Duties and responsibilities of HOA officers*

All participants were able to determine the roles of their officers and link it to the characteristics they consider for HOA officers. The table below summarizes the duties and responsibilities of HOA officers per position.

*Table 7. Duties and responsibilities of officers*

<b>Position</b>	<b>Duties and responsibilities</b>
President	Implements policies in the HOA to ensure safety and order, disseminates information to the HOA, and monitors the activities in the HOA.
Vice President	Assists the president in their duties (“ <i>kahalili ng presidente</i> ”) and supports the projects in the HOA.
Secretary	Responsible for taking notes in meetings and disseminating information to the HOA.
Treasurer	Collects amortization fee and produces financial reports to be presented to the members.
Auditor	Audits the financial records and works closely with the treasurer.
Board of directors	Implement laws and regulations alongside the officers, partake in decision-making in the HOA affairs, and provide advice to the officers.

Some of the FGD groups have expressed some confusion with duties and responsibilities and characteristics of the HOA officers often overlapping or interchanging the characteristics as duties and responsibilities. This finding may reflect how strong the interpersonal aspect of

leadership dynamic in the HOAs. However, further investigation must be conducted to prove the causality or correlation of this observation.

Aside from the exclusive duties and responsibilities, the common responsibility in all positions was to serve as proactive source of information to everyone in the HOA. The members expect the officers to inform them any important information about their community and the officers must relay this information in a transparent and friendly way. The officers also took it upon themselves to inform the members about any activities and updates on their community using different channels such as social media and posting agenda on their bulletin.

***Characteristics of HOA officers***

Upon conducting a constant comparative method of analyzing the data from the FGDs, the study revealed several common characteristics of HOA officers. The table below lists down the characteristics they consider for an officer per position:

***Table 8. Leadership characteristics the participants have considered for their officers***

<b>Position</b>	<b>Characteristics</b>
President	Knowledgeable, helpful, humble, honest, patient, and understanding ( <i>may mahabang pasensya at malalim na pang-unawa</i> ), hardworking, approachable, and responsible
Vice President	Knowledgeable, patient and understanding ( <i>may mahabang pasensya at malalim na pang-unawa</i> ), hardworking, helpful, approachable, and kind
Secretary	Reliable, kind, patient and understanding ( <i>may mahabang pasensya at malalim na pang-unawa</i> ), hardworking, approachable, helpful, organized, and punctual
Treasurer	Reliable, patient and understanding ( <i>may mahabang pasensya at malalim na pang-unawa</i> ), hardworking, honest, approachable, and organized

Auditor	Kind, helpful, honest, hardworking, and patient and understanding ( <i>may mahabang pasensya at malalim na pang-unawa</i> )
Board of directors	Knowledgeable, hardworking, kind, patient and understanding ( <i>may mahabang pasensya at malalim na pang-unawa</i> )

Most groups have chosen respect, knowledge, responsibility, patience, hard work, and honesty as values that any officer, regardless of position, must possess. According to the gathered data, these values are given priority since they are essential in establishing trust among individuals and in maintaining peace and order in the community. For the participants, it is more important to ensure a good relationship with everyone to make any matter associated with the community easier to deal with.

***Characteristics and gender of HOA officers***

Majority of the FGD groups have expressed that gender is not the main driving factor for the characteristics they considered for HOA officers. This was evident in the activity in the FGD where the groups were asked to name and choose among their own nominated popular figures or personalities (e.g., Manny Pacquiao, Isko Moreno, President Rodrigo Duterte, Leni Robredo, and Vico Sotto) that they wish to be their officers. Even though most of the participants chose male personalities to be their president and female personalities to be their secretaries and treasurers, they explained that they still considered the merits and accomplishments of the individuals, not their genders. Despite the personalities they chose, it was rare for them to incorporate perceived masculine and feminine values to the figures they have chosen.

However, when faced with a situation where they can only rely on gender as a basis to elect their officers, the two top positions of president and vice president were chosen as men while the rest of the positions were women. The participants stated that male presidents are more likely to be strong both in physical and cognitive terms which are important in dealing with problems and making decisions for the HOA.

*“Sa physical ay medyo mas karapat dapat siya kaysa babae kasi kapag lalake kahit anong oras pwede kaso kapag babae medyo mabagal ng konti.” (Male member, SMP-B)*

*“May paninindigan, malakas, astig, matapang, may palabra de honor, matapat, matalino, multi-knowledge.” (Female officers, SMP-E)*

*“Firm ang desisyon kapag lalaki, matibay at sandigan ng mga tao. Simbolo ng kalakasan.” (Female officers, Goldmine HOA)*

**Table 9.** Chosen gender of officers

Position	Gender	Officers		Members		Total
		*Mixed FGD groups	*Female FGD groups	*Mixed FGD groups	*Female FGD groups	
<b>President</b>	<b>Women</b>	1				1
	<b>Men</b>	4	1	2	4	11
	<b>LGBTQIA+</b>					
<b>Vice President</b>	<b>Women</b>	3		1	2	6
	<b>Men</b>	2	1	1	3	7
	<b>LGBTQIA+</b>					
<b>Secretary</b>	<b>Women</b>	5	1	2	3	11
	<b>Men</b>	1				1
	<b>LGBTQIA+</b>	1			1	2
<b>Treasurer</b>	<b>Women</b>	2	1	1	4	8
	<b>Men</b>	3		1		4
	<b>LGBTQIA+</b>	3				3
<b>Auditor</b>	<b>Women</b>	4	1	2	1	8
	<b>Men</b>	2		1		3
	<b>LGBTQIA+</b>	1			4	5

*\*Mixed groups are those with male or LGBTQIA+ participants*

*\*Female FGD groups are those groups who are only females*

*Note: The question asked was “Kung kunyari tayo ay nasa eleksyon at ang impormasyon na mayroon kayo sa kandidato ay yung kasarian lang nila, sino ang uunahin mong tingnan o pipiliin? FGD groups are allowed to vote more than one gender for the officer.*

In addition, the FGD participants were also aware that some officers in different positions may have different characteristics based on their gender. Following the literature on leadership and gender, men were described as strong, firm, assertive, and knowledgeable leaders, while women are open-minded, hardworking, and a good support. The LGBTQIA+ members were described as creative, smart, and hardworking. As for the weaknesses of gender, men are associated with their indulgence in vices such as romantic affairs and alcohols, as well as their inability to communicate their emotions. Women officers were described as emotional and sensitive, while LGBTQIA+ members were described as carefree and sometimes vulnerable. On the other hand, the weaknesses of all genders are overlapping at some aspects such as vulnerable to problems in the family, love, and bullying.

