

Perceived Gender Discrimination and Organizational Culture as Predictors of Turnover Intentions among Filipino Women in the Engineering Industry: The Moderating Role of Equity Sensitivity

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ABSTRACT

This quantitative study employed a cross-sectional predictive non experimental design to examine the relationships between perceived gender discrimination, organizational culture, equity sensitivity, and turnover intentions among Filipino women in the engineering industry. The study specifically examined whether perceived gender discrimination and organizational culture could predict turnover intentions and whether equity sensitivity could influence the relationship between workplace experiences and employees' intentions to leave. Using purposive sampling, 214 Filipino female employees in the engineering industry participated in an online survey measuring perceived gender discrimination, organizational culture, equity sensitivity, and turnover intentions. Data were analyzed using multiple regression analysis to determine the predictive relationships among the study variables and to assess the moderating effect of equity sensitivity. Results revealed that perceived gender discrimination and organizational culture were not significant predictors of turnover intentions. In contrast, equity sensitivity showed a strong negative relationship with turnover intentions. Therefore, participants with higher equity sensitivity tended to report lower intentions to leave their organizations. In addition, equity sensitivity demonstrated a buffering effect on the relationship between perceived gender discrimination and turnover intentions. This suggests that individual differences in perceptions of equity may influence how female employees respond to negative workplace experiences. The findings further indicate that cultural factors, such as collectivism and the male-dominated nature of the engineering industry, may contribute to employees remaining in their organizations despite adverse workplace experiences. Thus, turnover intentions among Filipino women in engineering may not be explained solely by workplace conditions, as individual differences such as equity sensitivity may also shape how employees respond to perceived discrimination and organizational experiences.

Keywords: Organizational Culture, Equity Sensitivity, Perceived Gender Discrimination, Turnover Intentions, Women in the Workplace

INTRODUCTION

Gender discrimination in the workplace has been a widely known detrimental issue in the field of clinical and industrial/organizational psychology. The lack of inequality women experience—as seen in their poor access to stable employment (United Nations, 2022), apparent wage gaps amidst similar working conditions (Costa, 2022), and the absence of career advancement opportunities (Russen et al., 2020)—has been established as a significant predictor of mental health issues (Batoool, 2020; Kim et al., 2020) and work attitudes and behavior (Bharathi & Gupta, 2017; Dubbelt et al., 2016; Kim, 2014). Women's age (Ayalon, 2014; Taylor et al., 2018), marital status (Batoool, 2020; Kane & Sanchez, 1994; Kufahl, 2014), and job position (Lucifora & Vigani, 2016; Lucifora & Vigani, 2021) influence gender discrimination in the workplace as well. Similarly, organizational culture is a predictor of organizational commitment (Permarupan et al., 2013), job satisfaction (Ahmad et al., 2018), job performance (D. Racelis, 2010), and turnover intentions (Sharoni et al., 2012). On another note, turnover intentions are considered a significant variable in organizations because they are often predictors of actual employee turnover (Shweta, 2009). Past studies have established that employees who are older (Tschopp et al.,

2015; von Hippel et al., 2013), married (Arslan-Yürümezoğlu et al., 2018; Emiroğlu et al., 2015), and hold supervisory positions (Lima et al., 2017) are less likely to have turnover intentions.

Past researchers have also studied equity sensitivity as a moderating variable on the influence of discrimination of any kind on job satisfaction and commitment (Byrne et al., 2009; Dugguh & Dennis, 2014; Kim et al., 2013). The Equity Sensitivity Construct by Huseman et al. (1987) argues that employees react differently towards inequality in the workplace, depending on their input and output ratio preferences. Past researchers found that older individuals are more likely to be benevolents (Mudrack et al., 1999), while millennials (Allan et al., 2015) and single women (King & Miles, 1994; Mueller & Clarke, 1998) are more likely to be entitled. Previous literature findings also suggest that high equity sensitivity levels reduce the magnitude of the relationship between work events and work attitude (Kickul & Lester, 2001; Restubog et al., 2007; Saad, 2019).

While a vast quantity of research is concerned with gender discrimination in the workplace, there is a notable lack of studies centering on this variable in the Philippine context, as well as its correlation with turnover intentions in particular. It must also be noted that while several researchers have identified gender discrimination in the workplace as a significant predictor of turnover intentions, others have observed that there is a lack of significant relationship between the two. This inconsistency reveals a need to investigate on the presence of a moderating variable that affects the influence of gender discrimination on the turnover intentions of women (Lee et al., 2017; Sheng et al., 2022). Additionally, there are inconsistencies with the findings of equity sensitivity as a moderating variable. Some suggest that benevolent employees deal with inequalities best (Kickul & Lester, 2001; Restubog et al., 2007), while others state the same for equity sensitives (Saad, 2019). The lack of studies examining equity sensitivity as a moderator in the relationship between discrimination and work attitudes or behavior shows difficulties in proving the precise role of equity sensitivity as a moderator.

To address the gaps found in the body of research on gender discrimination, work attitude, and equity sensitivity, the present study aimed to investigate the relationship between perceived gender discrimination, turnover intentions, and equity sensitivity of Filipino women in the engineering industry. The particular industry was chosen due to its male-dominated working environment (Lourens, 2014) and how such a state is revealed to increase sexism and gender inequality against women (Powell & Sang, 2015; Tokbaeva & Achtenhagen, 2021).

The study looked into perceived gender discrimination, organizational culture, and equity sensitivity as predictors of turnover intentions, with equity sensitivity also moderating the first two variables. Data was gathered exclusively from Filipino women in the engineering industry; other sectors were not of interest. Findings also relied on self-reported measures and did not examine any personal history or specific policies of the companies. Additionally, other forms of discrimination—such as those based on sexuality, age, or socioeconomic status—were not examined.

By taking this approach, the researcher addressed the knowledge gaps in the current industrial-organizational psychology studies. The lack of research conducted in Asia, particularly in the Philippines, was amended as well. Aside from this, the present research findings serve as a basis for improving workplace intervention quality and reducing turnover intentions. The researcher pursued this study to advance the research that could guide future practice in improving the state of women in the workplace.

REVIEW OF LITERATURE

1.1.1 Turnover intentions

Employee turnover raised a huge concern for organizations as it is detrimental to both the organization and the employee (Hom et al., 2017). Shweta (2009) observed that intention to quit results in actual quitting behavior, therefore making investigating turnover intentions significant. Among the many factors that trigger turnover intentions, low job satisfaction (Alam & Asim, 2019; Aydogdu & Asikgil, 2011), low pay satisfaction (Mumtaz Ali Memon et al., 2017; Wang et al., 2019), and lack of commitment (Wasti, 2003; Guzeller & Celiker, 2019) are considered to play the most significant roles.

Previous researchers have also looked into whether demographic characteristics predict turnover intentions. Von Hippel and colleagues (2013) explained that older employees are less likely to leave their jobs due to stereotyping. Older employees are often associated with decreased work performance, poor learning ability, and increased health risk. With that, finding alternative employment appears difficult and impossible. Aside from this, Tschopp and colleagues (2015) claimed that one's intention to quit their job reduces over age because younger employees strive to fulfill their goals while older employees want to maintain acceptable situations. Another demographic characteristic that is correlated with turnover intentions is marital status. Married employees are significantly less likely to have intentions to quit as compared to single employees because they want to prevent any losses (Arslan-Yürümezoğlu et al., 2018; Emiroğlu et al., 2015). Lastly, job positions play a role in turnover intentions as well. Supervisors, managers, and team leaders are less likely to experience intentions to quit compared to rank-and-file employees, as possessing degrees of authority improves job satisfaction, reducing turnover intentions in turn (Lima et al., 2017).

1.1.2 Gender discrimination in the workplace

Gender discrimination is any unfairness or prejudice based on one's gender (De la Torre-Pérez et al., 2022). Researchers have taken various perspectives to examine this phenomenon. Among the huge body of literature concerning gender discrimination—specifically in the workplace—most of the studies investigated the organizational manifestations of gender inequality (Bobbitt-Zeher, 2011; Bohnet et al., 2016; Verniers & Vala, 2018) and the influence of such on women's job performance (Dubbelt et al., 2016), satisfaction (Hameed, 2020), commitment (Infante & Darmawan, 2022), and well-being (D'Isanto et al., 2021).

Gender inequalities in the workplace persist amidst the different policies enacted by companies (Heilman & Caleo, 2018). Stamarski and Son Hing (2015) identified practices of human resources (HRs) as the leading cause of evident sexism in a work environment. Specifically, the hiring, training, pay, and promotional processes emphasize gender discrimination against female employees. These findings are consistent with recent studies arguing that recruitment, salary, and promotion policies threaten women's careers and quality of life (Lucifora & Vigani, 2021; Verniers & Vala, 2018).

Ayalon (2014) found that younger female adults were more likely to report perceived gender discrimination in the workplace. Similarly, the study of Taylor and colleagues (2018) revealed that women over 50 were less likely to report discriminatory behaviors. With regard to marital status, being married was associated with higher levels of gender inequality in the workplace (Batool, 2020; Kane & Sanchez, 1994). Additionally, Kufahl (2014) found that single women received higher starting salaries and mean applicant rating scores as compared to married women. Another factor that affects levels of gender discrimination is female leadership. Having a female boss is associated with reduced gender discrimination in the workplace (Lucifora & Vigani, 2016; Lucifora & Vigani, 2021).

