



WOMEN EMPOWERMENT: A STUDY OF THE LIVED EXPERIENCES OF FILIPINA LEADERS IN THE STATE OF QATAR

¹Monaliza P. Cayatoc, MAG, RGC, ²Mia Irish J. Coquilla, ³Althea Isabel M. Cacho, ⁴John Pherry A. Atienza, ⁵Jan Jerome R. Barcinas, ⁶Kyle Rjie P. Gascon, ⁷Mohammad Hamad B. Khan, ⁸Nguyen An Nguyen

¹Faculty, ²Student, ³Student, ⁴Student, ⁵Student, ⁶Student, ⁷Student, ⁸Student

¹Senior High School Department

¹Philippine School Doha, Doha, Qatar

Abstract: Background: Today's Filipinas have made their legacy in each of their endeavors. (Convergys Corp., 2018). For years, Filipina women have been considered people who stayed at home, namely, homemakers or those who cannot do masculine jobs. Method: This study is a qualitative research design, in which the method used to gather the data is by interviewing the participants selected by the researchers. The type of qualitative research used is a phenomenological approach. It is related to the central question "How do Filipina leaders employed in a Qatar-based company adapt to their work environment?". In line with our title, "Women Empowerment: A Study of the lived experiences of Filipina Leaders in the State of Qatar," the researchers chose Filipina leaders who are currently working and are employed in Qatar as their target respondents for the study. The conducting of this research follows the IMRAD format and aims to be published and reproduced easily. The researchers deemed the target respondents sufficient and knowledgeable for this study. As students currently studying in Philippine School Doha, the researchers' research will be respectfully conducted in the host country, Qatar. Findings have revealed that Filipina leaders have encountered many challenges and have shown the advantages and disadvantages of being a Filipina leader as discussed through work parity, work conformity, work impartiality, and work proclivity. Conclusion: Women's leadership is about continuing to implement changes that promote women's advancement within their organizations and businesses, resolve implicit bias problems, and inspire women and men to create solutions.

Keywords: Leadership, Women Empowerment, Qatar-based Company, Workplace Discrimination, Lived Experiences, Phenomenological Approach

INTRODUCTION

History teaches that women have been viewed as inferior beings and second-class citizens in the past. We have been taught to see ourselves primarily in family relationships, particularly as mothers and wives, rather than as employees. Women were socialized to be obedient and respectful to authority, and they were taught to work only inside the boundaries of the house. They were marginalized and perceived to be cheaper commodities (Kottak, 2012; Shahani, 2015). Women have been largely excluded from leadership positions. A systematic study of encyclopedia entries released just after the twentieth century listed only around 850 eminent women over the last two thousand years. The rankings included queens, politicians, mothers, wives, and religious figures. None of these women had acquired positions of leadership on their own (Rhode, 2017). Women today have leadership in almost every aspect of the private and public sectors. Progress, however, is only partial. Women have a distinct perspective and ability to contribute. Workplaces need diverse backgrounds, experience, and leadership styles to be effective in an increasingly competitive and multicultural environment. Women are more likely than men to engage in direct, stressing inspiration and enabling followers to contribute to their organization. Formal and informal work by women can transform a community from a relatively autonomous society into a national economy participant. Leaders-centric behaviors have a detrimental effect on adopting reform for the Filipina leaders. Gran (2019) stated that we had witnessed an unprecedented increase in women's role in urban and rural labor in recent decades. Women usually do not alter drastically either in their working life or in their family life, or both. Women leaders also did not anticipate, request, or rely on their organizations to provide the help and assistance they needed. They felt that current work or family services centered on evolving needs and problems and assumed that they were responsible for addressing much of their own needs. According to research in career advancement, women have the same opportunities as men to advance the corporate ladder, particularly if women are engaged in the same occupations and are similar to men in their aspirations and abilities.

Women leadership involves promoting reforms that facilitate women's advancement within their organizations and corporations, address issues of unconscious bias, and empower both women and men to develop solutions. For women who have been able to obtain a leadership position, there are still inevitable challenges and sacrifices that they will have to make, such as the challenge of combining a career with family and dealing with unfair treatment in the workplace (Slaughter, 2012 cited by Caliper Research & Development Department, 2014).

The research is scientifically relevant because it discusses the different work experiences, leadership styles, working methods, and competence of women leaders, which may benefit aspiring Filipino women. The researchers choose this study because they want to learn further how Filipina leaders in various industries survive despite gender inequality, despite getting paid less than men and experiencing poorer labor conditions, fewer prospects for advancement, and discrimination in the workplace. This study also helps people understand women leaders' lives and experience and how they deal with their duties as a leader and individual and addresses how Filipina leaders refer to women to work as leaders. The research further addresses the lack of women in top leadership and the unique challenges women face in the workplace compared to men.

METHOD

RESEARCH DESIGN

This study is qualitative in alignment and firmly, a phenomenological research design. Qualitative research takes a linguistic, conceptual approach to its subject matter. Qualitative researchers study things in their natural settings, trying to make the best out of them, or interpret phenomena in terms of the meanings people bring to them. (Jones, Roger, 1995). In qualitative research, concern to assess quality has established itself in the increase of guidelines for doing and judging qualitative work, particularly in the leadership field of work. (Nicholas Mays, Catherine Pope, 2019) Qualitative research is in-depth research using various methods to understand why people reflect, feel, respond, and perform in the way they do. (Deborah Talbot, 2015).

A phenomenological approach is engaged in this study to understand and gain new information through the respondents' experience and perceptions concerning Qatar's capability to have more Filipina leaders and change the country's perspective.

RESEARCH LOCUS AND SAMPLE

This study was conducted at the Philippine School Doha, the prominent Philippine school in Qatar. Philippine School Doha has always been known as an outstanding Philippine school in the Middle East. It has represented the Filipino community with distinction since October 1992.

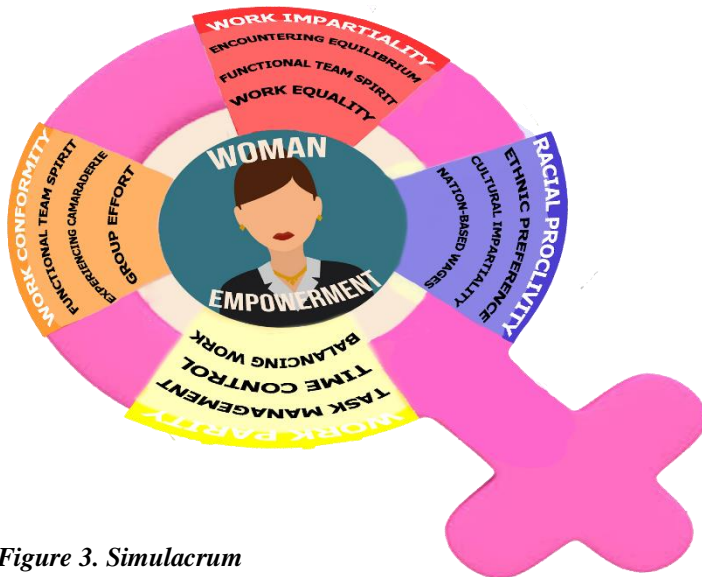
The selected respondents to this research were Filipina Leaders, who have been a leader and have served in Qatar for ten years or more. Identifying the six participants was made through a qualitative sampling methodology (Creswell and Plano, 2011; Bernard, 2002; Patton, 2002 as cited by Vallesteros, 2018). It is distinguished by the inclusion of specific criteria provided by the participants at the selection time (Padilla-Diaz, 2015). The respondents have been selected to recognize their profession and years of leadership in Qatar. After all, they believe their experiences are important because they have been a Qatar leader over the last ten years or more.

