ARPA

Asian Review of Public Administration (ARPA)
Volume 33 Issue 1, 59-74
E-ISSN: 3082-5652 P-ISSN: 2094-408X
https://journal.eropa-arpa.co

Workplace Inclusivity in the Bangsamoro Region: The Interplay of Employee Engagement, Adaptive Leadership, and Public Administration Practices

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ARTICLE INFO:

Received: 02-02-2025
Revised: 16-08-2025
Accepted: 25-08-2025

Keywords:
Bangsamoro, workplace inclusivity, employee engagement, adaptive leadership, public administration

DOI: https://doi.org/10.64423/arpa.v33i1.68

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ABSTRACT

This study investigates workplace inclusivity in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM), a post-conflict region characterized by ethnic, religious, and geographic diversity. Aligning with Gartner's Inclusion Index, quantitative data from 411. Bangsamoro employees were analyzed to assess inclusivity across seven dimensions: fair treatment, integrating differences, decision-making, psychological safety, trust, sense of belonging, and diversity. The results indicated a high overall inclusivity perception (mean = 3.73), with diversity scoring the highest (mean = 3.92) and psychological safety the lowest (mean = 3.55). Multiple regression revealed employee engagement ($\beta = 0.478$, *p-value* < 0.001), adaptive leadership ($\beta = 0.244$, *p-value* < 0.001), and public administration practices ($\beta = 0.207$, $p < 0.001$) as significant predictors of inclusivity. Hierarchical regression highlighted moderating effects of sociodemographic factors: (a) age and gender strengthened the impact of adaptive leadership on inclusivity; and (b) ethnicity and geographic location influenced the efficacy of engagement and administrative practices. The findings underscore BARMM's progress in fostering inclusive governance through participatory policies and culturally sensitive leadership while identifying gaps in psychological safety and minority representation. Recommendations include decentralizing inclusivity initiatives, enhancing adaptive leadership training, and integrating local equity frameworks into public administration. This study contributes to the discourse on inclusive governance in fragmented societies and offers a model for balancing national policies with local implementation. This aligns with the emphasis of the New Public Service framework on equity and collaborative decision-making.

Introduction

The core of inclusivity is embedded in the United Nations' 2030 Agenda, specifically Sustainable Development Goal (SDG) 16, which focuses on promoting peaceful and inclusive societies, providing access to justice for all, and building effective, accountable, and inclusive institutions at all levels (Commonwealth Foundation, 2018).

In the context of organization, inclusivity means providing equal access to opportunities specifically those members who are at risk of becoming marginalized in the workplace (Navaneeth & Siddiqui, 2022), treating everyone fairly, ensuring that they are appreciated, valued, and respected, and, most importantly, establishing an atmosphere in which everyone can be themselves (Ricee, 2022). Thus, workplace inclusivity means creating job opportunities foreveryone where people coming from different backgrounds are provided with equal access to career development and making them feel that they are included and valued for their contribution (Cullimore, 2021).

However, prioritizing diversity over inclusion can be detrimental to organizations (Paradiso, 2020). Winning workplace diversity, instead of balancing it with inclusivity, can put psychological safety, sense of security, opportunities to enhance performance, and perception of tokenism at risk (Brownlee, 2019). Bush (2021) contends that both are interconnected and thus suggests a balanced approach that values the perspectives of individuals with diverse backgrounds (Bush, 2021). Hence, organizations should prioritize diversity and inclusivity to create an environment in which employees feel valued and respected (Vicsek, 2022).

In the Philippines, diversity and inclusion initiatives put much of the efforts towards women (26.8%) – giving less emphasis towards other communities, such as gender minorities (16.8%), ethnic minorities (9.4%), people over 50 (9.2%), religious minorities (8.9%), and people with disabilities (5.6%) which still need to be given attention to ensure a panoramic view of an inclusive workplace (Talavera, 2023). This may cause uneven development, as different concerns of communities are not given equitable attention (International Crisis Group, 2022).

Inclusivity in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) is reflected in Article XVI, Section 2 of the Republic Act 11054, known as the Bangsamoro Organic Law (BOL), which states that all sectors in the region are given a seat at the table to ensure appropriate representation (Moner, 2022). However, Moner reiterated that putting this into practice can be very challenging in a region plagued by issues of injustice, economic marginalization, and social exclusion. This includes the challenges faced by the BARMM government in ensuring inclusive institutions and policies for the region's highly diverse people due to the prevalence of cultural and ethnic stereotypes and gender-based discrimination (Moner, 2022).

Workplace inclusivity in the context of employee engagement, adaptive leadership, and public administration practices should encourage all employees to provide inputs through open communication channels (Pendell, 2022), implement policies and programs that are inclusive and address varied needs, such as flexible work arrangements and cultural sensitivity training (Society for Human Resource Management, 2022), adopt a growth mindset that emphasizes continuous learning and adaptability, cultivate leaders that actively seek out diverse opinions, foster a collaborative culture (Kahane, 2012), and most importantly, ensure that policies and procedures are developed with fairness and inclusivity, which address the needs of various communities, encourage diversity among decision-making groups, and engage marginalized groups in the policy-making process (UNDP, 2020).