Past bodies of literature have established that gender discrimination is negatively correlated with job performance (Bharathi & Gupta, 2017; Dubbelt et al., 2016). Noor and colleagues (2023) affirm these findings by stating that high levels of gender discrimination significantly predict poor job performance. In relation to this, experiencing gender discrimination reduces job satisfaction (Kim, 2014) and commitment (Infante & Darmawan, 2022), which usually results in employee turnover (Temize, 2022). Experiencing gender inequality in the workplace also negatively influences well-being, as it was found to heighten anxiety (Triana et al., 2018), stress (Pascoe & Smart Richman, 2009), and self-doubt (Vigod & Rochon, 2020).

1.1.3 Organizational culture

Organizational culture revealed the nature of the organization through shared values, norms, and practices which ultimately influence the behavior of the organization and its employees (Marker, 2010). As it played a crucial role in shaping employees' perceptions and beliefs, various researchers have examined its influence on work behavior and work attitude. More specifically, the strength of organizational culture has been found to significantly influence organizational commitment (Permarupan et al., 2013), job satisfaction (Ahmad et al., 2018), job performance (D. Racelis, 2010), and turnover intentions (Sharoni et al., 2012). The existence of an

organization's corporate core values, goal alignment, and involvement are the particular factors that positively affect employee attitude and performance (D. Racelis, 2010).

1.1.4 The role of equity sensitivity in the workplace

Previous studies regarding the role of equity sensitivity in the workplace have mainly focused on its association with job commitment and satisfaction (Byrne et al., 2009; Dugguh & Dennis, 2014; Kim et al., 2013). Huseman and colleagues (1987) proposed in their Equity Sensitivity Construct that individuals identify their input and output during a social exchange and compare these to another's. Those with high scores—the benevolent—hold a high tolerance for injustice as they focus more on contributing than gaining. Equity sensitives comprise those with average scores and prefer maintaining the balance between giving and receiving. Lastly, the entitled are those who scored low, are gain-oriented, and find unfair situations intolerable.

Past studies on equity sensitivity suggest that benevolent employees are more likely to have high job satisfaction and commitment (Byrne et al., 2009), while entitlements are often quick to leave their departments due to inequality in the workplace (Kim et al., 2013). Dugguh and Dennis (2014) explained that when employees perceive that they are participating in inequitable relationships, they feel distressed and dissatisfied. As a result, they attempt to eliminate this dissatisfaction by leaving the organization, distorting their input (time, effort, and commitment), or asking for changes in their output (salary, employee benefits, and responsibilities).

Equity sensitivity scores were revealed to be significantly correlated with age. This was observed in how older individuals were more likely to be benevolent than those younger (Mudrack et al., 1999). Other findings suggest that millennials exhibit more entitled scores than baby boomers and Gen X (Allen et al., 2015). Moving forward, marital status also plays a role in equity sensitivity scores. According to King and Miles (1994) and Mueller and Clarke (1998), single women had more entitled attitudes than married ones.

Moreover, personality was found to have a significant association with equity sensitivity. Bourdage and colleagues (2018) and Woodley and colleagues (2016) observed that employees with high levels of honesty-humility and conscientiousness were more likely to be benevolents, whereas those low on these traits were likelier to be entitlements. Other factors that cause equity sensitivity differences include gender and culture as well. Wheeler (2002) recognized gender as a significant factor of equity sensitivity, as findings reveal that femininity is positively correlated with equity sensitivity. This finding supports the conclusion of Major and colleagues (1989), who claimed that women's preferences in the work domain were significantly more benevolent as compared to men. On the contrary, Kim and colleagues (2020) examined the gender and cultural differences between Korean employees and found that Korean women were more likely to be entitled than Korean men. Results of the same study also indicate that Koreans were more entitled than individuals from other countries based on previous research. Wheeler (2002) found cultural differences as well when Taiwanese employees were found to be significantly more benevolent than Americans.

1.1.5 The moderating role of equity sensitivity

Past studies on equity sensitivity as a moderating variable were more concerned with corporate events and behavioral outcomes. More specifically, these behaviors include deviant workplace behaviors and organizational citizenship behaviors. The former is defined as any voluntary conduct violating significant organizational norms, damaging the organization and/or its members (Robinson & Morrison, 1995). On the other hand, organizational citizenship behaviors involve members' contributions to the organizations beyond their prescribed roles (Wright, 2015).

Restubog and colleagues (2007) investigated equity sensitivity as a moderating variable on the relationship between psychological contract breach and employee outcomes (i.e., deviant workplace behaviors and organizational citizenship behaviors). Findings reveal that contract breach and equity sensitivity are significantly related to behavioral outcomes. The negative relationship between contract breach, deviant workplace behaviors, and organizational citizenship behaviors was stronger for entitled employees than for benevolents. Similarly, the study of Kickul and Lester (2001) found that growth and development breaches (i.e., the lack of opportunities

for personal growth, training, and career guidance) had a negative impact on the attitudes of both the entitleds and the benevolents, but more substantial adverse effect on the former.

With regard to equity sensitivity moderating the influence of discrimination on any work attitude or behavior, Saad (2019) stated that equity sensitivity serves as a moderating variable on the influence of workplace gender discrimination on job performance. However, opposing the Equity Sensitivity Construct's (Huseman et al., 1987) arguments that benevolent employees deal with inequality best, results show that the sensitives had the highest job performance when experiencing high and low workplace gender discrimination. Other findings sustain the theory's claims. The study concluded that feelings of justice significantly predict high motivation to engage in high job performance.

1.2 Synthesis and Research Gap

Based on the preceding sections that reviewed past literature, the researcher identified three research gaps that are to be addressed in this study.

To start, it has been established that gender inequality is evident in various organizations and work industries (Bobbitt-Zeher, 2011; Bohnet et al., 2016; Verniers & Vala, 2018). Experiencing these is negatively correlated with job performance (Bharathi & Gupta, 2017; Dubbelt et al., 2016; Noor et al., 2023), satisfaction (Hameed, 2020; Kim, 2014), and commitment (Infante & Darmawan, 2022; Temize, 2022). But despite the significant number of research on gender discrimination in the workplace, none is known about the perceived gender discrimination of Filipino women in male-dominated industries, particularly in the engineering sector. The effects of perceived gender discrimination on turnover intentions among the aforementioned group are yet to be studied as well.

Moreover, the correlation between equity sensitivity and turnover intention has not been examined as of current. It must also be noted that gender (Kim et al., 2013; Major et al., 1989; Wheeler, 2002) and culture (Kim et al., 2013; Wheeler, 2002) have been determined as significant factors that cause different levels of equity sensitivity, yet very few studies were conducted in Asia, particularly on female Filipino employees. In addition, the relationship between an employee's job position and their perceived gender discrimination and equity sensitivity has not yet been studied as well.

Lastly, previous researchers have stated that equity sensitivity moderates the influence of workplace events on work behavior (Kickul & Lester, 2001; Restubog et al., 2007). Some findings suggest that benevolent employees have the highest job performance amidst inequitable work relationships (Kickul & Lester, 2001; Restubog et al., 2007), while others claim this to be valid for equity sensitives (Saad, 2019). Thus, there is a need for more research to strengthen the role of equity sensitivity as a moderating variable. As of present, no study has been done to examine how equity sensitivity moderates the relationship between gender discrimination and turnover intentions in the Philippines.

To address these knowledge gaps, the researcher conducted a non-experimental quantitative analysis on the independent and interacting influence of perceived gender discrimination and equity sensitivity on turnover intentions among Filipino women in the engineering industry.

1.3 Statement of the Problem and Research Questions

The researcher investigated perceived gender discrimination and organizational culture as predictors of the turnover intentions of Filipino women, with equity sensitivity as a moderating variable. To achieve this, the following research questions were addressed:

1. What is the demographic profile of the respondents according to:

a. age group;

b. marital status; and

c. job position

2. Do perceived gender discrimination in the workplace, organizational culture, and equity sensitivity independently predict the turnover intentions of Filipino women in the engineering industry?

Ha1: Perceived gender discrimination in the workplace, organizational culture, and equity sensitivity independently and significantly predict the turnover intentions of Filipino women in the engineering industry (Kim et al., 2013; Sharoni et al., 2012; Temize, 2022).

3. Does equity sensitivity moderate the influence of perceived gender discrimination in the workplace and organizational culture on the turnover intentions of Filipino women in the engineering industry?

Ha2: Equity sensitivity moderates the influence of perceived gender discrimination in the workplace and organizational culture on the turnover intentions of Filipino women in the engineering industry (Kickul & Lester, 2001; Restubog et al., 2007).

4. Are there significant differences in perceived gender discrimination in the workplace, equity sensitivity, and turnover intentions among Filipino women in the engineering industry according to:

d. age group;

e. marital status; and

f. job position

Ha3: There are significant differences in perceived gender discrimination in the workplace, equity sensitivity, and turnover intentions among Filipino women in the engineering industry when grouped according to their age group, marital status, and job position (Allen et al., 2015; Arslan-Yürümezoğlu et al., 2018; Batoool, 2020; Lima et al., 2017; Taylor et al. 2018; Tschopp et al. 2015).