DATA COLLECTION AND ETHICAL COLLECTION

The researchers acquired the data necessary for the study by utilizing questions used to interview the respondents. A validation letter and the developmental problems were sent out to three eligible Philippine School Doha teachers to ensure the validity and professionalism of the data gathering instrument. After which, a letter of consent was constructed to be given to the interviewees guaranteeing that they agree to the terms of the interview proper and that the confidentiality of their responses and identity are not infringed. Although the study was conducted in English, the researchers assured the respondents that they are free to use whichever language they are comfortable with in answering the questions. The researchers conducted a thorough analysis in transcribing the emic responses to the etic response.

DATA ANALYSIS

To further recognize the phenomenon under study, phenomenological data analysis is reflected in the research using these steps: (1) converting the interview responses from the interviewees' language or the emic perspective to the researchers' speech or the etic view. (Godina, Heriberto & McCoy, Rachele (2000); (2) reading and revising of the transcribed data to improve the meanings of each response; (3) creating thought units for each answer; (4) organizing the same thought units into groups; (5) constructing themes that bound each group of thought units through dendrogram; (6) producing a simulacrum or a visual presentation of the findings; (7) going for the triangulation for the careful reviewing of the data and to check for the validity of the results (Maria Oliver-Hoyo and DeeDee Allen, 2005); revisions and research adviser is examining were managed to increase the accuracy of the qualitative findings.



**Figure 3. Simulacrum
Common challenges faced by Filipina leaders in Qatar**

FINDINGS

This phenomenological study describes the lived experiences of Filipina leaders who are working here in Qatar, relative to the central question: "How do Filipina leaders employed in a Qatar-based company adapt to their work environment?" Moreover, this study focused on the specific question: "What are the common challenges faced by Filipina leaders in Qatar?"

Figure 3 displays the simulacrum focused on four major themes: racial bias, work impartiality, work conformity, and work parity, respectively.

In the first theme, the leaders go through manipulating each of the perspectives, acquiring nationalism in the workplace, and treating distinct disparities. The next article centers more on the equilibrium and with the experiences throughout working as a leader. Further, engaging with the members comes next, where team-buildings, group efforts, and functional team spirit occur. It manages their tasks, learning how to control their time, and most especially, how one should balance work. The simulacrum has the shape of the feminine symbol. It represents how the research is centered on women's empowerment. The themes are differentiated into different colors. The negatives have dark and striking colors, which are Racial Proclivity and Work Impartiality. On the other hand, the positives have light pastel colors: Work Parity and Work Conformity.

Additionally, these themes manifest the different aspects of adaptations that Filipina leaders go through when working in a diverse work environment. It encompasses how each Filipina leader deals with the unique challenges as they work in a Qatar-based company.

Racial Proclivity

Our interviews are respectively examined based on three sub-criteria: Ethnic Preferences, Cultural Impartiality, and Nation-based Wages. Generally, there are different perspectives about racial discrimination, but the participants expressed their positive attitude toward this issue. The sole inequality comes from language preference. Thus, as Qatar is an Arabic speaking country, it is understandable that staff fluent in Arabic and English will be more preferred as articulated;

"I think the sole discrimination that we, nurses experience is the preference of Arabic people to have Arabic-speaking medical staff." (L3)

Another case of national bias can be found when foreign staff presents their complaints or dissatisfaction, as stated by the interviewed leaders:

"I find that when dealing with complaints, once the person finds out you're a Filipina, he or she doesn't agree with you easily because of your nationality." (L5)

The selected interviewees have a common opinion that Qatar's national priority is an obvious issue because it is a nation of expatriates. With this, it is necessary for anyone working in Qatar to have optimistic behavior on the racial bias as it may not be discrimination but preference as expressed in the leaders' responses:

“Discrimination, well, may be, in terms of being an expatriate here in Qatar. But you know what, if you look at the bigger picture, it’s not actually discrimination. We just need to understand and respect each other’s cultural differences and individual backgrounds.” (L1)

“Discrimination? I noticed some but, in all honesty, what I experienced was the opposite... But, yes, with regards to the workplace, I don’t feel any discrimination at all.” (L2)

Furthermore, in terms of payment levels for expatriates, at least two leaders found satisfactory with their current income. From their perspective, payment predisposition originally is not caused by gender differences but by the nationality and currency used. The pay inequity is acceptable as the respondents claimed:

“Local residents or Qataris have bigger salary brackets than immigrants like us, and it’s understandable.” (L1)

“Arabs are paid higher than expats or other nationalities because they are locals however, I think that Qatar prefers hiring us Filipinos especially when it comes to jobs like handling of paper works and operation and management.” (L4)

Some interviewees confirmed that they have never experienced any gender discrimination, and a leader even found out an opposite experience when they revealed:

“I observed that patients prefer Filipino doctors regardless of gender. Although, if we’re talking about outside the clinic, I think that’s a different story.” (L2)

The respondents' experiences in terms of their ethics and culture as Filipino women leaders have been negative most of the time. Still, they decided to take these experiences into a positive light and further enhance their stance as Filipino women leaders to exemplify their productivity and service to their duty.

Work Impartiality

Work is to exert oneself physically or mentally, especially in a sustained effort for a purpose or under compulsion or necessity, and in a workplace, there will be work impartiality. Impartiality is defined as fair, equitable, impartial, unbiased, and objective. To be neutral is to work for any side, free of favor. The notion of impartiality in medical interpretation helps ensure that communication remains solely between the patient and the provider, free of understanding by the interpreter. Fairness and impartiality are two terms that can be used interchangeably. It is something that should be practiced in a workplace for the workforce to perform efficiently. Based on our responses, gender inequality is a thing of the past.