**Table 10. Perceived strengths of officers based on gender**

<b>Group dynamics</b>			
<b>Position</b>	<b>Gender</b>	<i>Mixed FGD groups</i>	<i>Female FGD groups</i>
<b>President</b>	<b>Women</b>	Hardworking, and dedicated	Approachable
	<b>Men</b>	Firm, brave, strong, has the authority in the decision making	Firm, brave, strong, has principles, responsible
	<b>LGBTQIA+</b>	Friendly and has good communication skills	Friendly and has good communication skills
<b>Vice President</b>	<b>Women</b>	Hardworking, dedicated, patient, and has high emotional quotient	Patient
	<b>Men</b>	Strong support	Brave and works well with the president particularly if the president is a male
	<b>LGBTQIA+</b>	Friendly and has good communication skills	Brave
<b>Secretary</b>	<b>Women</b>	Hardworking, patient, and organized	Knowledgeable, organized, and hardworking
	<b>Men</b>	Can socialize well in the association	
	<b>LGBTQIA+</b>	Flexible, organized, and creative	Flexible, organized, and creative

<b>Treasurer</b>	<b>Women</b>	Soft hearted, approachable, and organized	Hardworking, knowledgeable in budgeting as per household role, trustworthy, and organized
	<b>Men</b>	Good at math and focused	
	<b>LGBTQIA+</b>	Open-minded and organized	
<b>Auditor</b>	<b>Women</b>	Strict, meticulous, and has confidence	Hardworking Not bias to the treasurer when auditing Hardworking, strict, meticulous, patient
	<b>Men</b>	Good at math and strict	
	<b>LGBTQIA+</b>	Meticulous	
<b>Board Member</b>	<b>Women</b>	Opinionated and knowledgeable	Patient, humble, and calm Good at decision making Has self-confidence and good at socializing
	<b>Men</b>	Firm and knowledgeable	
	<b>LGBTQIA+</b>		

## DISCUSSION

The following section discussed one central theme that correspond to the conceptual framework on the leadership style of the HOAs under study and then two themes that emerged from the discussion on the perception of gender from the FGD participants.

### **Leaders as authoritative and interactional mediators**

The FGD participants were quite clear on the duties and responsibilities of their officers as lawmakers, enforcers, decision-makers, and sources of official information. The president, vice president, and board members have the highest impression as lawmakers while the rest are seen as auxiliary authorities with their own roles. Although the FGD participants understood that the officers are figures of authority that pursue peace and order, the members emphasized that they expect the officers, particularly the president and board members, to be wise and lenient in



resolving conflicts or implementing order in their community. The members expect their leaders to enforce control over their community as they see it necessary for their security however, they do not wish to be totally controlled. Some of the participants from the FGD for members expressed satisfaction to their officers who remain approachable and open-minded to their opinions.

When it comes to other characteristics, it is understandable that the participants have chosen those that work well in negotiations as the officers are expected to act as mediators between members and institutions. According to the officers themselves, they must be knowledgeable and organized when dealing with official meetings and documents concerning different institutions. As for the members, the officers must act as a primary source of reliable information and updates. The information must also be relayed to the members in a friendly manner. In addition, the officers are also expected to have good interpersonal skills to act as mediators in conflicts or problems in the community. According to some participants, different individuals have different personalities, and a leader must have the characteristics that can adapt to this to solve conflicts more conveniently. Other members also expressed that it makes them feel comfortable and relieved when there are officers who give time to know the actual circumstances of the members and are ready to help.

Based on the conceptual framework for this study, the participants had showed that the leadership style they envision in their communities is a mixture of autocratic, transactional, and transformational leadership. The officers attend to their duties as lawmakers and having the ultimate power in decision-making but at the same time they do not exercise their full authority and disregard the members. They act as mediators who remain approachable to all members while encouraging peace and stability in the community. The relationship between the officers and members can be described as transactional as it is hinged on reward (access to information and resources) and punishment (delinquency may be subjected to disciplinary sanctions) on both sides. It may also be transformational as members are encouraged to participate in decision-making through General Assemblies (GAs). However, contrary to transformational leadership, the goal of the officers is not to change the current arrangement in their community by engaging their members but to achieve stability in their community.

When incorporating the characteristics of the HOA officers, the characteristics that the FGD groups have come up with exhibit certain masculine and feminine traits. The participants

have also stated that they do not look into the gender of the officer but their capability to lead. However, looking at their consideration on the gender of HOA officers, contrary to their current arrangement where majority are women officers, the participants prefer their president and vice president to be men as they see them to possess more authority and capability to attend to communal and organizational problems. The characteristics such as aggressiveness, firmness, strength, and being knowledgeable are mentioned as strength of men leaders. On the other hand, women are more accepted as supportive roles as they can balance the emotional aspect in leadership, and they are more apt with administrative tasks.

Based on the discussion from the FGDs and conceptual framework, the leadership style of the HOAs under this study can be described as a leadership which balance authority and interaction between its officers and leaders in an attempt to achieve stability for their community. Contrary to their current arrangement where most officers are women, they prefer to have some men officers in higher positions who they deemed to possess stronger leadership traits. Most of the traits they have mentioned are associated to masculine leadership. This does not mean that their preference on masculine traits and men officers can be interpreted as seeing their own gender as weaker. On the other hand, they based their preference for men officers on the necessity demanded by their current situation. Women are still vulnerable to conflicts even if they view themselves as empowered. HOAs under CMP and HDH-project still tackle conflicts within and outside threat and challenges. The participants showed that they welcome men who understand their circumstances, limitations, and support them.

