

Relationship between HR Strategy on Gender and Development and Perceived Diversity and Inclusion in the Workplace: Basis for Strategic Human Resources

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Abstract

This study examined the relationship between Human Resource (HR) strategies for Gender and Development (GAD) and employees' perceptions of workplace diversity and inclusion (D&I) in Philippine government organizations. Guided by Social Role Theory and Diversity Management Theory, the research investigated how recruitment, promotion, gender equality policies, training, and support programs contribute to inclusive workplace practices. A descriptive-comparative design was used, with 100 employees as respondents selected through purposive sampling. Data were collected using validated questionnaires and analyzed with descriptive statistics, t-tests, and ANOVA. Findings showed that the level of implementation of HR strategies for GAD was consistently rated low across all domains, particularly in equitable recruitment, career advancement, policy enforcement, diversity training, and employee support initiatives. Similarly, employees perceived workplace inclusivity as low, citing limited leadership opportunities, unclear pay transparency, and minimal participation in decision-making. No significant differences in perceptions were found across gender or age groups, indicating systemic implementation gaps rather than demographic-specific challenges. The study concludes that Philippine organizations must strengthen GAD frameworks by institutionalizing inclusive recruitment, transparent promotion systems, mandatory diversity training, and robust support programs. Practical and policy implications are highlighted for advancing national gender equality goals and aligning HR systems with global best practices.

Keywords: HR Strategy, Gender and Development, Diversity, Inclusion, Workplace Equity