Work Impartiality refers to the fairness or equal treatment that women employees experience in terms of race and gender. As stated earlier, gender bias and inequality are no longer being applied and practiced. Women have been said to have better discretion, and they excel in jobs and careers in terms of participation and leadership. Women now are given equal opportunities in the position as men as claimed by our respondents, and evidence for such are female politicians. It proves that women have the potentials and capabilities to partake in the work field that is stereotyped accordingly to men. This states that women should be treated with fairness and unbiased in the aspect of opportunities remarked by the participants:

“Well, I think that that is an old perception. Yes, I believe that it is part of us being a woman to do nurturing tasks; it’s a non-stop job for us. However, in this day and age, we are now given opportunities to work in ‘men-dominated careers’ like being involved in politics. Female politicians are living proof of that and to tell you the truth, I think that they have better discretion than men.” (L1)

“I disagree that there is an inequality between men and women because at this day and age, women are able to be involved in politics, be a leader, and are not tied down to only doing jobs concerning education, service, and housework.” (L4)

“As of the moment, I don’t feel it at all because just recently, the benefits of male workers in our company are equal with the benefits of our female workers. Even in my previous work, I haven’t felt gender bias because male teachers are also treated equally with female teachers.” (L6)

“For me, it should be fair with different kinds of nationalities and with our colleagues. I think that would be enough, especially we should not create a mafia, especially in my case. I have ten Filipinas in my section and only two Arabic. You should not let them feel that there is a mafia here or whatsoever; it should be fair.” (L4)

Work inequality was a thing of the past. Each attribute, such as gender and race, made gender bias and gender inequality expand and adapted by society. Thankfully, the present has changed and made to nullify gender inequality in treatment opportunities to females.

Work Conformity

Working in unity talks about how one should have the ability to engage with their workmates or with their colleagues in a workplace. Professional and personal bliss is the outcome of working in unity with one's values and passion and elucidating the impression that openness makes one's outer world as similar to another's the inner world as possible.

Whether you are placed in the highest or the lowest position, any worker actively working and staying in a place of unity is something to be dealt with in all sorts of different ways. One of them is by earning their trust. When members of a company know that others have their back, they take risks. When turnover happens, they step in to fill gaps, trusting that things will get better. Once a leader can build a foundation of trust with employees, it is the start of honest and open communication. It creates a work environment where everyone feels supported and believes that they have something important to offer. Trust is powerful, no doubt which has been agreed by the leaders uttering:

“Of course, the task is essential when it comes to building an organization; you should be able to trust. If you believe your subordinates and they trust you in the same way, then you will be able to build an alliance. Trust is just for the respect of something earned, so you have to be trustworthy.” (L5)

“It’s really important to have a good relationship with your subordinates because we, as leaders, should guide them. However, it does not mean that we are the boss. For instance, in a task, they will give me their insights and ideas and I will coordinate them with mine and credit them for their cooperation and not claim the success just for myself. In other words, we follow one another because it’s important to have trust between ourselves and proper communication within the group.” (L1)

Knowing each of the members in depth is what makes a company grow strong. As a leader, allowing your members to see and go beyond the work will make them feel at ease through empowering them and making sure of having group efforts, such as team buildings, as some of the respondents mentioned:

“I go out of my way to communicate and mingle with my colleagues because I am not the type of person to just stay in my office all day. By doing this, I can also observe their work performance, efficiency, and behavior, and can also remind them what their task is.” (L2)

“I allow them to explore their capabilities. I empower them. I do not lock them inside the box, I allow them to think outside the box. I give them chances to prove themselves as well.” (L6)

“We have team building of activities, we usually go out as a team, and we organize an event that we can bond as a group. We typically have these gatherings. If there are invitations or family invitations, we also try to attend and be part of the family of our teachers. We sometimes organize an activity to be able to have a fun time, it is not always working time there should always be a fun time too, and that will help us to build a better relationship.” (L5)

“We have a quarterly team building, which is composed of different activities. It’s not just a reporting of the accomplishments of each department. We paint, we gulf, and we bring together research staff in events.” (L6)

Experiencing camaraderie with the people around them did not just make their relationship or bond stronger. Still, it also made them acquire and learn a lot through it, down from being scared of handling their responsibilities as a leader to improving their skills and styles. Reflecting, learning, growing, and evolving congruence through their strategic interests as well. The participants uttered:

“I think that my previous work experiences improved my leadership styles because for instance, when I was working in a military facility, we’re empowered and given opportunities as staff nurses to utilize our critical thinking and decision-making skills in situations such as delivering the proper and safe care to our patients and deciding on the appropriate clinical diagnosis.” (L1)

“As you relate with the people, you will get to experience many things and that will help you grow as a person. Working with the kids even if they are little children, they will be telling you so much that you will know how to relate purely with people, being in everything you are going to do. When it comes to relating with people, executing your work as a teacher would call for dedication and commitment. As a teacher, you will not be able to execute what is expected of you daily inside the classroom if you will not plan. Planning is essential to leadership. As they said ‘planning to fail is failing to plan’. This is a task or part of the work of a teacher that prepared me to become a good leader. Managing is also very important on how you manage little things or how you solve problems. All these things help me in the leadership tasks, like monitoring the children is just the same as monitoring your department. Supervising my students is similar to supervising my department. The things I do when I was handling children are also the same as I am handling my department now, like evaluating, giving feedback, and checking the changes in the improvement in the systems.” (L5)

Lastly, all of the hard work and experiences the members went through should be recognized and should be acknowledged. Job performance that is rewarded is likely to be repeated. When each employee more consistently satisfies customers, it helps to improve a company's competitive position since satisfied customers are more likely to come back as the respondents voiced:

"Incentives, intrinsic or extrinsic both could be given to them. First, you relate well with people, be generous with praise, do decisive action, and you recognize whatever the contributions are in the department. It can boost the profitability of their department. If you have some material things, tokens, trophies, recognitions that can also help them. We can always make people feel that there are different ways by which we can make people think that the leader recognizes their hard work." (L5)

"I give them ownership of some projects. If their suggestions are well-thought and they click, and if it gets accepted, I give them ownership over projects. I endorse their ideas to higher management. I do not like getting credit for their ideas, so I let them own their proposals." (L6)

A leader's responsibility is not that easy to achieve unity through leadership. When you are born into a society planned to make you fail, it is easy to fall into crime as an alternative pathway to success. Actual standards of living are not in unity with one's ideal means even after working hard. It will not be good work without a good supportive team of dedicated people working in harmony.

Work Parity

Work is an activity requiring mental or physical endeavor done to acquire a purpose or outcome. Work has different aspects of consideration and practice. Work equilibrium means how an employee balances the position and additional responsibilities to maintain one's individual's mental and physical health.

Through time management, Equilibrium in work can be practiced to keep everything in moderation. It will greatly enhance a woman's ability to balance the work and responsibilities as a mother. Time management can give an equal time when with families and when at work; concurrently, it applies to dealing with problems, it can reduce the stress and issues that should be solved at home or work and should not be carried either way. Besides, these women can know what task to prioritize first and to allocate their time properly. It will give them efficiency in working. It will yield a healthy lifestyle and reduce the problems because this will not allow women to work hard to find quality time with their family, as said by our respondents.