### **All genders, but especially LGBTQIA+, must be respected**

It is interesting to observe that in almost all FGD groups, gender is defined by simply translating it to “*kasarian*” or by enumerating *babae*, *lalake*, *bakla*, and *tomboy*. This is understandable, of course, since gender is originally a foreign term brought about by the developing and reemerging discussion on sexuality and has no known equivalent Filipino word. One participant has even admitted that they haven’t so much heard about gender and LGBTQIA+. Hence, it is interesting to see how another recurring theme in this study is the recognition that all genders, male (*lalake*), female (*babae*), gay (*bakla*), or lesbian (*tomboy*), must be respected.

As for the basis of respect, there are two ways of interpreting it which depend on who is the recipient of such values. The first one is the respect bestowed to men and women which they earned for their almost equal capabilities. According to the FGD participants, what a man can do, a woman can also do. Since they achieved success and are now a figure of authority, they must be respected. In a way, respect here is also a reflection of respect to power.

*“Dati ang presidente namin lalaki, ngayon naman babae ang presidente namin. Hindi naman kami tumitingin sa gender. ‘Yung respeto namin, pareho pa din kahit ano pa man ang gender. Basta gampanan lang ang tungkulin.” (Female officer, SMP-B)*

*“Pantay-pantay sa pag-iisip at sa katalinuhan.” (Male member, SMP-E)*

On the other hand, respect bestowed to the LGBTQIA+ community is respect induced because of the sensitivity of the topic and conflict aversion shown by the participants. In addition, it is also a reflection of the scarce understanding of the topic. When the participants were asked to define the LGBTQIA+, some of the participants would almost immediately say that members of this community must be respected regardless of who they are or what they want to be. They would not define the term but would express their opinion and feelings on the topic. Some participants also admitted that their respect is due to the sensitivity of the topic whereas one should use respectful terms lest they say anything inappropriate.

*“May kanya-kanya tayong gusto sa buhay. Hindi pwedeng kontrolin. Buntot mo hila mo. Kung ano ang desisyon mo ikaw lang din naman ang magbe-benefit o magreresulta. Irespeto na lang kung ano ang gusto nila pero kung sa pamilya mayroon kang anak na lalake na ganoon, i-advise mo kung ano ang tama pero hindi mo naman sila makakasama 24/7, desisyon pa rin nila.” (Male officer, DenillaVille HOA)*

*“Pagiging sensitibo sa mga usapin. Pag-iwas sa mga salitang kanto kapag kaharap sila. Dapat alam mo yung tamang pag-approach. Hindi namin tino-tolerate ang bullying dito at bawal magsalita ng masama sa kanila.” (Female officer, SMP-A)*

As can be observed with the first statement, respect also shrouds the complicated opinions they have with regards to LGBTQIA+. Respecting individuals regardless of their circumstances is an admirable disposition. However, a basic understanding of the actual circumstances, especially

with regards to sensitive aspects such as gender should still be pursued. Respect is not an answer to the gender-related issues that may emerge in the community.

### **Individuals regardless of gender are all equal**

This theme is interrelated with the previous theme on respect. This entails that anyone is capable to be a leader regardless of their gender because, according to the participants, everyone is equal, or more specifically everyone is equal in terms of their capabilities to lead in this day and age.

The premise for equality based on capabilities is the perception that everyone received equal opportunities and access to education, work, and abilities for leadership. The Philippines' social and political structures do not so much restrict female leaders and that the participants have not so much encountered any problems on gender discrimination in their communities. In addition, the characteristics of leaders are perceived to be genderless. In a sense, regardless of their sexual identity and preference, if a potential candidate showed the characteristics befitting of a leader and convinced the participants about their capabilities to lead then the participants will equally treat the individuals as leaders.

This embedded perception of equal capabilities has convinced the participants that they would not prioritize gender as a criterion for choosing a leader. In most FGDs, this was reflected in their scarce answers when asked to share their perception of the strengths and weaknesses of officers based on gender. However, this does not dismiss the underlying stereotypes on leaders based on their genders. As observed in Table 7 and 8, gender roles and stereotypes still manifest in some aspect of the perceived characteristics and skills of officers. Noticeably, men are still associated with the image of a father who should be firm, strong, and authoritative leader who has the final say while women are seen as emotional but hardworking support for the community.

*“Sa paglilingkod, hindi masusukat ang abilidad ng isang tao sa kasarian. Pero sa pamamalakad sa bahay, nasa lalake ang pagdedesisyon sa huli pero kukunin niya ang opinion ng mga kasama niya sa bahay pero ang final say, sa lalake. Parang sa HOA, walang gender pero parang sa president ang huling desisyon.” (Male officer, DenillaVille HOA)*

*“May kaguluhan o threat sa samahan, mas okay na lalaki ang haharap as officer dahil sila ay matapang. Ang LGBTQIA ay creative sa pag-iisip ng mga proyekto na ikauunlad ng pamayanan. Sa pagiging secretary, babae ang naiisip kaagad dahil mas masipag magsulat. Sa mga suliranin sa bahay, mas okay ang babae ang haharap dahil may mas puso siya at naiintindihan ang sitwasyon ng bawat households.” (Female member, SMP-D)*

The Goldmine HOA’s vice president also shared that she experienced discrimination which pushed her to overburden herself as a vice president for a period of time. She needed to work not just to fulfil her duties and responsibilities but to prove to the members that she deserved the position.

*“Noong first year ko sa pagiging vice president, parang ayaw nila na ako yung nanalo kasi babae ako. Dahil sa nakikita nila na may maganda yung rapport namin ni presidente at nagagawa ko naman yung mga kailangan kong gawin, minsan parang sinasabi nila na in-o-overpower ko yung pangulo. Hindi ko naman po pinapabayaan ang pagiging vice president ko dahil lang sa babae ako. Hindi mo talaga matatanggal yung hindi mo mapi-please yung tao sa pamumuno. Kailangan mo talagang maipakita sa kanila o hindi ka nila ma-a-appreciate.” (Female officer, Goldmine HOA)*

On the other hand, most of female officers expressed that they did not particularly experience the burden of their gender. However, this finding should still be investigated further as this aspect of leadership and gender needs a more intimate setting to discuss. In addition, based on the responses we have gathered in the study, female officers did not necessarily feel the burden of their gender in respect with leader-follower dynamic because there were not so much of a competition in the leadership in HOA. The HOAs do not provide any honorarium to their officers and their involvement is voluntary and unpaid. With this, women are mostly elected as officers because they have more time to attend to the duties of HOA while men are most likely to focus on their job as providers in the families.