1.4 Theoretical Framework

Various work events significantly influenced work attitudes. Gender discrimination—defined as any form of discrimination that is based on one's gender (de la Torre-Pérez et al., 2022)—is among the variables that were found to influence such. Previous studies have established that experiencing gender discrimination predicts job performance and satisfaction (Infante & Darmawan, 2022; Temizel, 2022). International Labour Organization (2017) also identified gender discrimination as a significant predictor of turnover intention. Moreover, the relationship between the two variables was expected to be influenced by equity sensitivity. These variables were affective and behavioral, as feelings and actions were measured and examined. The entire problem was viewed from an industrial/organizational perspective due to its focus on the relationship between workplace environment and behavior. It highlights women's turnover intentions and the factors that predict them. Past literature has approached the problem with a clinical perspective by focusing on the physical and mental issues of experiencing gender discrimination (Batoool, 2020; Kim et al., 2020). However, as there is an evident lack of effective and efficient interventions that reduce gender inequality in the workplace, the present researcher chose to approach the study with an industrial/organizational perspective.

Equity Sensitivity Theory (Huseman et al., 1987) stated that an individual's workplace behavior is based on how they react to inequality in the workplace dependent on their input/output ratio preference. High equity sensitivity means that an employee values their contributions more than their gains. On the contrary, those with low equity sensitivity are more focused on what they receive, therefore finding it hard to deal with injustice in the workplace. Moreover, in Feminist Psychology, Horney (1967) argued that social, political, and economic issues in a

patriarchal society persistently confront women. Horney maintained that the traditional male perspectives could not and would not fully capture the essence of female psychology and women's gender due to the difference in realities between the sexes. Additionally, her work emphasized that women's aspirations and self-concept are significantly influenced by societal norms and expectations, especially in professional settings where patriarchal structures often stand tall. Moreover, unequal opportunities and segregation induced women's secondary status within society (Wolff, 2007). These social structures served as hindrances to achieving gender equality, creating evident gaps in status among men and women (Ackerly, 2001). While the patriarchal system affects women in all aspects, gender stereotypes and prejudice are heightened in employment (Bittman, 2001). Despite the more recent publications of theories on gender inequality, Feminist Psychology by Horney (1967) is deemed most appropriate for the present study as it focuses on women as the sole minority group. On the other hand, modern theories include sexual orientation (Meyer, 2003) or gender expression (Fausto-Sterling, 2000) which are not variables of interest in this study.

The present study looked into how gender discrimination predicts the turnover intentions of Filipino women in the Engineering industry. By combining the two theories, there was a basis for studying turnover intentions, especially in relation to perceived gender discrimination. More specifically, integrating Horney's focus on gendered experiences with Huseman's Equity Sensitivity construct allowed the researcher to better explore how women's responses to perceived gender discrimination are shaped by societal expectations and their regard for equity. Following the proposed claims of the theories, it is hypothesized that high perceived gender discrimination leads to increased turnover intentions as a result of stress and the lack of job satisfaction.

1.5 Conceptual Framework

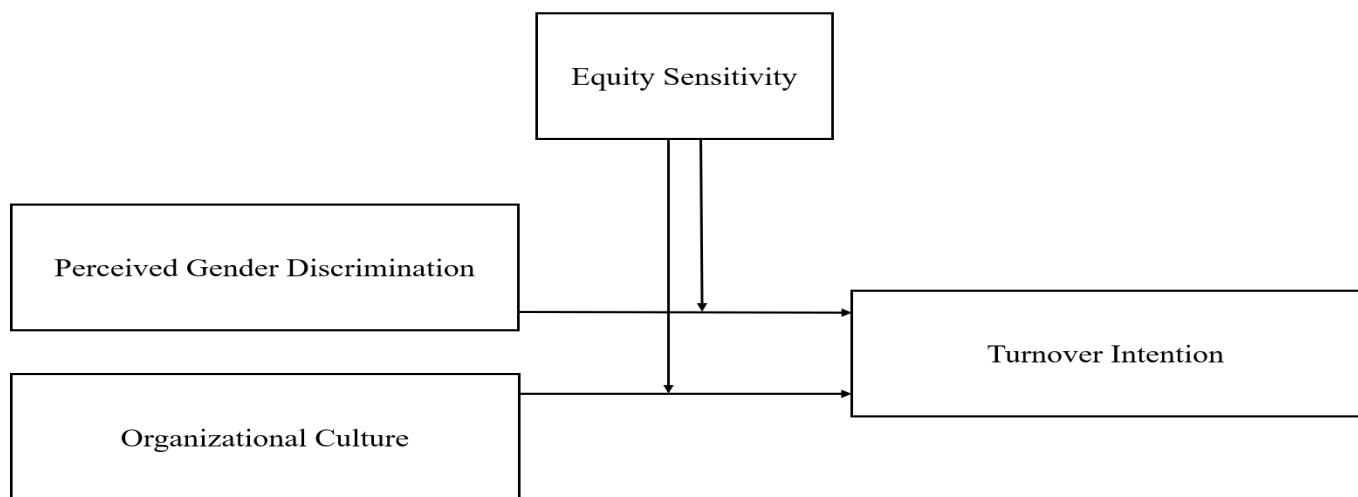


Figure 1. Conceptual Framework

According to UN Women (2013), female employees experience gender-related discrimination in many pervasive forms, such as the lack of access to stable employment, the absence of job promotions, and evident wage gaps. In 2019, women represented 39.4% of the global employment rate (United Nations, 2022). In the same year, it was found that only 28.3% held managerial positions worldwide (United Nations, 2022). Additionally, on average, women earned 82% of what men earned in 2022 (Costa, 2022). Thus, gender discrimination continues to be apparent in all sectors, especially in the workplace.

The researcher examined perceived gender discrimination and organizational culture as predictors of turnover intentions for women in the workplace, with equity sensitivity as a moderating variable. Infante and Darmawan (2022) and Temizel (2022) found a positive association between gender discrimination and turnover intentions. These findings meant that increased gender discrimination in the workplace causes turnover intentions to rise as well. However, some findings reveal that there is no statistically significant relationship between the two (Lee et al., 2017; Sheng et al., 2022). This inconsistency revealed a need to investigate a possible moderating variable that affects the influence of gender discrimination on the turnover intentions of women. Moving forward, a

strong organizational culture is negatively associated with turnover intentions (Sharoni et al., 2012). Employees who are satisfied with their organization's norms, beliefs, and practices are less likely to voluntarily leave their companies (Ahmad et al., 2018).

Furthermore, the Equity Sensitivity Construct (Huseman et al., 1987) is divided into three categories that reveal one's behavior toward inequality. Those who scored high are benevolent—they have a high tolerance for unfair situations as they are more focused on contributing rather than receiving. Equity sensitives comprise those with average scores and prefer maintaining the balance between giving and gaining. Lastly, the entitled are those with low scores, are gain-oriented, and find discrimination challenging to deal with (Byrne et al., 2009; Dugguh & Dennis, 2014; Kim et al., 2013; Saad, 2019). Equity sensitivity is significantly associated with job satisfaction (Byrne et al., 2009; Dugguh & Dennis, 2014), commitment (Kim et al., 2013), and performance (Saad, 2019). The entitled employees were consistently found to have lower job satisfaction, commitment, and performance when experiencing inequality in the workplace.

With the results of past literature in mind, it is expected that perceived gender discrimination would affect turnover intention positively, while organizational culture negatively. In addition, equity sensitivity would moderate the relationship between perceived gender discrimination, organizational culture, and turnover intentions.

METHODS

2.1 Research Design

This research followed a cross-sectional-predictive (Type 5) design based on Johnson's (2001) new nonexperimental quantitative research design classifications. The researcher deemed Type 5 as the most appropriate design because it is concerned with predicting events or behavior (Johnson, 2001). Thus, it guided the present study's aim to look into the relationship between perceived gender discrimination, organizational culture, and the turnover intentions of Filipino women in the engineering industry. Following this research design, data were gathered through a survey questionnaire for over a month. Hence, a cross-sectional design was utilized. This type of design is commonly used in past studies that investigated the relationship between gender discrimination and work attitude (Hameed, 2020; Hideg & Ferris, 2016; Martinez et al., 2017; Reichelt et al., 2020), examined the role of equity sensitivity in the workplace (Byrne et al., 2009; Kim et al., 2013; Kim et al., 2020; Woodley et al., 2016), and looked into the moderating role of equity sensitivity (Kickul & Lester, 2001; Restubog et al., 2007; Saad, 2019).

2.2 Setting

This study was set in engineering companies in the Philippines. The engineering industry is an employment sector whose working environment is dominated by male employees (Lourens, 2014). Previous studies suggest that male-dominated working environments increase sexism and gender inequality against women (Powell & Sang, 2015; Tokbaeva & Achtenhagen, 2021). As of current, Filipino women in the engineering sector are yet to be examined in industrial/organizational psychology research.

2.3 Participants and Sampling

The study targeted a population of Filipino female employees working in a male-dominated engineering company. From the population, the participants were those who (a) are working on-site and (b) are born and identify as female so as to avoid other factors of discrimination. A total of 222 respondents were gathered. The participants were sampled using a purposive non-probability sampling technique (Creswell, 2009). A purposive non-probability sampling technique involves selecting participants with the target characteristics and the study's objectives in mind (Acharya et al., 2013). This technique was deemed most appropriate because the present research aims to examine a specific group of people chosen through particular selection criteria to improve reliability.

Among the different variables influencing equity sensitivity in the workplace, gender has been constantly found to be significant (Kim et al., 2013; Major et al., 1989; Wheeler, 2002). However, the roles of femininity and masculinity are yet to be established as studies reveal contradicting results. Some findings suggested that femininity positively correlates with equity sensitivity (Major et al., 1989; Wheeler, 2002). Others claimed otherwise (Kim et al., 2013). Thus, the present study addressed these discrepancies.