"Well, there are times that I would work overtime and it affects my lifestyle and work efficiency but, time management and knowing my priorities help me be on task. For instance, training staff nurses under our wing can be a difficult task but if we do it little by little and if we know all that comes with the task, we will be able to cope up and work efficiently and be productive in our delivery of care." (L1)

"Until now I haven't overcome this obstacle. But what I do is I make sure I divide my time properly. Majority of the time I am at work or I leave the country, that's why when I am home with my family, I make sure I spend quality time with them. One thing I've learned from my 13 years of experience is that you shouldn't bring your work at home so you can focus on your family." (L6)

"Well, I can say that it depends on the person's way of balancing his or her time. I learned from two great leaders that if you get tired, just rest, but don't quit and to not overwork yourself because if you do, you would have less productivity." (L1)

"Well, as a leader and a mother, I practice what I do at home at work and vice-versa. For instance, if I am teaching adult-learners, I consider my children as adults as well because the more that you consider them as adults, the more that they will be considerate and understanding in what you do." (L1)

"As a new mother, even if I have a 3-month-old baby to take care of without a nanny to help me, I think that it does not affect my work as a leader and my ability as a mother. It's all about how one would manage their time and their priorities." (L4)

"As I told you earlier, it should have time management, everything should be balanced, and everything should be in moderation." (L4)

"As a leader, you have to master the art of balancing your work and personal problems because if not, you will not be able to carry on with your life properly. Time management and appropriation of tasks are vital in doing so." (L5)

"I think that it's also a matter of perspective. Multitasking and time management skills help me balance the two." (L2)

Multi-taking is a useful skill for Work Equilibrium since it can help these women's efficiency and productivity. This ability from Filipino women is attained and heightened because they are mothers, which allows them to use what they know at home (in terms of techniques in certain situations) to work. It reduces overwork for these women because priorities are set, and they know what to

do and when. Subsequently, it improves their productivity significantly due to them being higher in energy, as confirmed by our respondents.

Work Equilibrium is dependent on the demands of tasks given. It affects the work style and work efficiency of these women. Workstyle is the procedure when doing your day-to-day tasks on the job. Everyone has their working strategy and technique for optimally performing while simultaneously being at least, thus increasing productivity. It is attained by determination and commitment. No matter the salary, these women do it for reasons like health and energy. However, improvement can always be achieved even if mistakes are not made as long as it is seen. These problems can help these women to realize their weaknesses and improve themselves, which are evident in the responses. "Demands affect my work style and work efficiency, as a leader and as a worker I always give my best in everything that I do. When it's work it calls for dedication and commitment, I really work with dedication and commitment I really do not count the number of hours working in office, the amount of salary does not matter to me, when I love my work, I embrace it and when I am for service. For example, the demand for work is too much then if I can still work then I will be responding to that, but if there is a need for me to rest then I will. The treasure would be my health and energy and it should be a balance of rest and work." (L5)

"I had told you before that I tried to reach out to that person, tried to bridge the gap, tried to understand where the problems were coming. We were not able to reconcile and fix things up, but they said there are things which are beyond control, I cannot control the person, but I can control myself. I tried reevaluating myself and seeing the situations where I fall short and try to find ways on how I can change to improve for the better. I tried to pick my broken pieces and reconstruct myself because if I will not, then nobody will do it for me even if I was shattered." (L5)

In the end, Filipina leaders have this great time management ability to possess, particularly in maintaining a responsibility that needs to be done at work or home. They have what it takes to do what needs to be prioritized.

DISCUSSION

Being passionate and persistent are the attributes Filipinos have. They work so hard and pour their hearts into whatever they are doing possessed by the Filipina leaders who work overseas. There may be challenges in establishing their career abroad, but they have overcome them by encouraging them not to give up and move forward. Quickly adapting to their environment and increasing their self-confidence while remaining humble taught them how to hustle, work long hours, and be willing to go the extra step so that they could stand out in their undertakings. Thus, in this section, the themes – Racial Proclivity, Work Impartiality, Work Conformity, and Work Parity – will be further discussed.

Racial Proclivity

Tendencies of racial discrimination and judgment are common in workplaces, such as pervasive discriminatory acts experienced by members of stigmatized groups daily, as Deitch (2003) stated. It too applies to Overseas Filipino Workers. Ethnic preference for certain duties and jobs can be seen in the workplace quite frequently, according to Fredrik et al. (2020). There are also mixed responses that contain cultural impartiality, meaning that there are cultural balance and fairness within the workplace, but it is inconsistent (Ashe & Nazroo, 2015). There is an understanding that there are differences in wages from locals to expatriate workers (Hon & Lu, 2015). Shrikanth et al. (2018) emphasized that there are different racial treatment perspectives, either positive or negative. Interviewees chose to think positively about it and understand and boost morale and productivity, and service in the workplace.

Cultural Impartiality

It is understood that there exist critical responses in terms of national discrimination among Filipino women leaders (L3, L5). This term refers to the advantages that leaders have compared with the formal workplace; many respondents claim that this is where we could get better compensation regardless of the budget they have reached with Qataris. These opinions come from common findings that Rosario & Ancho (2020) have pointed. On the contrary, Filipino leaders are not comfortable with the discrimination experiences and challenges with fellow nationalities and others.

Treatment of peers in the workplace is very evident, as said by the respondents, and is also very prominent worldwide. It has been affirmed by Davis & Gelsomino (2017) when they mentioned that white counselors reported experiencing less client credibility, and minority counselors said more incidents of racism. Implications for social work are discussed.

Racial treatment can also be easily identified in the workplace by considering how other people from different backgrounds treat others within the vicinity. According to Stallworth & Fox (2015), bullying overtly or specifically refers to race or ethnicity, in the form of more or less subtle acts of discrimination and cruel treatment, introducing the term 'racial/ethnic bullying' (Stallworth & Fox, 2015).

Nation-based Wages

The respondents have said that it is common in their workplaces to have a substantial amount of nationalism because they are mostly expatriates, which they are then belittled by (L1 & L4). It can be supported by promoting blind loyalty to a country over deeper commitments to justice and humanity (Wimmer, 2019). Most of the selected interviewees showed their satisfaction with racial issues in the Qatar working environment. Prominently, salary and payment seem to attract the participants. It can be explained in Dolaman's article when he wrote that since the minimum wage they can get in the Philippines is far lesser than the salary, they can get equivalent to 13,500 pesos minimum in Qatar (Dolaman, 2010).

On the other hand, nationalism is produced in the workplace. It is heavily affected by the workers and where they came from, simplified by Boyer (2020). Nationalism is created in and through the workplace.

Ethnic Preference

The respondents used the negative connotations of their workplace experiences and saw the positive outcomes of each negative occurrence they have or usually faced. They change their way of looking at things to help their efficiency and productivity in their duty or task. Most of the respondents have a positive mindset that helps with personal growth, which applies to all interviewees. The same is stated by Lambert et al. (2019). We posit that positivity increases productivity, profits, employee engagement, and commitment and reduces turnover and sick leave.