*“Yung mga lalaki po kasi sa amin dito, may mga trabaho, hindi nila magagampanan ang mga gawain sa HOA.” (Female officer, SMP-E)*

In addition, the embedded perception that individuals have equal capabilities to lead dismisses the burden of managing time experienced by the officers particularly for those with families. It is understood that since the leaders took their posts as officers, their personal matters should be managed by themselves. As a result, most of the officers, particularly mothers, end up compromising between household and HOA affairs. Most mothers expressed that they would ask for understanding from their spouses and would do their best in managing their time, just so they won't miss their duties in both domains.

## **CHAPTER 5**

### **SUMMARY AND CONCLUSION**

The ideal leadership style of the FGD participants is a composition of both authoritative and interactional leadership style. The officers are seen as mediator between members and institutions. They are expected to be strict and strong but also patient, kind, and humble displaying both authoritative and compassionate persona.

The characteristics of leaders are a mixture of both masculine and feminine, however, it is noticeable that masculine leadership traits are emphasized. In addition, when encountering situations where they are forced to consider gender, participants are more inclined towards considering masculine traits. The FGD participants expressed that they prefer men as president and vice president while the rest of the officers are mixed among genders. This preference on men in the higher positions shows that the FGD participants acknowledge the masculine traits attached to males as essential to these positions. However, as majority of the participants were women, they also expressed that this choice is based on the necessity and demand to maintain security in their community and not necessarily because they see themselves as weaker.

On the surface, the participants claim that gender does not matter in the leadership of their HOAs. All individuals are equal based on their access to opportunities and capabilities to lead. Men, women, and LGBTQIA+ can handle tasks and activities on their own. However, this study showed that leadership style and gender are interconnected with one another whereas certain masculine traits and perceived advantages of males are seen as necessary for the leadership in their

community. Feminine traits are also perceived as useful for leadership, however, due to the nature of some activities such as dealing with disputes, patrolling, and implementing laws and policies, masculine traits reflected towards men officers are still perceived to be more necessary for the leadership in the community. To look into another angle, it is also the social and cultural limitations impose on women which set the grounds for the preference on masculine traits.

## **CHAPTER 6**

### **RECOMMENDATIONS**

The findings of this study have also provided general insights that institutions such as SHFC can consider when it comes to the community management activities with the HOAs. As this is preliminary research on this topic, it is noticeable how it only grazed the surface and induced more questions than answers. The insights provided by this research only tackle the perception and interpretation of the participants regarding characteristics of leaders in relation with gender which leaves ample opportunities to investigate the actual reality experienced by the communities.

It is also noticeable that although the study is able to determine the leadership style and its relation to gender by looking into the perspectives of the participants, there is still a great need to understand the underlying context from which such discussion on leadership style and gender emerge. For instance, although the participants showed more interest in the masculine leadership style, this does not mean that the projects by the SHFC and other stakeholders should lean on promoting a masculine leadership style to the HOAs as this will take for granted other underlying context present in the HOA such as gender role in the family and its reflection to community management.

What this study has shown is the many other angles in which future projects can take in order to improve the community management-related services under CMP and HDH-Projects. The following are also some recommendations and arguments which may help in future projects:

**For SHFC’s GAD Committee:**

Factors to consider in the Basic Gender and Development Orientation to the HOAs

- Given that the participants automatically define gender by simply translating it to “kasarian” or by enumerating *babae*, *lalake*, *bakla*, and *tomboy*, and relating the LGBTQIA+ to respect, it clearly shows the necessity to impart knowledge on the definition of sex and gender and promote gender awareness, sensitivity, and development in the local language and context. This is to ensure proper acknowledgment and treatment to all gender types in the HOA.

Further, it is also recommended trainings that touch upon the nuances of the terms that the participants have encountered such as LGBTQIA+, respect, and equality. For instance, one must observe that treating everyone as equal based on the understanding that everyone has equal access to knowledge, work, and rights dismisses any criticisms and critical reflections that can be directed to the structures and systems present in our society. It may then lead to helplessness and an apathetic attitude when faced with actual gender-related problems.

It is also recommended to combine the GAD projects with livelihood-related projects as most of the FGD groups have expressed that rather than gender, what they need more is livelihood. The FGD groups mentioned that they can participate in vocational trainings such as soap-making, rag-making, sewing, and gardening; majority of which are expressed by women who wish to contribute to their family income.

**For future research and projects**

*Research topics on leadership style*

- Given the significance of relations in leadership, it is important to investigate how the leadership dynamic between the officers and members takes place in the communities. Future research may focus on specific aspects of community development such as conflict



resolution, processes involved in the maintenance of the environment, and responses and behaviors of members against different leadership styles in HOAs.

*Framework on effective leadership*

- The findings of this research can also be used as a reference in conducting succeeding studies or manuals pertaining effective leadership approaches between HOAs and SHFC.
- A comprehensive framework for evaluating effective leadership in the communities should be constructed as this, in turn, will be beneficial in constructing an effective way of communication between the HOAs and institutions such as SHFC.

*In-depth research on gender issues on individual level*

- There is a need to conduct more in-depth research which focuses on investigating the struggles and challenges faced by officers based on their gender. As this topic is more personal and private, the FGD method used in this study is inappropriate in addressing such an objective.
- It is also advised to conduct supplementary survey which ensures equal sex distribution of sample and focuses on the actual behavior of the respondents more than perception.