2.4 Data Gathering Tools

A survey questionnaire was used to achieve the study's objectives. Four different questionnaires were utilized to measure the perceived gender discrimination, organizational culture, equity sensitivity, and turnover intentions of the respondents.

To measure the respondents' perceived gender discrimination in the workplace, a three-item scale by Hang-yue and colleagues (2006) was used. The items include: (1) *at work, I sometimes feel that my gender is a limitation*, (2) *my gender has a negative influence on my career advancement*, and (3) *at work, many people have sex stereotypes and treat me as if they were true*. A Cronbach alpha reliability coefficient (α) of 0.87 was reported (Hang-yue et al., 2006).

To analyze the organizational culture of the respondents, Scale V of the Organizational Culture Assessment Questionnaire (OCAQ) by Sashkin (1996) was used. This five-item scale measures the strength of the organization's culture through a Likert scale. Sample items are: (1) *people value and make use of one another's unique strengths and different abilities*, (2) *everyone knows and understands our objectives and priorities*, and (3) *people sometimes compromise company policy and procedures to reach operational goals*. A Cronbach alpha reliability coefficient (α) of 0.79 was reported (Choi et al., 2010).

To assess the respondents' equity sensitivity, the Equity Preferences Questionnaire (EPQ) by Sauley & Bedeian (2000) was used. Responses for this 16-item instrument was scored on a five-item Likert scale. Sample items are: (1) *I prefer to do as little as possible at work while getting as much as I can from my employer*, (2) *when I have completed my task for the day, I help out other employees who have yet to complete their tasks*, and (3) *I feel obligated to do more than I am paid to do at work*. A Cronbach alpha reliability coefficient (α) of 0.80 was reported (Miller, 2009).

Turnover intentions were measured through a four-item Turnover Intention Scale by Bothma and Roodt (2013). Responses were scored on a five-item Likert scale. The items include: (1) *how often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?* (2) *How often are your personal values at work compromised?* (3) *How often do you dream about getting another job that will better suit your personal needs?* and (4) *How often do you look forward to another day at work?* A Cronbach alpha reliability coefficient (α) of 0.80 has been reported for the Turnover Intention Scale (Bothma & Roodt, 2013).

2.5 Data Analysis

To address the three research questions in this predictive, the following data analytic techniques were used. For research question 1, the researcher processed the demographic profile of the respondents using frequency distribution. Frequency distribution is a statistical tool commonly utilized to analyze and present demographic data (Gupta et al., 2019). Thus, this statistical technique was used to provide a summary and understanding of the respondents' various characteristics.

For research questions 2 and 3, the researcher analyzed the data using hierarchical linear regression. Hierarchical linear regression is a type of regression model in which the predictors are examined for a statistically significant amount of variance in the dependent variable after considering all other variables (Kim, 2016). Thus, this statistical tool was chosen to examine perceived gender discrimination, organizational culture, and equity sensitivity as predictors of turnover intentions, as well as the moderating role of equity sensitivity.

For research question 4, one-way ANOVA was utilized. One-way ANOVA is used to compare the means of two or more groups to determine any statistically significant differences (Quirk, 2012). Thus, age group, marital status, and job position were analyzed using such.

2.6 Ethical Considerations

This study has been reviewed and approved for implementation by Mapúa University's Institutional Ethics Committee for Non-Health, with ERC Protocol No. ETH-RS-65. Careful and strict guidelines were observed. More specifically, two ethical considerations were ensured: informed consent and respect for anonymity.

The first ethical consideration ensured by the researcher is informed consent. Informed consent is a documented process in which subjects willingly participate to take part in a study after being informed about what participation means (Hardicre, 2014). It is vital to ensure informed consent to reduce the likelihood of exploitation and promote autonomy (Barnett et al., 2007). In this study, the researcher observed informed consent by informing the participants of the research's nature. It was also mentioned that participation is voluntary, and they can withdraw from participating at any time with no penalty.

The second ethical consideration followed by the researcher is respect for anonymity. Respect for anonymity ensures that the privacy of human subjects is protected while gathering, analyzing, and reporting data (Allen, 2018). It is important to respect anonymity to protect respondents from harm that may come from participating in the study (Vainio, 2012). Following this, the researcher did not gather any personal identifiable information of the respondents.

RESULTS

3.1 Demographic Profile of the Respondents

Table 1. Age Group of the Respondents

Age group	Frequency	Percent	Cumulative Percent
18-27 years old	89	41.6	41.6
28-43 years old	108	50.5	92.1
44-59 years old	17	7.9	100
Total	214	100	

Table 1 presents the age group of the respondents. These age groups are categorized according to generations—Generation Z (18-27 years old), Millennials (28-43 years old), and Generation X (44-59 years old)—following classifications established by previous researchers (Allen et al., 2015; Ayalon, 2014; Von Hippel et al., 2013). Of the 214 respondents, 108 (50.5%) are 28-43 years old, 89 (41.6%) are 18-27 years old, and 17 (7.9) are 44-59 years old.

Table 2. Civil Status of the Respondents

Civil Status	Frequency	Percent	Cumulative Percent
Single	156	72.9	72.9
Married	55	25.7	98.6
Separated	3	1.4	100.0
Total	214	100.0	

Table 2 presents the civil status of the respondents. 156 (72.9%) are single, 55 (25.7%) are married, and 3 (1.4%) are separated.

Table 3. Job Position of the Respondents

Job Position	Frequency	Percent	Cumulative Percent
Rank and file	188	87.9	87.9
Supervisory	26	12.1	100.0
Total	214	100.0	

Table 3 presents the job position of the respondents. 188 (87.9%) are rank-and-file employees—those who do not hold managerial responsibilities and are primarily responsible for day-to-day tasks—constituting the majority of the respondents. On the other hand, 26 (12.1%) are in supervisory roles.

3.2 Perceived Gender Discrimination, Organizational Culture, and Equity Sensitivity as Predictors of Turnover Intentions

Table 4. Perceived Gender Discrimination, Organizational Culture, and Equity Sensitivity as Predictors of Turnover Intentions

Regression Summary for Dependent Variable: TI (final) R= .87206497 R ² = .76049731 Adjusted R ² = .75707584 F(3,210)=222.27 p<0.0000 Std.Error of estimate: .53405						
N=214	b*	Std. Err. of b*	b	Std. Err. of b	t(210)	p-value
Intercept			5.83583	0.26168	22.3017	0
PGD	0.02441	0.03579	0.0245	0.03592	0.682	0.49597
OC	0.02091	0.03585	0.03383	0.05801	0.5831	0.56047
ES	-0.886	0.03715	-0.8387	0.03516	-23.851	0

The data were analyzed by multiple regression, using the values of perceived gender discrimination, organizational culture, and equity sensitivity as regressors or predictors. The regression was a good fit (R²adj = 76%), and the overall relationship is significant F(3,210)=222.27 p<0.0000. With other variables held constant, the value of equity sensitivity is negatively related to the turnover intentions of Filipino female employees in the Engineering industry. The likelihood of turnover intentions decreases by 89%, as predicted by equity sensitivity.

3.3 The Moderating Role of Equity Sensitivity on the Relationship Between Perceived Gender Discrimination and Turnover Intentions

Table 5. The Moderating Role of Equity Sensitivity on the Relationship Between Perceived Gender Discrimination and Turnover Intentions

Regression Summary for Dependent Variable: TI (final) R= .89643252 R ² = .80359126 Adjusted R ² = .80078542 F(3,210)=286.40 p<0.0000 Std.Error of estimate: .48362						
N=214	b*	Std. Err. of b*	b	Std. Err. of b	t(210)	p-value
Intercept			3.30967	0.03565	92.8279	0
Z-PGD	0.0874	0.03633	0.0947	0.03936	2.4058	0.017
Z-ES	-0.7708	0.03601	-0.8352	0.03902	-21.403	0
PGDXES	-0.2458	0.03605	-0.2869	0.04208	-6.8184	0

A multiple regression test was run, with perceived gender discrimination as the predictor, turnover intentions as the dependent variable, and equity sensitivity as a moderator. Table 5 reveals that there is a positive significant effect for perceived gender discrimination on turnover intentions, b*=.09, p <.05. On the contrary, equity

sensitivity has a negative significant effect on turnover intentions, $b^* = -.77$, $p = 0.000000$. Moreover, the interaction between perceived gender discrimination and equity sensitivity has a negative significant effect on turnover intentions, $b^* = -.25$, $p = 0.000000$. In other words, the higher an employee's equity sensitivity, the less likely they are to have turnover intentions despite perceiving gender discrimination in the workplace.