There are no problems in terms of Filipino leadership nomination in Qatar as foreign employers prefer to hire Filipino workers not just because of low wage labor but also for the unrivaled skills and good characteristics Ubalde (, 2009). Studies are arguing that as long as Filipino leadership styles and skills are well – performed. They will face no problems. Rosario & Ancho (2020) supposed leaders in Qatar do not only choose personal documents and credentials as a reference in hiring leaders but also the character capable of leading (Rosario & Ancho, 2020).

It is necessary to restate that this paper attempts to answer the question “How do Filipina leaders employed in a Qatar-based company adapt to their work environment?” In regards to analyses of Racial Proclivity, it can be found that the selected Filipina leaders generally find satisfaction with their current work environment. Even though they are treated to a negative degree, they understand cultural differences, accept payment offers, and positively look at national discrimination. For them, racial bias is not a big issue because Qatar, an Arabic speaking country, is a country of ex-pats. The foreign labor workforce cannot be compared with local Qatari residents in terms of income and many other offer policies.

Work Impartiality

According to Lott and Chung (2016), work impartiality is a fair, equitable, impartial, unbiased, and objective treatment experienced by the employee. An increase could occur in women’s satisfaction with work-life balance by allowing women to maintain both. In this sense, flexible working can be a useful tool to enhance gender equality in our societies further. However, due to our society’s pre-existing views on gender roles and the gender normative views we have towards men and women’s roles and responsibilities, flexible working can potentially traditionalize gender roles in the labor market and the household (Lott and Chung 2016; Sullivan and Lewis 2001). Most studies are also constrained by the gender-neutral assumption of work–life balance (Lewis et al., 2007). The ability to prioritize work and adhere to the ideal worker culture, a worker with no other obligation outside of work and privileges work above everything else, is gendered (Acker, 1990; Williams, 1999; Blair-Loy, 2009).

Functional Team Spirit

Boakye (2015) pronounced a team can be described as a group of individuals who work together to achieve similar objectives and destinations to benefit an organization and its service to convey a good quality of an administration—getting together with others additionally can enable people to all the more likely comprehend the significance of teamwork and how the organization works just as advance the way of life of teamwork achievement (Boakye, 2015). Team spirit has been defined as "an enthusiastic attitude towards working productively with a team or workgroup" (Dictionary of Sport and Exercise Science, 2006). A team's ideology culture is embedded within the team's interaction and revealed in its members' behavior, influencing the choices they make as a team (Fine, 2012, 34-36). Research findings have also indicated how team spirit can build bonds between team members and positively affect team mood (Fine, 2012; Fine and Corte, 2017; Halldorsson, 2017; Halldorsson, Thorlindsson, and Katovich, 2017; Kraus et al., 2010; Ronglan, 2011, Walton et al., 2012). Nevertheless, by sharing extensive pasts, team members can further read such symbolic cues more thoroughly and efficiently than strangers and activate important team spirit elements more appropriately (Couch, 2017b, 122-127; Katovich and Couch, 1992).

Work Equality

Work Equality can focus on improving women's labor force participation conditions to achieve gender equality at work, also known as "the desire of women to find jobs and be reasonably paid for it," share unpaid care work equitably, have the skills and ability to perform higher-productivity jobs, and hold leadership roles (McKinsey Global Institute, 2015). In a police officer survey, some interviewees reiterated that male and female officers are masculine and female. They are distinctive and should also be handled accordingly (Chan, Doran, and Marel, 2010). Meanwhile, Ely & Meyerson (2017) said some others protested or defied unequal treatment because of ethnicity. Another community recognized that women are separate but requires similarly classified female officers regardless of distinction. Related effects were observed in research about how corporate environments prepare men to do and reverse stuff (Ely & Meyerson, 2010). It also reports that 'job equality contributes to developing organizational commitment and motivation among workers and shaping a climate that supports creativity and innovation' (Eurofound, 2017). Further, Göksel (2013) noted scholars have long argued that the low participation rates cannot purely be explained by education, emphasizing the social norms that expect men to be the breadwinner and women to take care of the family children (Göksel, 2013).

Encountering Equilibrium

From work equality, the UN (2015) said, a global gap in the representation of men and women in the workforce remains severe. 50 percent in 2015, compared with 77 percent of males, women of working age were paying jobs. Those amounts have remained approximately Stagnant as of 1995 (UN, 2015). McKinsey Global Institute (2015) continued, for example, a recent McKinsey study has found that if gender balance were to be reached in labor markets, this would add \$28 trillion to the global annual gross domestic product (GDP) 2025, or 26 percent. Also, the Improvements in gender parity in each state balance the pace of change in their countries with the highest results. In 2025, unique regions will contribute \$12 trillion to GDP. (McKinsey Global Institute, 2015).

Nevertheless, it is also proven that, in Turkey, women with higher education have been present in the labor force for a long time (Cin, 2020).

Smyth and Steinmetz (2008) provided a few pointers that do suggest rather small changes. From 2011 onwards, our data contains information about the fields of study in higher education. Until 2017, the differences between men and women in the STEM fields remained stable. While 45.9% of men graduated from a STEM field in 2011, the corresponding number of women was 18.4%. Although this can be seen as a pronounced difference, it remained stable until 2017, when the proportions were 44.0% for men and 18.5% for women. Smyth and Steinmetz.

Furthermore, another evidence proves an 8% lower median wage for women in 2006 when taking labor market experience and tenure into account. However, at the higher end of the wage distribution, women earn 'only' 4.5% less than men—Aktaş and Uysal (Smyth and Steinmetz 2008, p 259).

The latest OECD (2020) figures show that the labor force participation rate for working-age women in Turkey was 34.2% in 2018. In contrast, men's participation rate was 72.7%, which is the highest gender employment gap among OECD countries. Based on more economic arguments about employability, several scholars anticipated an increase in higher education participation would increase female employment, as per Atasoy (2020); Dildar (2020).

Work Conformity

Work conformity between individuals and groups refers to workers' fundamental compatibility with their workplaces and particular jobs. It identifies the extent of individual fulfillment of the aspirations and perceptions of different workplace constructions, such as subordinates, coworkers, incentives, physical conditions, social relations, or career growth.

Functional Team Spirit

A Team can be described as a group of individuals who work together to achieve similar objectives and destinations to benefit an organization and its service to convey a good administration quality (Boakye 2015).

As Ratzmann et al. (2018) declared, functional team spirit is an attitude that encourages people to work well together. It concerns camaraderie, cooperation, and coordination between the various members of the organization. Having a team spirit is an important part of creating a successful team. One should exemplify a strong team spirit by taking on more leadership and management positions, as they can inspire others to work well together. If a woman leader can communicate and agree with the company and other employees, there will be harmony in the workplace.

Moreover, Ratzmann et al. (2018) posited that one should know how to value work congruence because it can greatly help them learn how to communicate with their own companies and coworkers. One should know how to properly approach, encourage, and empower one's coworkers to work together, such that there will always be functional group efforts. One is an efficient leader if she can get her subordinates together and teach them how to function as one. Also, team creativity and feasibility testing increase the need for task discourse, improving team performance (Ratzmann et al., 2018).