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## ANNEXES

### GOLDMINE HOA

#### Characteristics of Officers

The participants stated that the presidency and vice presidency in their HOA are service-oriented, while the remaining positions focus more on hard skills. They see their president and vice president as role models who concentrate on assisting and protecting the residents. Additionally, they emphasized how Goldmine's female vice president is a proponent of women's empowerment due to her active participation in community activities. On the other hand, the secretary, treasurers, and auditors oversee the technicalities of the association. The secretary is perceived to be in charge of administrative writing, record-keeping, and information dissemination, while the treasurer and auditor are responsible for general financial oversight. Lastly, the board of directors is seen as a support system.

Apart from the general responsibilities, the participants added they also have different qualities to look for in an officer. For them, they value good leadership, devotion to responsibility, knowledge, and the qualities of being patient, understanding, unbiased, firm, dependable, and helpful.

*“Kung walang dedication sa leadership, hindi magiging maayos ang pagpapatakbo sa samahan” (Female officer, Goldmine HOA)*

*“Maging responsable sa bawat kilos dahil ikaw ‘yung pinagkatiwalaan ng mga tao na siyang magbigay or tumutok sa mga bagay na ini-implement sa pamayanan.” (Male officer, Goldmine HOA)*

As the majority of the officers of the HOA are women, they also spoke openly about how their jobs require them to give up part of their time as wives and mothers. They, nevertheless, agreed that time management is essential for them to do their jobs well. They stated that regardless



of their gender-based obligations at home, they just need to prioritize what they must accomplish to serve the community.

### **Leadership and Gender**

In both roles and characteristics, an interesting finding is that the participants never mentioned any gender-related qualities. For them, it is because each individual has their own characteristics. They also don't see a specific gender in a particular role.

For the participants, gender is all about respect and equality. With regards to the LGBTQIA+, they simply characterized it as a group of people who do not adhere to the norms of heterosexuality. However, they view this topic as sensitive and something that is not openly discussed often.

*“Pagdating sa mga kasarian, maselan siya kaya minsan iniwasan na lang.” (Male officer, Goldmine HOA)*

*“Pantay-pantay pero may pinagkaiba sila. Kahit ano mang kasarian nila, kailangan pa rin natin silang respetuhin.” (Female member, Goldmine HOA)*

In terms of leadership, the participants, however, still stated that there are gender-based advantages and disadvantages. For example, men are associated with strength and strong leadership but they are weak-willed and easily influenced. Whereas female leaders are admired for their maternal qualities, patience, and meticulousness, but their emotions are seen as a sign of weakness.

It is also worth noting that the participants understand the importance of women's efforts when it comes to having a position in their HOA, especially since their incumbent vice president is a woman who has done her job competently.

*“Kayang palinawin ang HOA parang ilaw ng tahanan” (Male officer, Goldmine HOA)*

*“Kaya niyang mamuno bilang VP, magagampanan ang lahat ng kakayanan bilang VP sa taumbayan.” (Female officer, Goldmine HOA)*

Despite this, the vice president herself said she still faces prejudice and increased expectations just because she is a woman. She said that there was pressure to perform, but to not overdo it because it might belittle their male president. Nevertheless, she feels she is exempt from proving herself to anyone simply because she is a female elected official. She would instead just perform her job, which is to serve the people. She was able to spearhead different livelihood projects and chair WAIS, the association's committee on women that is accredited by the CSO and DSWD. Through this committee, they were able to hold medical missions to address the health needs of female residents.

Members, for their part, expressed gratitude for the vice president's efforts. They stated that working with her on initiatives aimed at women makes them feel more at ease. The participants also expressed their interest in future gender-related activities to make the community more inclusive and to provide benefits to more residents.

## **DENILLA VILLE HOA**

### **Characteristics of Officers**

The participants from Denilla Ville had a clear understanding on the roles of the officers and easily agreed on the specific functions of each position.

For them, the president is the first person to approach whenever there are tasks that need to be accomplished in the HOA or if there are problems within their community. They are responsible for leading and listening to different opinions and concerns. On the other hand, the participants see the vice president as an aide to the president. While the vice president is still expected to be an active leader in the community, he or she, according to the participants, mainly provides support and suggestions for the betterment of the HOA. The vice president also takes the place of the president whenever the latter is busy or preoccupied. Moreover, the secretary is expected to take note of the minutes of the meeting and other important records and documents;

the treasurer and the auditor are perceived to oversee and safely keep all financial concerns; and the board of directors is seen to be the ones who will uphold peace, order, and cleanliness in the community by creating laws and policies and attending HOA meetings.

On another note, the participants also enumerated the qualities that they look for in a leader, with being truthful and smart topping the list.

*“Dapat i-inform ang mga miyembro. Ang relationship with members ay maluwag dahil may tiwala. Kung ano ang tanong i-open agad sa kanila.” (Officers, DenillaVille HOA)*

*“Dapat may kaalaman dahil sila ang namamahala.” (Members, DenillaVille HOA)*

Aside from those two, they also want their HOA officers to be respectful, open-minded, diligent, helpful, God-fearing, resourceful, and trustworthy. Since officers organize a lot of projects and handle a lot of documents, they said that these qualities will allow them to perform better in their duties and responsibilities.

## **Leadership and Gender**

A common finding among the different HOAs is that they do not consider gender as an important requirement in being an officer. The participants from Denilla Ville said that it is because equality should be observed in electing officers. They also believe that the qualification of an officer lies in their capabilities, not in their sexual orientations and preferences.

*“Hindi nasusukat sa gender. Nasa personality o kung ano ang pagkakahubog sa kanya. Nasa kung ano ang gusto niyang gawin para sa ikabubuti ng asosasyon.” (Male officer, DenillaVille HOA)*

*“Walang pinipiling gender basta ginagampanan ng mabuti at maayos ang inatang na tungkulin sa kanya.” (Female member, DenillaVille HOA)*

Interestingly, while they do believe that electing officers in the HOA does not require the consideration of gender, one of the officers in the FGD pointed out that this isn't the same case inside the house. He said that, in a household, it should always be the man who should be in charge while still considering the woes and concerns of his family members.