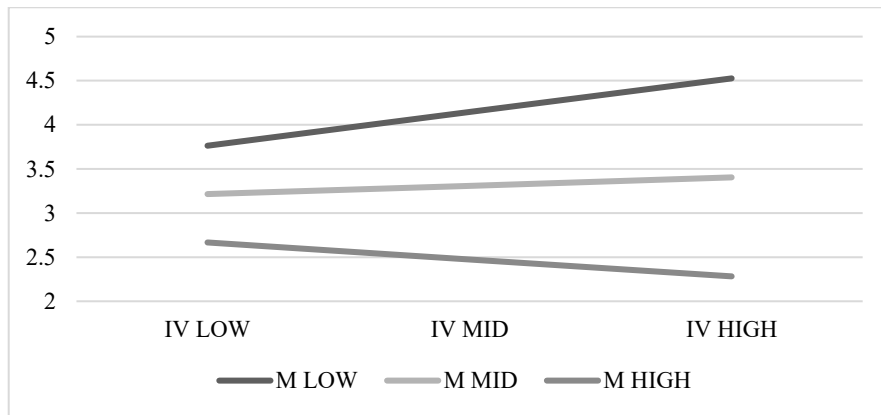


Figure 2. The Moderating Role of Equity Sensitivity on the Relationship Between Perceived Gender Discrimination and Turnover Intentions

Figure 2 reveals that equity sensitivity has a buffering nature on the relationship between perceived gender discrimination and turnover intentions. High perceived gender discrimination typically leads to increased turnover intentions. However, individuals with high equity sensitivity are less likely to exhibit this increased turnover intention. This buffering effect suggests that employees who are benevolent are better able to cope with perceived gender discrimination, thereby reducing their likelihood of intending to leave their jobs.

3.4 The Moderating Role of Equity Sensitivity on the Relationship Between Organizational Culture and Turnover Intentions

Table 6. The Moderating Role of Equity Sensitivity on the Relationship Between Organizational Culture and Turnover Intentions

Regression Summary for Dependent Variable: TI (final) R=.87232855 R ² = .76095710 Adjusted R ² = .75754220 F(3,210)=222.83 p<0.0000 Std.Error of estimate: .53354						
N=214	b*	Std. Err. of b*	b	Std. Err. of b	t(210)	p-value
Intercept			3.38985	0.03828	88.54670	
Z-OC	0.02564	0.03575	0.02778	0.03874	0.7172	0.47404
Z-ES	-0.8796	0.03566	-0.953	0.03864	-24.664	0
OCXES	0.03155	0.03383	0.0337	0.03614	0.9327	0.35203

A multiple regression test was run, with organizational culture as the predictor, turnover intentions as the dependent variable, and equity sensitivity as a moderator. Table 6 reveals that there is no significant effect for organizational culture on turnover intentions, $b^* = .03$, $p > .05$. On the contrary, equity sensitivity has a negative significant effect on turnover intentions, $b^* = -.88$, $p = 0.000000$. Moreover, the interaction between perceived gender discrimination and equity sensitivity does not have a statistically significant effect on turnover intentions, $b^* = -.03$, $p > 0.5$.

3.5 Perceived Gender Discrimination, Equity Sensitivity, and Turnover Intentions According to the Respondents' Demographic Profile

Table 7. Perceived Gender Discrimination According to Age

Univariate Tests of Significance, Effect Sizes, and Powers for PGD (final) Sigma-restricted parameterization Effective hypothesis decomposition								
Effect	SS	Degr. of Freedom	MS	F	p	Partial eta-squared	Non-centrality	Observed power (alpha=0.05)
Intercept	1563.12	1	1563.12	1380.35	0	0.86741	1380.35	1
Age	9.422	2	4.711	4.16	0.0169	0.03794	8.32	0.72905
Error	238.938	211	1.132					

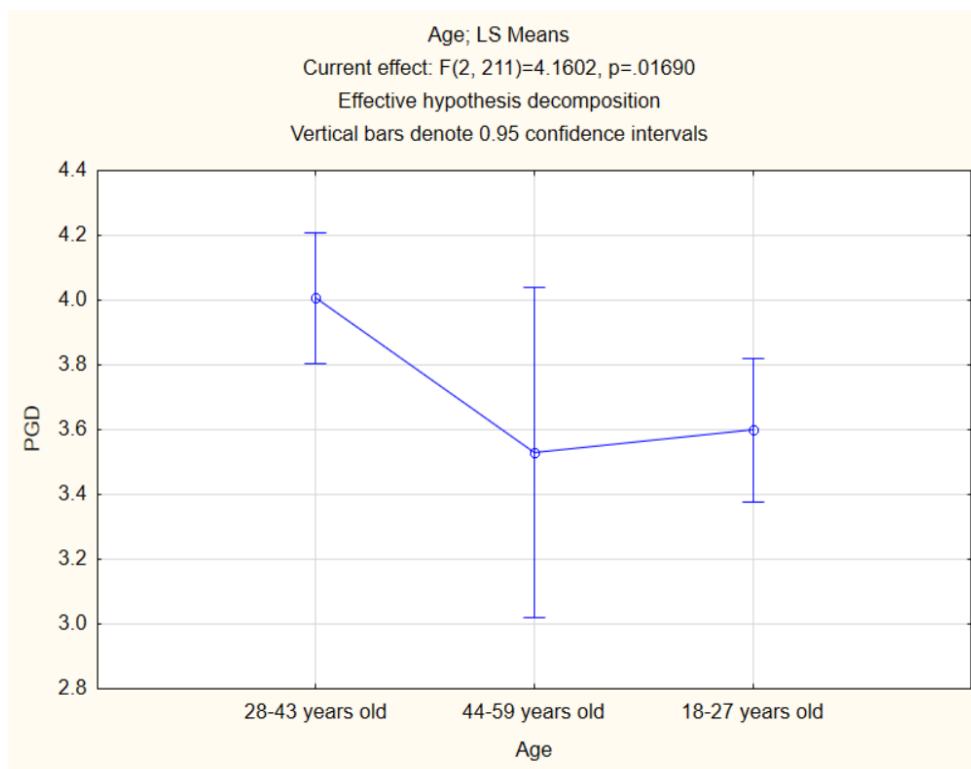


Figure 3. Perceived Gender Discrimination According to Age

Table 7 shows that there is a significant difference in perceived gender discrimination in the workplace of Filipino female employees in the Engineering industry according to age ($p = 0.016903$). As shown in Figure 3, employees in the age range of 28-43 years old reported the highest perceived gender discrimination. This was followed by employees aged 18-27 years old, then those aged 44-59 years old.

Table 8. Equity Sensitivity According to Age

Univariate Tests of Significance, Effect Sizes, and Powers for ES (final) Sigma-restricted parameterization Effective hypothesis decomposition								
Effect	SS	Degr. of Freedom	MS	F	p	Partial eta-squared	Non-centrality	Observed power (alpha=0.05)
Intercept	1133.36	1	1133.36	914.667	0	0.81256	914.667	1
Age	17.646	2	8.823	7.1204	0.00102	0.06323	14.2409	0.92872
Error	261.449	211	1.239					

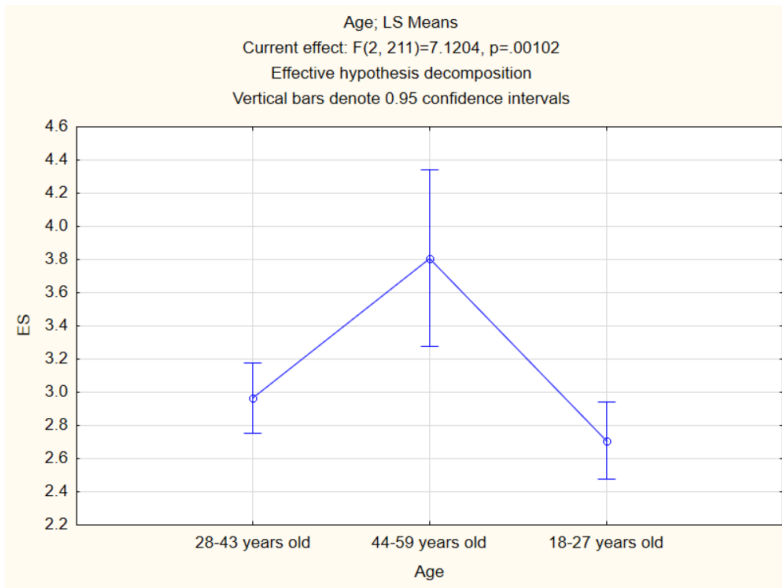


Figure 4. Equity Sensitivity According to Age

Table 8 reveals that there is a significant difference in the equity sensitivity of Filipino female employees in the Engineering industry according to age ($p = 0.001017$). As shown in Figure 4, employees in the age range of 44-59 years old had the highest equity sensitivity. This was followed by employees aged 28-43 years old. Finally, employees in the age range of 18-27 years old had the lowest equity sensitivity. This implies that Generation X has the highest tolerance for injustice in the workplace as they are more focused on what they can give to the company. On the contrary, Generation Z does not deal with inequality as easily, suggesting that they focus more on rewards and recognition rather than their contributions.