Experiencing Camaraderie

Kour et al. (2018) declared that obtaining and experiencing camaraderie at work and a sense of closeness between co-workers can improve the company's happiness and productivity. Women leaders are usually warm and approachable to their subordinates, focused on being at the same time kind to people and tough on tasks. Women leaders were also quick to recognize their weaknesses and to work with their subordinates. Kour et al. (2018) continued to state. Women leaders also provide supervision, direction, and control in the service organizations that motivate their employees to achieve their desired goals & job satisfaction.

Group Effort

Work conformity often promotes positive progress in the working environment since it establishes a harmonious relationship between supervisors and subordinates. Women leaders have different styles and leadership techniques, but they can encourage their associates to participate and work as a team (Glass & Cook, 2018).

However, work conformity does not only mean being able to communicate and agree with your coworkers. Women leaders should also know congruence between their individual needs and the organizational reinforcement system and structure. They should know whether their skills and capabilities as a leader are consistent with the company's standards.

Work Parity

It pertains to the quality or state of being equal or equivalent to balancing, managing, and controlling tasks said, Brown & Yates (2018). They went on to say, women report increased frustration with their balance between work and life, but few studies are examining how realistic approaches can improve. Based in London, five female participants participated in this action research on a career coaching program to enhance work-life balance. The coaching helped the participants define and form a better work-life balance through growing positivity and resilience (Brown & Yates, 2018). Women leaders serve in different positions, handling both work and non-work duties. This study explored task integration, social integration, and the exploration of work-life balance constructs to assess their impact on women leaders, funding outlets, and work-family conflict (Brue, 2018). Work-life balance is a canopy definition that involves distinct social words, concepts of work, life, family, home, equilibrium, harmony, balance, conflict, enrichment, and integration (Braun & Peus, 2018 and Brue, 2018).

Balancing Work

Women's leadership contributes greatly to creating high-performing organizations, as stated by Bahiru & Mengistu (2018). Nevertheless, juggling work and family obligations preclude them from exercising their fullest capacity for this reason. This study aims to examine the challenges faced by women leaders in Addis Ababa in balancing their organizations' demands with those of their families (Bahiru & Mengistu, 2018). Work-family equilibrium is a large term that is described in different ways. In the United

States, the term work-life balance was first coined in 1986 (Lockwood, 2003 & Bahiru & Mengistu, 2018). Hearing women leaders' voices on existing work-life balance strategies and workplace leadership growth in which they face cultural and organizational limitations have enabled us to appreciate better the obstacles and barriers they face (Cho et al., 2018). In Le Ha et al. (2020), work-life balance and organizational background are the main factors affecting female leadership. Data collected on women and leadership, the stereotype of women's conventional roles, the relationship between the balance between work-life and organizational background, and women (Le Ha et al., 2020). Theological education organizations should take advantage of the advantages that women leaders bring to the organization by recognizing and supporting the work-life balance for women leaders, and a sense of encouragement from the administration and leadership of the organization should increase the understanding of the commitment of women leaders to the organization (Weber & Cissna-Heath, 2016). This particular issue in the report of Singley and Hynes (2005) investigates the gender gaps in flexible work results for the division of labor and the work-life balance of workers. Flexible work can adapt their work to family demands as a positive resource spanning capacity useful for employees, particularly women (Singley and Hynes 2005).

Time Control

This research explores how women leaders at the upper management levels are related to family-controlled companies' organizational success (Chadwick & Dawson, 2018). Another significant ability is time management, so those with significant family responsibilities need to set limits and delegate domestic tasks (Rhode, 2017).

The article written as noted by Adams & Jex (2016) integrates recent time management studies into a work-family conflict model. The authors proposed that three forms of time management activity will directly and indirectly (through assumed regulation of time) relationships, with work interfering with family and family interfering with work (Adams & Jex, 2016). It was hypothesized that work-family intervention (WIF) would mediate the relationship between work hours and well-being measures (psychological distress and family satisfaction), based on effort-recovery theory and reported empirical studies and that work-time management would moderate the correlation between work hours and WIF (Hughes & Parkes, 2007). Vaghela (2019) claimed, in every sector today, women are making their mark. Their contribution to both society and the economy of any nation is remarkable. The most debated topic for women's empowerment is literacy among women to date. Time and circumstances are increasingly evolving where just literacy is not appropriate, yet when talking about women's empowerment, financial literacy plays a vital role (Vaghela, 2019).

Task Management

Although with a growing trend in women's workforce, several studies suggest that they are less interested in corporate leadership. It illustrates that there are some difficulties in promoting women in higher roles around the world. It is not a straightforward job for women to hit the labor market's top position (Thirumal & Dhandayuthapani, 2016). When confronted with multiple tasks (or multiple goals), the normative approach relies on a cost/benefit analysis and schedules studies according to their relative utility to maximize the overall expected utility (von Neumann, Morgenstern & Kuhn, 2007). In modern life, individuals are swamped with tasks. People must handle multiple tasks efficiently (Neal, Ballard & Vancouver, 2017).

Furthermore, when people try to conform rationally, they can fail to use normative considerations, internal and external signals to decide what to attend to a mission (Kool & Botvinick, 2013, 2014; Rabin et al., 2011). According to Bogacz et al. (2006); Gray et al. (2006), not only are people driven to eliminate cognitive thought, 'efforts were required to accomplish task goals, but also to reduce' time on task (Bogacz et al., 2006; Gray et al., 2006). Taken together, the literature reviewed here indicates that individuals, and especially those scoring low in critical thought, may be more likely to prioritize smaller tasks over larger tasks while handling multiple charges (Zohar Rusou & Ayal, 2020).

CONCLUSION

Women Leadership pertains to the continuation of promoting reforms that facilitate women's advancement within their organizations and corporations, address issues of unconscious bias, and empower both women and men to develop solutions. For Women Leaders, there are still challenges and sacrifices that they will have to make, such as caring for the family and their career and the inequality in the workplace.

This qualitative study aims to determine the lives and experiences of Filipina leaders as they live on with their lives. Specifically, Filipina leaders in various industries survive despite gender inequality, poorer labor conditions, getting paid less than men, discrimination, and the like.

The themes written in this paper are Racial Proclivity, which refers to the Tendency of discrimination to occur in the workplace. Work Impartiality, which talks about the equal treatment, or fairness of everyone at Work. Work Conformity, which talks about working in unity, or also known as the ability to engage with one's workmates in the workplace. Moreover, Work parity or equilibrium pertains to how an employee balances the Work and different responsibilities to maintain his/her mental and physical health.

The findings recommend that time management needs to be an aspect for women working and have a family balance work and time for family. Time management helps the women workers balance their tasks and responsibilities and know what needs to be prioritized. Women workers should receive the same respect and values as men. In this country specifically, women did not encounter discrimination or inequality between them and men in a male-dominated workplace.