*“Sa paglilingkod, hindi masusukat ang abilidad ng isang tao sa kasarian. Pero sa pamamalakad sa bahay, nasa lalake ang pagdedesisyon sa huli pero kukunin niya ang opinion ng mga kasama niya sa bahay pero ang final say, sa lalake. Parang sa HOA, walang gender pero parang sa president ang huling desisyon.” (Male officer, DenillaVille HOA)*

Another officer seconded this opinion saying that men are seen as the stronger sex, but reassured that this does not undermine the intelligence and abilities of women.

This led the researcher to ask them what their thoughts on the strengths and weaknesses of each gender are if ever they will take a position in the HOA. They all agreed that male leaders are well-respected and have a commanding influence among their people; however, they can be a bit too trusting. On the other hand, female officers are viewed to be responsible, dedicated, and diligent; but they tend to be emotional and their roles as mothers can get in the way of their responsibilities as officers. Moreover, the participants from Denilla Ville are also open to the idea of welcoming officers who are members of the LGBTQIA+ community saying that they are usually good speakers, fun to be with, approachable, and smart; however, they believe that LGBTQIA+ people are way too kind to the point that they are easily manipulated and abused.

In the end, the participants all agreed that gender is not an issue in being an officer and it does not, in any way, affect the community's participation in projects and programs. Because of this, they also think that it is no longer important for them to have a committee on gender because they see Denilla Ville as an accepting, inclusive, and non-discriminating community. They do not see any gender-related problems arising in the near future because of their mutual understanding and respect. Nevertheless, they would like to hold gender awareness seminars, as well as livelihood

projects for women in the community so that they will be able to bring in more income for the family.

## **SMP-A Cluster HOA**

### **Characteristics of officers**

All participants understood the basic roles and responsibilities of each officer. The participants emphasized that the president should serve as a model who has the authority and knowledge to implement and disseminate laws while still remaining concerned and caring towards the rest of the community. The vice president is straightforwardly perceived as a hardworking close assistant to the president in supervising activities and updating the members. The secretary's role is also straightforwardly perceived as someone knowledgeable in handling documents while the treasurer and auditors are expected to be reliable in handling financial records and transactions of the HOA. The board of directors is also expected to contribute their knowledge and assistance in creating and implementing laws and regulations for the improvement of the HOA.

Although the duties and responsibilities of the officers were understood straightforwardly, the participants acknowledged that each officer should place high importance on the quality of their service. Reflecting on their current perception of their officers, the participants agreed among themselves that in addition to fulfilling their official duties, the officers should also be knowledgeable, reliable, patient, understanding, humble, responsible, respectful, and cooperative. They also emphasized that a harmonious relationship between the officers and members is an important factor in ensuring an orderly community.

*“Hindi lahat ng members marunong makisama o umintindi. May iba matigas ang ulo kaya kailangan malawak ang pang-unawa.” (Members, SMP-A)*

*“Mahalagang may tiwala upang maiwasan ang agam-agam o iringan.” (Officers, SMP-A)*

Aside from their characteristics of leaders, it is interesting how the officers manage and balance their work and personal responsibilities. Since most of the officers are mothers, they noted

that balancing both HOA and household activities was initially difficult causing them to compromise some of their time with their families. Nonetheless, they eventually learned good time management so that they can still attend to the needs of their husbands and kids without sacrificing their obligations for the HOA.

*“Sa asawa po talaga madalas yung problema. Nagkakaroon ng di pagkaka-unawaan lalo na kapag may kailangan sa asosasyon at di matuunan ng pansin ang mga anak. Tuwing Linggo kasi ang meeting namin sa asosasyon.” (Female officer, SMP-A)*

*“Unang problem is yung asawa lalo na kung seloso. Papagalitan lalo na pag di ka nagpaalam. Kaso pinapaalam na lang namin sa kanila na kailangan din kami sa HOA.” (Female officer, SMP-A)*

*“Tamang allocation ng oras. Time management. Meron akong tindahan, may anak ako na nag-mo-module, may mga halaman din. Yung anak ko pa din ang priority.” (Female officer, SMP-A)*

### **Leadership and Gender**

The participants were quite open with the discussion on gender and the LGBTQIA+ stressing many times that they do not judge the officers based on their gender but rather on the quality of their service as well as their dedication and capabilities. When asked to define what gender is for them, most of the participants responded with a simple statement of “*babae, lalaki, LGBT*” or “*lesbian, gay, pati mga senior at mga bata, mga babae at lalaki*” while some acknowledged that it is a sensitive topic that requires to be respectful to one another. For the participants, men, women, or the LGBTQIA+ should receive equal treatment and respect in general.

*“Wala naman po kaming diskriminasyon dito. Kahit may mga lesbian kaming kasamahan dito, hindi namin sila sinasabihan na hindi sila pwedeng mamuno. Wala kaming ganong treatment. Ang mahalaga, nagagampanan yung tungkulin.” (Female officer, SMP-A)*

*“Para sa karamihan, kapag LGBT, walang kakayahan, mahina, at saka mabilis mahusgahan. Hindi lahat ng tao, tanggap yung LGBT. Pero tanggap namin sila kasi tao rin naman sila, as long as gampanan nila yung role nila, walang problema.” (Lesbian officer, SMP-A)*

The auditor, who identifies as lesbian, was also generous in sharing their experience in handling community projects narrating how they were first wary of being bullied by others. However, through their explanation and interaction, the others began to treat them well later on.

*“Noong una, naging pinuno po ako ng organisasyon ng kabataan dito. Kasama ko po puro lalaki at babae. Minsan, iniwasan ko yung pambu-bully nila pero nung tumagal, naintindihan na rin naman po nila at nirerespeto nila ako.” (Lesbian officer, SMP-A)*

Although the participants emphasized how gender is an insignificant factor in leadership, they were aware that certain impressions on gender affect the perceived strength and weaknesses of the officers. For instance, a male president and vice president’s advantages are their strength, bravery, and authoritative figure which help in getting people to listen to them. A female secretary, treasurer, and auditor’s strength lean on their patience, reliability, and ability to balance household and HOA affairs. A female vice president can also be considered good as they could complement the strength of a male president. On the other hand, an LGBTQIA+ secretary, treasurer, auditor, and board of directors can be creative, brave, open-minded, and can balance things out. As for their weaknesses, vices and involvement with women are the major issues with male officers while being too emotional and sensitive are for female officers. The LGBTQIA+’s weaknesses are perceived to be their vulnerability against love and bullying.