Table 9. Turnover Intentions According to Age

Univariate Tests of Significance, Effect Sizes, and Powers for TI (final) Sigma-restricted parameterization Effective hypothesis decomposition								
Effect	SS	Degr. of Freedom	MS	F	p	Partial eta-squared	Non-centrality	Observed power (alpha=0.05)
Intercept	1133	1	1133	1048.05	0	0.83241	1048.05	1
Age	21.974	2	10.987	10.163	6.1E-05	0.08787	20.326	0.98537
Error	228.104	211	1.081					

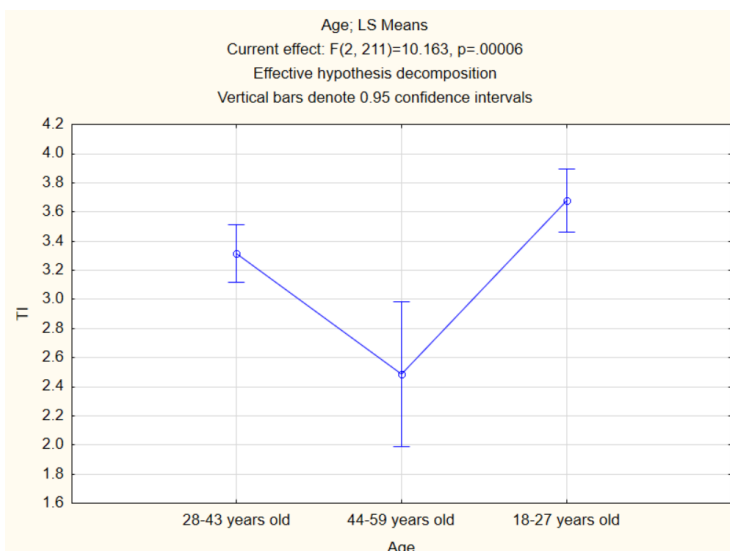


Figure 5. Turnover Intentions According to Age

Table 9 shows that there is a significant difference in the turnover intentions of Filipino female employees in the Engineering industry according to age ($p = 0.000061$). As shown in Figure 5, employees in the age range of 18-27 years old had the highest turnover intentions, followed by employees aged 28-43 years old. Lastly, employees aged 44-59 years old had the lowest turnover intentions. These results show that Generation Z is the most likely to have an inclination to leave their jobs, followed by millennials, and finally, with a significant gap, Generation X.

Table 10. Perceived Gender Discrimination According to Civil Status

Univariate Tests of Significance, Effect Sizes, and Powers for PGD (final) Sigma-restricted parameterization Effective hypothesis decomposition								
Effect	SS	Degr. of Freedom	MS	F	p	Partial eta-squared	Non-centrality	Observed power (alpha=0.05)
Intercept	404.444	1	404.444	348.135	0	0.62263	348.135	1
Civil Status	3.2315	2	1.6158	1.3908	0.25115	0.01301	2.7816	0.29682
Error	245.128	211	1.1617					

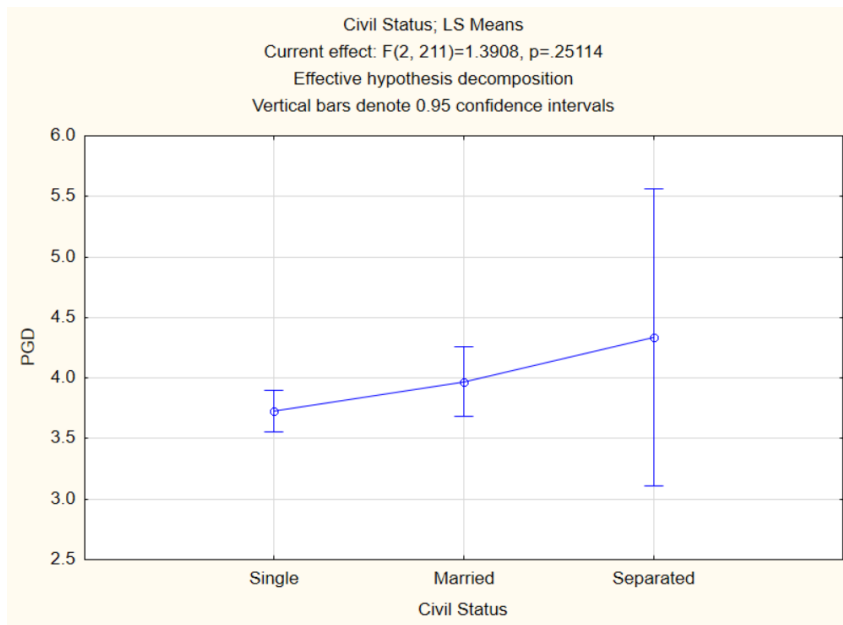


Figure 6. Perceived Gender Discrimination According to Civil Status

Table 10 reveals that there is no significant difference in the perceived gender discrimination in the workplace of Filipino female employees in the Engineering industry according to civil status ($p = 0.251145$). However, it can be observed in Figure 6 that separated employees reported the highest perceived gender discrimination in the workplace, followed by married employees, then single employees.

Table 11. Equity Sensitivity According to Civil Status

Univariate Tests of Significance, Effect Sizes, and Powers for ES (final) Sigma-restricted parameterization Effective hypothesis decomposition								
Effect	SS	Degr. of Freedom	MS	F	p	Partial eta-squared	Non-centrality	Observed power (alpha=0.05)
Intercept	326.526	1	326.526	383.927	0	0.64534	383.927	1
Civil Status	99.6419	2	49.821	58.5792	0	0.35702	117.158	1
Error	179.453	211	0.8505					

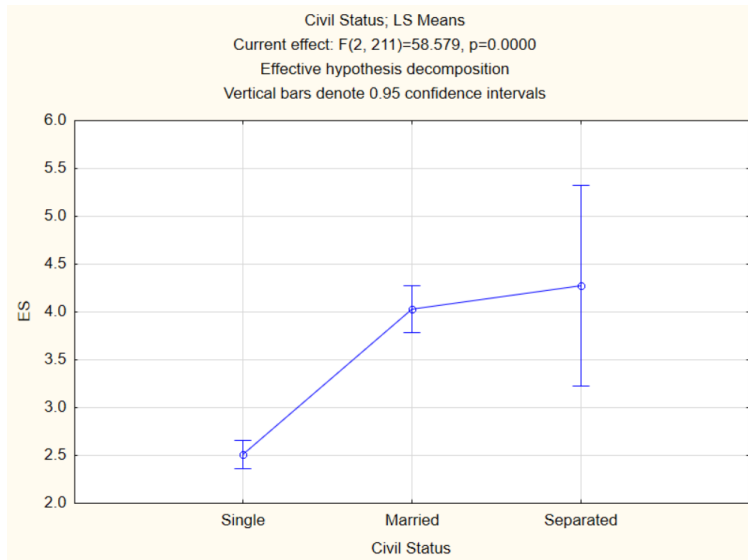


Figure 7. Equity Sensitivity According to Civil Status

Table 11 shows that there is a significant difference in the equity sensitivity of Filipino female employees in the Engineering industry according to civil status ($p = 0.00$). It is shown in Figure 7 that separated employees possessed the highest equity sensitivity. Following this are married employees. Lastly, single employees had the lowest equity sensitivity.

Table 12. Turnover Intentions According to Civil Status

Univariate Tests of Significance, Effect Sizes, and Powers for TI (final) Sigma-restricted parameterization Effective hypothesis decomposition								
Effect	SS	Degr. of Freedom	MS	F	p	Partial eta-squared	Non-centrality	Observed power (alpha=0.05)
Intercept	195.03	1	195.03	271.26	0	0.56248	271.26	1
Civil Status	98.373	2	49.1865	68.4116	0	0.39337	136.823	1
Error	151.704	211	0.719					

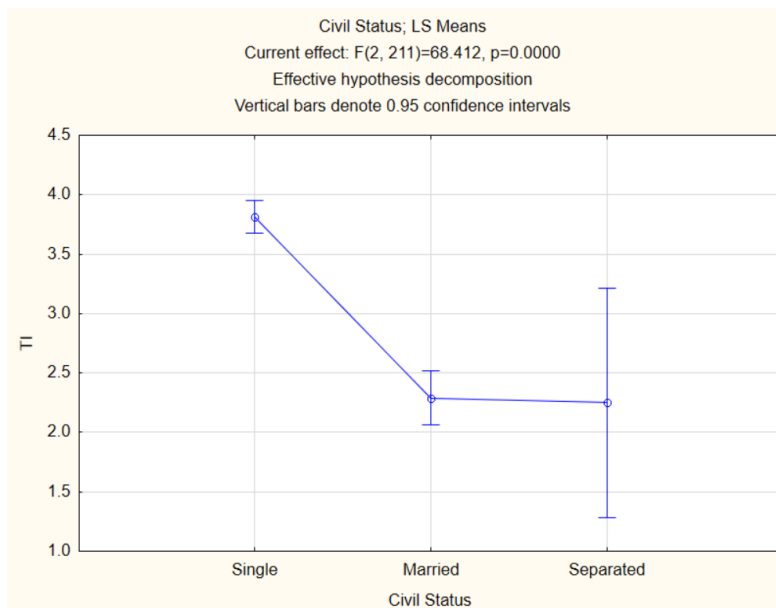


Figure 8. Turnover Intentions According to Civil Status

Table 12 shows that there is a significant difference in the turnover intentions of Filipino female employees in the Engineering industry according to civil status ($p = 0.00$). It is shown in Figure 8 that single employees had the highest turnover intentions, followed by married employees by a significant gap. Lastly, not far from the reported scores of married employees were separated employees. This implies that single employees are the most inclined to consider leaving their positions compared to those married and separated.

Table 13. Perceived Gender Discrimination, Equity Sensitivity, and Turnover Intentions According to Job Position

T-tests; Grouping: Job Position (final) Group 1: Rank and file Group 2: Supervisory											
Variable	Mean	Mean	t-value	df	p	Valid N	Valid N	Std.Dev.	Std.Dev.	F-ratio	p
	Rank and file	Supervisory				Rank and file	Supervisory	Rank and file	Supervisory	Variances	Variances
PGD	3.88298	3.19231	3.11888	212	0.00207	188	26	1.09795	0.69393	2.5034	0.00859
ES	2.84874	3.47596	-2.6557	212	0.00852	188	26	1.16608	0.7959	2.14653	0.02657
TI	3.48936	2.75962	3.29222	212	0.00116	188	26	1.0935	0.75657	2.08898	0.03207

Table 13 presents the differences between perceived gender discrimination, equity sensitivity, and turnover intentions of the respondents according to job position. There is a significant difference between the perceived gender discrimination of rank-and-file employees and employees in supervisory roles ($p = 0.002068$). The t-value obtained is 3.12, with 212 degrees of freedom. The standard deviations are 1.10 for rank-and-file employees and 0.69 for supervisory employees, with significant differences in variances (F-ratio = 2.503402, $p = 0.008589$).