In conducting this research, the researchers have encountered a few problems, such as interviewing the respondents and mainly searching for Filipina leaders qualified enough. Since fewer Filipina leaders in Qatar gave the researchers a great drawback in

conducting such, the researchers have been left behind for some time. Eventually, the researchers have still managed. Another problem encountered is that most respondents have not agreed or only respond with minimal information and ideas to the questions asked.

This paper suggests upcoming researchers increase the number of participants to produce a broader range of responses to expand the understanding of this study. They should have diverse backgrounds to examine if all Filipina workers aspiring to become a leader someday, have relativity towards each other on the reactions they will soon create. For the students, this study can help understand Filipina leaders' experiences in the diverse workforce wherein they can step through the work-life balance that can help and guide them in the future.

Furthermore, this study can expand the knowledge of future researchers who are likely to research Filipina leaders to bring broader experience and responses about Filipina leaders.

REFERENCES

- [1] Adams, G.A. Jex, S.M. (2016). Relationships between time management, control, work–family conflict, and strain. Retrieved from <https://psycnet.apa.org/record/1998-11833-007>
- [2] Bhat, A. (2019). Evaluation Research: Definition, Methods and Examples. August 27, 2019. Retrieved from <https://www.questionpro.com/blog/evaluation-research-definition-methods-and-examples/>
- [3] Bioscience, A. (2015). Guest Post: The Importance of Basic Research in Medicine. Retrieved from <https://www.axolbio.com/blog/guest-post-the-importance-of-basic-research-in-medicine>
- [4] Boakye (2015). Effect of Trust, Team Spirit, Work Planning and Communication on Organisational Climate. Retrieved from <https://poseidon01.ssrn.com/delivery.php?ID=485064027065074079091064109023112107009048072043057026110094114069119000009106070073038010111048053030011027104095085115066066121075061013081112015077006114065127111069065049117090024076089121008007088026090074096107112000003090075066127127012014096073&EXT=pdf>
- [5] Brown, C. and Yates, J. (2018). Understanding the experience of midlife women taking part in a work-life balance career coaching programmed: An interpretative phenomenological analysis. Retrieved from <https://search.informit.com.au/documentSummary;dn=456053362551166;res=IELBUS>
- [6] Bahiru, B. & Mengistu, A.B. (2018). The Challenges of Women Leaders of Business Organizations in Addis Ababa, Ethiopia, in Balancing Work-Family Responsibilities. Retrieved from <http://awdfliibrary.org/handle/123456789/687>
- [7] Chan, J., Doran, S., & Marel, C. (2010). (Un) doing gender for achieving equality at work: The role of corporate social responsibility. Retrieved from https://onlinelibrary.wiley.com/doi/full/10.1002/bsd2.40?casa_token=YuPzbG6U_dMAAAA%3ASTXrbHbH736Un29ajRjBQ Nqv-IITYr9kJbLKn7Ayh1cPGOi6Biz3bwY248VT-LltuDy2ISJ-38LZW9Q
- [8] Chao, C.-C., & Ha, L. (2019). Asian Women Leadership: A Cross-National and Cross-Sector Comparison. In Google Books. Retrieved from https://books.google.com.qa/books?hl=en&lr=&id=y3imDwAAQBAJ&oi=fnd&pg=PT19&dq=info%3AVxhDE4cCZLAJ%3AAsc holar.google.com%2F&ots=La-lYp4W5a&sig=yw3U2S-J8pkHO56R_mL3mGKYTPI&redir_esc=y#v=onepage&q&f=false
- [9] Convergys Corp. (2018). Filipinas in Global Network. Retrieved from <https://www.semanticscholar.org/paper/Harmony-and-Help%3A-Recognizing-the-Impact-of-Balance-Brue/dba7b2e5c74c4d1e0779d6fc77b3b3ef86130e58?p2df>
- [10] Dasgupta, P. (2019). Prasenjit Dasgupta's answer to What are the advantages of doing research? (2019). Retrieved from <https://www.quora.com/What-are-the-advantages-of-doing-research/answer/Prasenjit-Dasgupta-4>
- [11] Roebuck, D.B. Et al. (2013). Cross-Generational Perspectives on Work-Life Balance and its Impact on Women's Opportunities for Leadership in the Workplace. Retrieved from <https://awl-ojs-tamu.tdl.org/awl/index.php/awl/article/view/96>

- [12] Rhode, Deborah L. (2017). Women and Leadership. Retrieved from https://books.google.com.qa/books?hl=en&lr=&id=JQkBDQAAQBAJ&oi=fnd&pg=PP1&dq=women+leaderships+about+time+management&ots=LoMC0N237H&sig=xzaOY5Z1ReltFlvI26NqCLPfxYY&redir_esc=y#v=onepage&q=women%20leaderships%20about%20time%20management&f=false
- [13] Thirumal, A.C. & Dhandayuthapani S. P. (2016). Women and Leadership-A Critical Evaluation on Barriers in India. Retrieved from <http://www.indianjournals.com/ijor.aspx?target=ijor:ajrssh&volume=6&issue=12&article=088>
- [14] Vaghela, K. (2019). Women Empowerment Through Financial Literacy: A Study Among Working Women in Gujarat. Retrieved from <http://www.researchjournal.gtu.ac.in/News/Paper%205.pdf>
- [15] Ely, R. J., & Meyerson, D. E. (2010). Retrieved from https://onlinelibrary.wiley.com/doi/full/10.1002/bsd2.40?casa_token=YuPzbG6U_dMAAAA%3ASTXrbHbH736Un29ajRjBQNqv-IITyR9kJbLKn7Ayh1cPGOi6Biz3bwY248VT-LltuDy2ISJ-38LZW9Q
- [16] Hughes, E.L. & Parkes, K.R. (2007). Work hours and well-being: The roles of work-time control and work-family interference. Retrieved from <https://www.tandfonline.com/doi/abs/10.1080/02678370701667242>
- [17] Eurofound (2020). Gender Equality at Work. Retrieved from <http://dSPACE.ceid.org.tr/xmlui/bitstream/handle/1/897/Gender%20equality%20at%20work.pdf?sequence=1&isAllowed=y>
<http://dSPACE.ceid.org.tr/xmlui/bitstream/handle/1/897/Gender%20equality%20at%20work.pdf?sequence=1&isAllowed=y>
- [18] Glass, C., & Cook, A. (2018). Do women leaders promote positive change? Analyzing the effect of gender on business practices and diversity initiatives. *Human Resource Management*, 57(4), 823-837. Retrieved from <https://onlinelibrary.wiley.com/doi/abs/10.1002/hrm.21838>
- [19] Chung, J. & Lippe, T.V.D. (2018). Flexible Working, Work-Life Balance, and Gender Equality. Retrieved from <https://link.springer.com/article/10.1007/s11205-018-2025-x>
- [20] Dashper, K. (2020). Mentoring for Gender Equality: Supporting Female Leaders in the Hospitality Industry. Retrieved from <https://www.sciencedirect.com/science/article/abs/pii/S0278431919301641>
- [21] Gupta, K. (2017). What are the benefits of writing a research paper? Retrieved from <https://www.quora.com/What-are-the-benefits-of-writing-a-research-paper/answer/Kavita-Gupta-14>
- [22] Heath, K. (2012). Women in Leadership: Strategies for Work-life Balance. Retrieved from <https://digitalcommons.pepperdine.edu/etd/268/>
- [23] Kour, R., & Sudan, A. S. (2018). Role of Women Leaders in Influencing Satisfaction Level of Employees: A Study of J& K Insurance Sector. *Amity Global Business Review*, 13(1). Retrieved from <https://web.a.ebscohost.com/abstract?direct=true&profile=ehost&scope=site&authtype=crawler&jrnl=0975511X&AN=128302335&h=wDfaqjA3vSaikvqIDy8WpJTbBUMhDZwgnOgH6l6FIca1JQGvhZIOO3N0mJZFUIXIZppsX4nADSoVQ7NIp4wZHA%3d%3d&crl=c&resultNs=AdminWebAuth&resultLocal=ErrCrlNotAuth&crlhashurl=login.aspx%3fdirect%3dtrue%26profile%3dehost%26scope%3dsite%26authtype%3dcrawler%26jrnl%3d0975511X%26AN%3d128302335>
- [24] Brue, K.L. (2018) and Braun & Peus. (2018). Harmony and Help: Recognizing the Impact of Work-Life Balance for Women Leaders. Retrieved from <https://www.semanticscholar.org/paper/Harmony-and-Help%3A-A-Recognizing-the-Impact-of-Balance-Brue/dba7b2e5c74c4d1e0779d6fc77b3b3ef86130e58?p2df>
- [26] Le Ha, Et al. (2020). Factors Affecting Women Leadership in Vietnam. Retrieved from <https://search.proquest.com/openview/a7fad8df177825a013989cfc6703a59/1?pq-origsite=gscholar&cbl=2032142>
- [27] Christiansen, L.C. & Hiigs, M.J. (2018). Retrieved from <https://journals.aom.org/doi/abs/10.5465/AMBPP.2012.16444abstract>