Given how they discuss the strengths and weaknesses of leadership and gender in their HOA, the participants agreed that gender-centered activities and committees would be beneficial to them. Some participants mentioned livelihood programs for women and recreational activities for the youth should be organized. The SMP-A cluster is open to engaging with gender-related activities but currently finds it difficult as they still lack proper knowledge and guidance in implementing them. An officer also mentioned that there is a gender committee that is yet to be

established due to the difficulty in planning and lack of people to lead. The SMP-A hopes to receive some help in any form about these gender-related activities and programs.

## **SMP-B Cluster HOA**

### **Characteristics of officers**

For the SMP-B participants, all officers have the responsibility to be the lawmakers and enforcers and be the HOA's primary source of information. The president is perceived to have the authority to let the people know about new regulations and monitor their implementation. Hence, public expectations of the president include having ample patience, knowledge, humility, strictness, and commitment. The vice president, being the close assistant of the president, is expected to be hardworking, reliable, and be ready to share the duties of the president, to the extent of even acting as the substitute.

Similar to the other HOAs, the duties and characteristics of the secretary, treasurer, auditor, and board of directors are well-understood and straightforward. The secretary handles the documents and should be hardworking and approachable, while the treasurer and auditor should show their reliability, orderliness, and honesty as they collect and record the amortization. On the other hand, the board of directors should exhibit knowledge, readiness, and patience as they share the responsibilities in law implementation.

To ensure that these individual characteristics are promoted in the HOA, the participants agreed upon themselves that certain characteristics should be possessed by the officers collectively, regardless of their elected position. These include being responsible, loyal, reliable, open-minded, patient, respectful, dedicated, and hardworking. Moreover, the participants noted that being patient, respectful, and open-minded are helpful in addressing diversity in the SMP-B while being dedicated, hardworking, responsible, and loyal to their position and to God will help set an example for the rest of the community.

*“Hindi pare-pareho ang pag-uugali ng tao kaya kailangan mahaba ang pasensya.”(Members, SMP-B)*



*“Patungkol sa desisyon...kinakailangan ay handa kang unawain ang mga sinasabi. Tanggapin ang mali at handang magpatuwid.” (Officers, SMP-B)*

*“Sa mga activity at gawain ng SMP, [dapat masipag] para tularan ng mga ibang members.” (Officers, SMP-B)*

### **Leadership and Gender**

The SMP-B participants share the belief of other HOAs where men, women, or LGBTQIA+ are equal. It is their capabilities and characteristics as officers that serve as a far more important basis of leadership. For them, it is not the distinction between men or women but their capabilities that will earn the trust of the community.

*“Ibig sabihin ng pantay-pantay ay walang problema kung lalaki, babae, bakla, o tomboy ang isang tao. Ang mahalaga ay magampanan ang mga katungkulan. Lahat ay may karapatang mamuhay ng marangal.”(Female officer, SMP-B)*

*“Meron kaming proyekto na pagtanim, kahit babae kami na tumutulong sa mga pagtanim, nakikita namin sa mga kalalakihan na walang diskriminasyon.” (Female officer, SMP-B)*

On the other hand, their understanding of LGBTQIA+ ranged from a simple categorical answer of *bakla at tomboy* to an understanding that LGBTQIA+ connotes a change in the body or sex but nonetheless, anyone should be respected.

*“LBGT ay yung mga tulad nina Charice Pempengco, dati siyang babae, ngayon lalaki na siya pero hindi natin siya kailangan husgahan o pag-usapan. Kailangan pa rin natin siya irespeto tulad nang dati. Irespeto natin kung ano ang gusto niya sa sarili niya.” (Female officer, SMP-B)*

The recognition of equal capabilities between gender also leads to the perception that the weaknesses and strengths of each gender complement one another. For instance, a female officer

can be approachable, hardworking, and can act as a balance to the male officers' firmness, bravery, and physical capabilities. The group of officers was open in entertaining LGBTQIA+ candidates particularly in the treasurer position where they mentioned that aside from being vulnerable to love, LGBTQIA+ is usually the breadwinner in the family and that they can be organized and hardworking which fits the role of a treasurer.

The priority on the characteristics and commitment to their duties over their gender needs is also quite evident in their work and life balance. As most of the officers are mothers and fathers, they were aware that balancing their responsibilities in the family and HOA can be quite difficult and often seen as a weakness for officers. There were times when they must choose between their family or the HOA.

*“Kanya-kanyang kalagayan yan sa buhay. Minsan ang asawa, hindi naiintindihan kapag may mga biglaang meeting. Meron na akong katungkulan kaya may kailangan akong puntahan na meetings kaya humihingi na lang ako ng pag-unawa.” (Female officer, SMP-B)*

*“Bilang isang nanay at bilang officer, kailangan gumising ng mas maaga. Bago ka pumunta sa meeting place ng asosasyon, kailangan mo muna gampanan ‘yung mga responsibilidad mo sa bahay bilang isang nanay at asawa para kapag pumunta ka sa meeting, wala kang ibang aabalihin.” (Female officer, SMP-B)*

Interestingly, they do not find this as a burden but simply a part of their duties where they must compromise and find a balance. They were even open to adding committees and activities that may help their HOA and, in turn, their family. Given the lack of gender-related activities in SMP-B, the majority of the participants agreed that having gender-centered committees and activities will be beneficial for them. They mentioned that having activities such as livelihood, recreational activities like a sports fest, reproductive health seminars, and recreational activities like a sports fest can help people of all genders show their potential.

## **SMP-D Cluster HOA**

### **Characteristics of the Officers**

The participants' understanding of the roles is similar and accepted among the group. They view the president mainly as a figure of authority. He or she is someone who gets to implement the laws and policies and act as a leader and negotiator among his or her constituents. Meanwhile, the vice president is generally understood as a support system and a substitute, with the respondents describing this position as "*kahalili*." The secretary, treasurer, and auditor are similarly perceived as collectors and safe-keepers of documents, money, records, and other important information needed by the HOA.