Additionally, there is a significant difference between the equity sensitivity of rank-and-file employees and employees in supervisory roles ($p = 0.008516$). The t-value obtained is 2.66, with 212 degrees of freedom. The standard deviations are 1.17 for rank-and-file employees and 0.80 for supervisory employees, with significant differences in variances (F-ratio = 2.146534, $p = 0.026573$).

There is a significant difference between the turnover intentions of rank-and-file employees and employees in supervisory roles as well ($p = 0.001164$). The t-value obtained is 3.29, with 212 degrees of freedom. The standard deviations are 1.09 for rank-and-file employees and 0.76 for supervisory employees, with significant differences in variances (F-ratio = 2.088983, $p = 0.032068$).

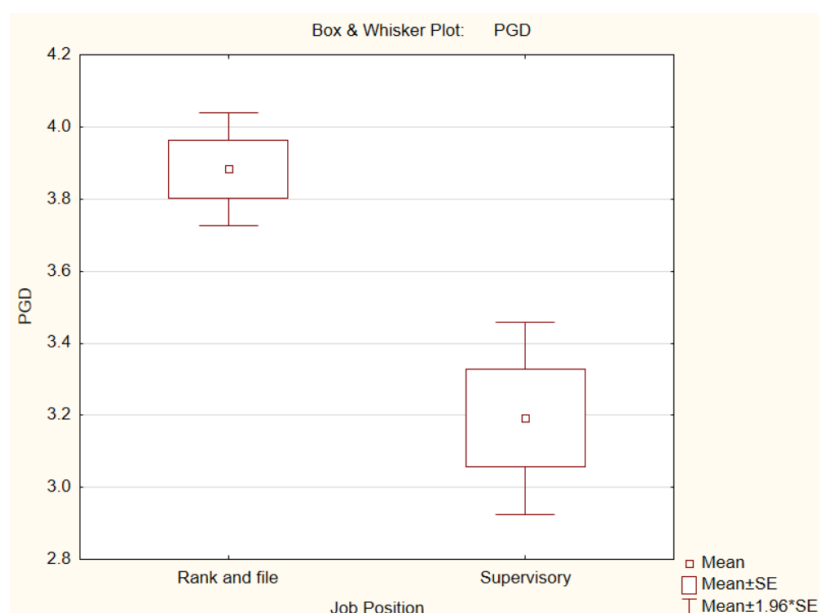


Figure 9. Perceived Gender Discrimination According to Job Position

Figure 9 reveals the respondents' perceived gender discrimination in the workplace according to their job position. There is a significant difference between the perceived gender discrimination of rank-and-file employees ($M = 3.88$) as compared to supervisory employees ($M = 3.19$). This suggests that rank-and-file employees experience more discrimination based on their gender in the workplace.

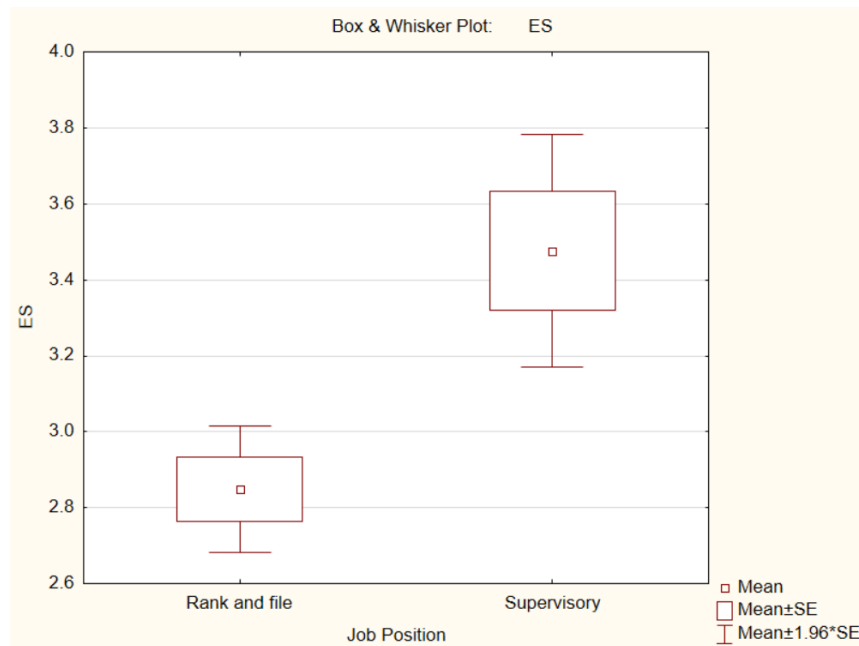


Figure 10. Equity Sensitivity According to Job Position

Figure 10 reveals the respondents' equity sensitivity according to their job position. There is a significant difference between the equity sensitivity of rank-and-file employees ($M = 2.85$) as compared to supervisory employees ($M = 3.48$), implying that the latter prioritize what they can give to the company more than what they receive in return.

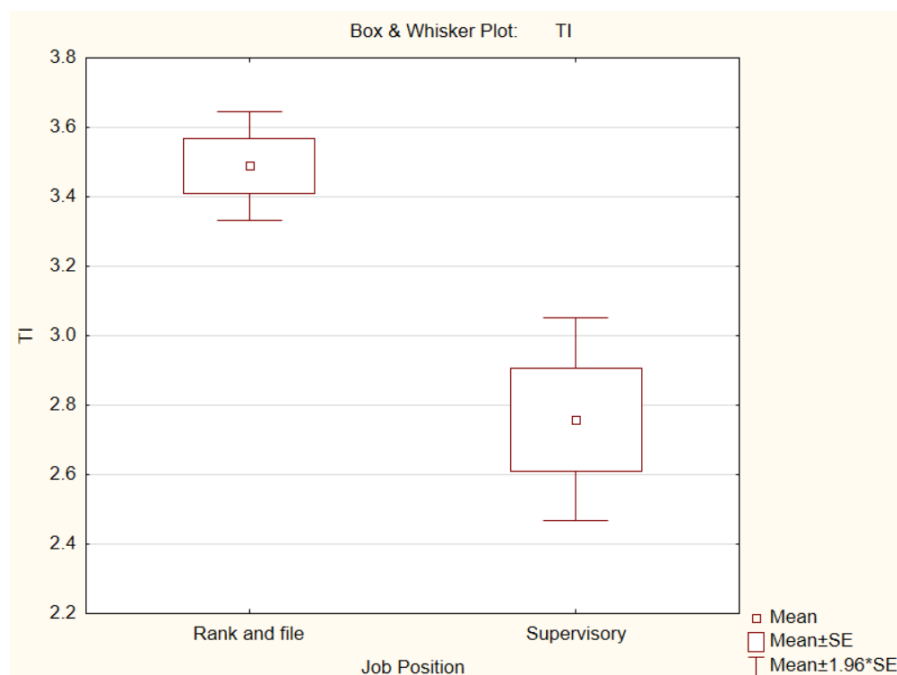


Figure 11. Turnover Intentions According to Job Position

Figure 11 reveals the respondents' turnover intentions according to their job position. There is a significant difference between the turnover intentions of rank-and-file employees ($M = 3.50$) as compared to supervisory

employees ($M = 2.76$). This means that rank-and-file-employees are much more prone to seeking employment elsewhere, while supervisory employees do not hold such intentions as strongly.

DISCUSSION

The results of the present study reveal significant findings about turnover intentions among Filipino women in the Engineering industry. Results of the multiple regression analysis show that perceived gender discrimination and organizational culture were not significant predictors of turnover intentions, contrary to the present study's hypothesis and previous literature. Instead, only equity sensitivity was revealed as a crucial factor as it demonstrates a strong negative relationship with turnover intentions.

While the non-significant relationship between perceived gender discrimination and turnover intentions is consistent with the findings of Lee and colleagues (2017) and Sheng and colleagues (2022), the present study's findings contradict the extensive literature on the negative impact of gender discrimination on various work outcomes. This finding refutes the claim that gender discrimination negatively affects women's careers (Heilman & Caleo, 2018; Stamarski & Son Hing, 2015) and that recruitment, salary, and promotion policies that discriminate against women contribute to higher turnover rates (Lucifora & Vigani, 2021; Verniers & Vala, 2018). Additionally, organizational culture was not a significant predictor as well. This finding contrasts prior studies claiming the critical role of organizational culture in shaping work attitudes and behaviors (Permarupan et al., 2013; Sharoni et al., 2012). A possible explanation for these discrepancies is cultural context. It was found that there were significantly stronger turnover intentions among employees in countries with higher levels of individualism (Wong & Cheng, 2019). Considering the Philippines' collectivist culture (Lansford et al., 2021) and the male-dominated nature of the engineering industry within an already patriarchal society (Intentilia, 2020), these social dynamics may encourage Filipino women to remain in their jobs despite experiencing perceived gender discrimination or a lack of supportive organizational culture.