[28] Weber, M.J. & Cissna-Heath, K. (2016). Women in Leadership and Work-Family Integration. Retrieved from https://books.google.com.qa/books?hl=en&lr=&id=dOz6DAAAQBAJ&oi=fnd&pg=PA13&dq=women+leaders+family+balance&ots=21m0KYa9UU&sig=3yYcoK2xVIXO_ccdS3ikGUYmW_M&redir_esc=y#v=onepage&q=women%20leaders%20family%20balance&f=false

[29] Secret, M. (2008). The Effects of Family-Friendly Workplace Environments on Work-Family Stress of Employed Parents. Retrieved from https://www.tandfonline.com/doi/abs/10.1300/J079v28n02_02

[30] Chacko, P. (2017). Women's Economic Empowerment in the Indian Ocean Region through Gender Equality in Work: Building a Common Agenda. Retrieved from https://www.tandfonline.com/doi/full/10.1080/19480881.2016.1263408?casa_token=TvxLo4saLzMAAAA%3AdaM2Bv8iZqtjgb6mCvxbrATs1rpn9O3w8l4wSq4FV9DsaWspynBaOf14xD7LQjpbhXAIlc2Qoz_7&

[31] Offermann, L. R., & Beil, C. (1992). Achievement styles of women leaders and their peers: Toward an understanding of women and leadership. *Psychology of Women Quarterly*, 16(1), 37-56. Retrieved from <https://journals.sagepub.com/doi/abs/10.1111/j.1471-6402.1992.tb00238.x>

[32] Okhakhume, A. S. (2008). Attitudes of Subordinates toward Women in Leadership Position. *Gender and behaviour*, 6(2), 1785-1792. Retrieved from <https://journals.co.za/content/genbeh/6/2/EJC34566>

[33] Pascall, G., & Sung, S. (2007). Gender and East Asian Welfare States: from Confucianism to Gender Equality. Retrieved from <https://nottingham-repository.worktribe.com/output/704340/gender-and-east-asian-welfare-states-from-confucianism-to-gender-equality>

[34] Ratzmann, M., Pesch, R., Bouncken, R. et al. (2018). The Price of Team Spirit for Sensemaking Through Task Discourse in Innovation Teams. *Group Decis Negot* 27, 321–341. Retrieved from <https://doi.org/10.1007/s10726-018-9561-2>

[35] Rosario & Ancho (2019). Unfolding of Filipino School Leadership Experiences in Doha, Qatar. Retrieved from <https://files.eric.ed.gov/fulltext/EJ1252260.pdf>

[36] Sánchez, C. M., & Lehnert, K. (2019). The Unbearable Heaviness of Leadership: The Effects of Competency, Negatives, and Experience on Women's Aspirations to Leadership. *Journal of Business Research*, 95, 182–194. Retrieved from <https://doi.org/10.1016/j.jbusres.2018.10.033>

[37] Smyth, E. & Steinmetz. (2008). Field of Study and Gender Segregation in European Labour Markets. Retrieved from <https://link.springer.com/article/10.1007/s11205-018-2025-x>

[38] Ahmed Et Al. (2016). Moderation of Meaningful Work on the Relationship of Supervisor Support and Coworker Support with Work Engagement. Retrieved from https://www.researchgate.net/profile/A_Majid3/publication/306070903_Moderation_of_Meaningful_Work_on_the_Relationship_of_Supervisor_Support_and_Coworker_Support_with_Work_Engagement/links/57f3088608ae91deaa5901be/Moderation-of-Meaningful-Work-on-the-Relationship-of-Supervisor-Support-and-Coworker-Support-with-Work-Engagement.pdf

[39] United Nations. (2015). Retrieved from https://www.tandfonline.com/doi/full/10.1080/19480881.2016.1263408?casa_token=TvxLo4saLzMAAAA%3AdaM2Bv8iZqtjgb6mCvxbrATs1rpn9O3w8l4wSq4FV9DsaWspynBaOf14xD7LQjpbhXAIlc2Qoz_7&

[40] Halldorsson, Vidar. (2018). Team Spirit in Football. An analysis of players' symbolic communication in a match between Argentina and Iceland at the men's 2018 World Cup. Retrieved from [https://notendur.hi.is/helgigun/ARCTIC%20&%20ANTARCTIC.Volume%2012%20Number%2012\(2018\).pdf#page=45](https://notendur.hi.is/helgigun/ARCTIC%20&%20ANTARCTIC.Volume%2012%20Number%2012(2018).pdf#page=45)

[41] Cho, Y. et al. (2018). Women Leaders in the Corporate Sector. Retrieved from https://link.springer.com/chapter/10.1007/978-3-319-64271-0_7.

[42] Rusou, Z. Et Al. (2020). The psychology of task management: The smaller tasks trap. Retrieved from <http://finzi.psych.upenn.edu/journal/19/190924/jdm190924.pdf>