The members of SMP-D added that, apart from the expectations they have on the officers regarding their roles, they also look for certain qualities that make an ideal leader. For the most part, they value patience, understanding, and approachability. Among the qualities they enumerated, they consider honesty and fear of God as the top characteristics an officer should have.

*"Para hindi mawala ang tiwala sa 'yo ng mga tao ay dapat open ka sa mga members."*  
(Members, SMP-D)

*"Dapat may takot sa Diyos dahil sa Kanya nagmumula ang lahat."* (Members, SMP-D)

### **Leadership and Gender**

The participants said that gender pertains to the capabilities and activities that can be performed by men and women depending on their strengths. They also made mention of the LGBTQIA+ as people whose mind and body are not in line with their sexes and added that they are a sector trying to strive for acceptance and equality. Regardless, they did not mention gender when they were listing down the roles and qualifications of an HOA officer for the reason that they use character and values as a basis.

They did, however, say that there are instances when a person's gender may affect their decisions on choosing the rightful leader. They see male leaders as firm and brave, which is needed if chaos or any form of threat arises in their community. In their Peace and Order Committee, they said that people tend to follow the male patrollers because they are more "*maangas*" compared to the female patrollers who are "*mahinahon*." Because of this, there are instances when the female president of the association is inferior to the supervisor of the said committee, even though he technically has a lower position than her and simply because he is a man.

*“Babae ang presidente namin at lalaki naman ang supervisor ng Peace and Order Committee. Mas nasunod ang kagustuhan ng supervisor na lalaki dahil ang babae ay hindi na pangatawanan ang posisyon. Nanindigan ang lalaking Supervisor kahit mali dahil pinakita na mas may alam at lakas siya kaya ang babaeng presidente ay nag-submit sa lalaking supervisor.”(Female member, SMP-B)*

On the other hand, they added that women have an advantage at being secretaries and treasurers due to stereotypical assumptions. According to them, women have qualities that will complement the demands of these positions, such as having good penmanship for being a secretary and knowing how to manage finances properly for being a treasurer.

Even so, the participants of the FGD keep reiterating throughout the discussion that gender is not an essential criterion in choosing an officer. They countered that a woman can do whatever a man can do, and vice versa. The vice president, who is the only male officer in the HOA, also said that his gender never affected his duties and working relationship with his fellow officers.

Moreover, they are open to the idea of welcoming LGBTQIA+ members to the association saying that they are “creative” and “fun to be with,” which will be beneficial if ever they hold events and programs. Though they see effeminacy and a queer person's vulnerability to love and affection can affect their performance as an officer.

In the end, the participants from SMP-D said that they have a good relationship in the community, regardless of the people's gender and sexual orientations. They even said that they are

open to the idea of having a committee on gender. They also wish to have livelihood projects for the women in the community, which were unfortunately postponed due to the pandemic.

## **SMP – E Cluster HOA**

### **Characteristics of the Officers**

Comparable to the other HOAs, the FGD participants from SMP-E characterized their president and vice presidents as authoritative personalities focused on service, while the secretary, treasurer, and auditor give technical help through their hard skills. The president is expected to be a people person who is approachable but still has the capability to implement and enforce laws and policies. While the vice president is considered to be an assistant or substitute to the president, she is still expected to be knowledgeable, active, and be a good example for the community. On the other hand, the secretary is regarded as the safe keeper of documents and communicator of information, while the treasurer and others handle all financial matters. Finally, the participants saw the board of directors' function as one of sharing duties and increasing authority when it came to enforcing laws and rules.

Apart from the responsibilities and functions, the participants emphasized the qualities that an ideal officer should have. One of the recurring traits they listed is being approachable. The participants agreed that an officer's pleasant and friendly demeanor will inspire residents to follow them. They look up to a personable leader because they tend to be nicer and more understanding.

*"Kung masungit, hindi susunod ang mga members. Dapat mabait. Pagbukas ng pinto, dapat nakangiti at hindi nakasimangot. Madaling lapitan. Marunong pakiusapan"*  
(Members, SMP-E)

In addition to being approachable, the participants mentioned they appreciate community involvement, patience, flexibility, and honesty among the officers.

*"Bilang lider, dapat aktibo sa mga gawain sa asosasyon para umunlad ang samahan at komunidad."* (Officers, SMP-E)

*"Dapat tapat sa tungkulin para maging maganda ang pagpapatakbo at magtagal sa serbisyo. Masaya ang mga miyembro kasi nagtutulungan kayo." (Members, SMP-E)*

### **Leadership and Gender**

The participants from SMP-E do not see gender as a prerequisite for handling a position in their HOA. For them, the main basis should be a person's skills and dedication to the responsibilities.

*"Hindi naman siguro, basta ang importante magampanan nila ang kanilang obligasyon." (Female member, SMP-E)*

The participants defined gender as basically as *"lalaki, babae, bakla, at tomboy,"* and admitted that they have never heard of the initialism LGBTQIA+. They are also aware of their lack of familiarity with or awareness of the subject. They did say, however, that there are gender-related strengths and limitations that might impact an officer's performance. With a female-dominated organization, the participants praised how dedicated their officers are, but they argued that women who are overly emotional may be perceived as a weakness. Nonetheless, all agreed that the gender of their officers has absolutely no bearing on how they engage in various community events.

*"Babae yung in-charge sa mga proyekto na 'to (programa para sa kabataan, seniors, ayuda, at paglilinis). Komportable naman kami sa kanila. Hindi naman nito naapektuhan 'yung proyekto." (Female members, SMP-E)*

*"Pantay pantay po ang pagtingin sa mga leader, basta magaling." (Female officers, SMP-E)*

While they are satisfied with the work of their incumbent officers, several participants opened up about the possible inclusion of men in the list of officials, claiming that they will be able to bring more toughness to the association's leadership style.

The participants also said that they lack gender-related initiatives in the community but expressed their interest in having one. A gender committee, they continued, is a method to strengthen community governance and meet the needs of children, women, the elderly, and others. They would want to have policies that will center on livelihood opportunities for women and education and recreation for the children.