Furthermore, the negative relationship between equity sensitivity and turnover intentions indicates that higher equity sensitivity significantly reduces the likelihood of turnover intentions. This result is consistent with the claim of Equity Sensitivity Theory (Huseman et al., 1987) itself and aligns with what has been established by previous studies. Past studies on equity sensitivity suggest that benevolent employees are more likely to have high job satisfaction and commitment as they are more focused on contributing to the company (Byrne et al., 2009). On the other hand, entitlements are quick to leave their departments when faced with inequality in the workplace (Kim et al., 2013). This behavior is because when employees perceive that they are participating in inequitable relationships, they feel distressed and dissatisfied, thereby often leading to leaving the organization (Dugguh & Dennis, 2014).

The study also investigated the moderating role of equity sensitivity on the relationship between perceived gender discrimination and turnover intentions. Findings suggest that equity sensitivity has a buffering effect on the influence of perceived gender discrimination on turnover intentions. While it is expected that high perceived gender discrimination leads to increased turnover intentions, equity sensitivity weakens this relationship. Therefore, employees who possess high equity sensitivity are less likely to leave their jobs despite experiencing gender discrimination.

The results of this study support existing literature on equity sensitivity and its moderating role in the workplace. Both Saad (2019) and Restubog and colleagues (2007) emphasize the importance of equity sensitivity in shaping employee responses to negative workplace experiences. Saad (2019) revealed that equity sensitivity buffers the negative effects of perceived gender discrimination on job performance, suggesting that individuals with higher equity sensitivity are better able to cope with unfair treatment. Similarly, Restubog and colleagues (2007) explored equity sensitivity as a moderating factor in the context of psychological contract breach and found that it influences employee behaviors such as deviant workplace behaviors and organizational citizenship. Their study revealed that employees with low equity sensitivity exhibit stronger negative reactions to breaches compared to benevolent individuals. It can then be seen through these findings that employees with higher equity

sensitivity are better equipped to handle perceived unfairness, therefore further establishing equity sensitivity as a moderator with a buffering nature.

In examining equity sensitivity as a moderating variable for the relationship between organizational culture and turnover intentions, it must be noted that these three factors have not been explored together in prior research. While equity sensitivity significantly influences turnover intentions, organizational culture did not show a significant correlation with turnover intentions. It can then be inferred that equity sensitivity as a moderator is more concerned with how employees perceive and react to injustice, rather than moderating the influence of organizational culture on employee behavior or workplace outcomes.

Moreover, past researchers found that demographic profiles significantly influence turnover intentions, perceived gender discrimination, and equity sensitivity. In this study, turnover intentions align closely with previous research that shows demographic influences on employees' intent to leave. Consistent with Hom and colleagues (2017) and Shweta (2009), the results reveal that younger employees have a higher inclination for turnover intentions, possibly due to career mobility and the drive to explore other opportunities. This tendency contrasts with older employees, who often prioritize job stability and are less inclined to leave due to perceived difficulties in obtaining alternative employment (Von Hippel et al., 2013; Tschopp et al., 2015). Additionally, marital status plays a significant role, as married employees generally report fewer turnover intentions compared to their single counterparts. This is likely due to economic considerations and a need for financial security (Arslan-Yürümezoğlu et al., 2018; Emiroğlu et al., 2015). Furthermore, rank-and-file employees report higher turnover intentions compared to those in supervisory roles, as the latter often have greater job security and commitment to their positions (Lima et al., 2017).

With regard to gender discrimination, it remains a persistent issue with female employees, especially those younger. These findings are similar to those of Ayalon (2014) and Batool (2020). This demographic pattern suggests that younger women may feel less integrated into organizational cultures that continue to be male-dominated, which may heighten their perceptions of discrimination (Ayalon, 2014; Martin & Barnard, 2013). Additionally, the present study found no significant differences in perceived gender discrimination according to civil status. However, it must be noted that separated women reported the highest levels of gender discrimination, followed by married and then single women. This aligns with research suggesting that stereotypes regarding family responsibilities often lead to biases, particularly against divorced and married women, as employers may question their commitment (Taylor et al., 2018; Kane & Sanchez, 1994). Additionally, rank-and-file employees reported higher perceived gender discrimination compared to those in supervisory roles. There is a lack of studies examining how experiences of gender discrimination differ by job position. One possible explanation is that supervisory roles typically offer higher ranks, better pay, and greater job security, which may lead to a more positive work environment and lower perceptions of discrimination compared to rank-and-file positions.

Lastly, the present study also found that younger employees generally scored higher on being entitled while older employees leaned towards benevolence. This finding is attributed to how younger employees have high expectations for equitable treatment and rewards (Allen et al., 2015). Marital status also influences equity sensitivity, with single employees more likely to exhibit entitlement attitudes. While there are no studies specifically examining differences in equity sensitivity among job positions, the present study found that employees in supervisory roles exhibit higher equity sensitivity compared to rank-and-file employees. This may be due to the greater responsibilities and expectations placed on supervisory staff which leads them to prioritize how they contribute to the organization rather than what they get in return.

CONCLUSION

Results of the present study reveal significant implications for Industrial-Organizational Psychology, especially in the context of the Philippine engineering industry—a traditionally male-dominated field in a collectivist and patriarchal country. The findings stress the need for equity-focused initiatives not only in patriarchal environments but also across all organizations. These efforts should address systemic biases that hinder women's

professional growth and sense of belonging. Ultimately, creating inclusive workplaces reduces turnover intentions and supports women in male-dominated spaces.

Additionally, the findings show that perceived gender discrimination and organizational culture are not significant predictors of turnover intentions. This contradicts most previous studies and suggests that Filipino women may be more resilient due to the country's collectivist culture and its focus on group cohesion. Thus, despite the recorded perceived gender discrimination in the workplace, their turnover intentions do not increase. This aligns with Horney's perspective in Feminist Psychology, where she posits that women's self-concept is influenced by social norms. In a collectivist and patriarchal society like the Philippines, women may internalize the cultural emphasis on maintaining group harmony, leading them to prioritize social acceptance over individual grievances. This connection helps explain why Filipino women in the engineering sector may not exhibit heightened turnover intentions despite experiencing gender discrimination.

On the other hand, equity sensitivity is a significant predictor and moderator of turnover intentions. This then suggests that fairness and balanced treatment are vital for employee retention. Employees with high equity sensitivity are less likely to have turnover intentions when dealing with discriminatory treatment. It can then be inferred that so long as one possesses high equity sensitivity, they would not harbor considerations to leave despite discrimination in the workplace. Moreover, this moderating role did not extend to organizational culture, suggesting that equity sensitivity is more concerned with how employees react to injustice rather than moderating the influence of norms and values on job behaviors.

Age, civil status, and job positions play notable roles in shaping perceived gender discrimination, equity sensitivity, and turnover intentions. The findings suggest that younger women and single employees exhibit stronger turnover intentions, indicating a greater inclination to explore new career opportunities. This trend can be attributed to the flexibility that younger employees possess, as they often prioritize career mobility and personal growth over job stability. In contrast, older employees tend to seek stability and security in their careers, resulting in a reluctance to leave their positions. Similarly, single employees face fewer responsibilities than their married counterparts. This lack of heavier baggage allows single employees to envision leaving their organizations in search of better opportunities.

Additionally, rank-and-file employees report higher levels of perceived discrimination and turnover intentions compared to those in supervisory roles. This disparity may arise from the limited advancement opportunities and pay differences experienced by lower-level employees. Such events can lead to heightened frustration and a desire for change. In contrast, those in supervisory roles, which come with greater authority and responsibility, may demonstrate higher equity sensitivity. Individuals in these positions are typically more focused on contributing to organizational goals rather than on personal rewards. Such focus bleeds into their sense of justice and equality, as seen with how employees in supervisory roles possess higher equity sensitivity.

RECOMMENDATIONS

Several recommendations are proposed for future researchers and practical implications to further the understanding and address perceived gender discrimination, equity sensitivity, and turnover intentions of Filipino women in the engineering industry.

To start, future studies could investigate intersectionality by exploring how multiple identities, such as gender, age, ethnicity, and socioeconomic status, interact in shaping the experiences of Filipino women in the engineering field. In addition, future researchers may utilize other theories that would provide a new angle when exploring women in the workplace. Namely, Foucault's Theory of Power (2010) argues that power is exercised through societal norms and power imbalances can exist in social, cultural, and historical contexts. This theory can then be applied to look into how institutional practices shape the experiences and careers of women in various organizational settings. Moreover, future research could investigate the role of leadership styles in the workplace. Understanding how different leadership approaches, such as transformational or transactional, impact levels of

gender discrimination, equity sensitivity, and turnover intentions can help program developments aimed at reducing discrimination.

Beyond research, immediate action is needed from organizations and policymakers. Companies should implement equity-focused initiatives that recognize and eliminate systemic biases that obstruct women's career advancement. Regular training sessions on gender sensitivity and equity should be instituted for all employees, especially leaders. Since employees with low equity sensitivity are likely to experience low turnover intentions when they perceive fairness and recognition in their workplace, it is important that organizations prioritize equitable treatment and ensure that those deserving receive appropriate rewards and recognition. Additionally, organizations could also establish mentorship programs that connect aspiring female engineers with experienced female leaders in their fields so as to strengthen these women's sense of belonging in male-dominated industries. Moreover, policymakers should advocate for regulatory measures promoting gender equality in workplaces, such as equal pay initiatives and stronger protections against discrimination.

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