The comprehensive integration of employee engagement factors - participation, opportunities, and toleration - is crucial for fostering workplace inclusivity (Roberts & Lee, 2016). Participation promotes inclusivity by fostering a sense of belonging and understanding among employees (Kalev, Dobbin, & Kelly, 2006); (Hewlett, Marshall, & Sherbin, 2013). Opportunities for growth and advancement contribute to inclusivity by providing equal access to career development, enhancing job satisfaction, and commitment (Greenhaus, Callanan, & Godshalk, 2010). Tolerance fosters an inclusive culture where employees feel valued and respected (Cox & Blake, 1991); (Ely & Thomas, 2001). Moreover, adaptive leadership is essential for exploring complex challenges and promoting inclusivity (Wale, 2015) while public administration practices contribute to workplace inclusivity through shaping organizational culture and behavior (Moynihan & Ingraham, 2015); (Raney, 2014).This study examined workplace inclusivity in Muslim-dominated organizations within BARMM, focusing on socio-cultural factors such as gender, differently abled persons, and religious diversity. It explored how workplaces recognize contributions from marginalized groups, such as LGBTQ+, PWDs, Indigenous People, Christians, and Moro communities,

and addressed gaps in empirical research, cultural influences on inclusivity, and specific barriers faced by minority employees in the region.

Methods

This study examined workplace inclusivity practices within Bangsamoro government institutions, focusing on how regional and provincial agencies create equitable participation and opportunities for diverse communities.

The research pursued five key objectives: analyzing respondents' socio-economic demographic profiles; assessing employee perceptions of workplace inclusivity in the BARMM region; measuring engagement levels, leadership approaches, and public administration practices across communities; developing a predictive model for inclusivity using regression analysis of these variables; and investigating how socio-demographic profiles influence the relationship between these predictors and workplace inclusivity through hierarchical regression.

This investigation sought to provide empirical evidence about inclusion dynamics in the distinctive socio-cultural context of the BARMM.

This study employed an explanatory research design involving 411 employees (who are considered minorities in terms of numbers) within the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM), including Christians, Indigenous Peoples, members of the LGBTQ+ community, persons with disabilities, and tribal minorities. Respondents were selected through simple random sampling across ministry offices and city and provincial offices in the region.

Ethical protocols were strictly followed to safeguard the respondents' rights and ensure the integrity of the study's findings. Data collected from the participants were processed and analyzed using percentage and mean calculations, multiple regression analysis, and hierarchical regression analysis. The research instrument underwent pilot testing and was validated for reliability and accuracy using Cronbach's alpha, the Fornell-Larcker criterion, and expert review.

Results and Discussion

Profile of the Respondents

The profile of the respondents included their social and demographic characteristics. The results show that the majority of the respondents were in the age range of 26 – 30 years (30.7%), followed by 20 – 25 years (18%) and 31 – 35 years (16.3%). Most of the respondents were female, accounting for 57.7%, while 27.5% and 14.8% were male and LGBTQIA+ respondents, respectively. The average number of respondents in terms of civil status was single, accounting for 55%, while 39.4% of the respondents were married. Furthermore,Maguindanaon serve the highest ethnic background of the respondents with 31.6%, followed by Maranao and Tausug, accounting for 16.1% and 9.2% respectively. The lowest in terms of ethnic and tribal affiliations are Boholano, Chavacano, Siquijornon, and ZamboangeÆo, with 1% each. In terms of religion, the majority of the respondents were Islam (78.6%), followed by Roman Catholic (16.8%), and the lowest were Pentecostal and Seventh-day Adventist at 0.2% each. The top three highest educational attainments of the respondents were a bachelor's degree (61.3%), a Graduate or Master's degree (25.3%), and a postgraduate or doctoral degree (5.1%). Lastly, most of the respondents held regular employment (49.1%), served their respective agencies for 0 to 5 years (67.4%), and resided in Cotabato City (60.8%).

The findings suggest that BARMM employees come from various backgrounds in terms of age, sex, civil status, ethnicity, religion, educational backgrounds, employment status, years in service, and geographical location. The employees who served as respondents of this study were young (26 – 30 years old), single, and had served five years or less in BARMM agencies. This is mainly because the BARMM government was inaugurated in 2019 as a product of the Bangsamoro Organic Law (Mendoza & Yusingco, 2019), which means that it is still in its five years of existence, preceding the abolishment of the ARMM government. Meanwhile, most of the respondents are Maguindanaon, Islam, and residing in Cotabato City since the seat of the BARMM Government is in Cotabato City, near Maguindanao provinces, which are predominantly Maguindanaon and 76.15% of its people are adherents of Islam according to 2015 census made by the Philippine Statistics Authority (Philippine Statistics Authority 2015).

Table 1: Frequency and Percentage Distribution of Respondents' Socio-demographic Profile (n = 411)

Profile	F	f%	Profile	F	f%
Age			***Religion***		
61 years old & above	6	1.5%	Baptist	2	0.5%
56 – 60 years old	9	2.2%	Episcopal	3	0.7%
51 – 55 years old	28	6.8%	Iglesia ni Cristo	2	0.5%
46 – 50 years old	19	4.6%	Islam	323	78.6%
41 – 45 years old	29	7.1%	Pentecostal	1	0.2%
36 – 40 years old	45	10.9%	Protestant	10	2.4%
31 – 35 years old	67	16.3%	Roman Catholic	69	16.8%
26 – 30 years old	126	30.7%	Seventh-day Adventist	1	0.2%
20 – 25 years old	74	18.0%	**Total**	**411**	**100%**
19 years old & below	8	1.9%	***Educational Attainment***		
Total	**411**	**100%**	Vocational Courses	13	3.2%
Gender			Associate Degree	7	1.7%
Female	237	57.7%	Bachelor's Degree	252	61.3%
Male	113	27.5%	Graduate Degree	104	25.3%
LGBTQIA+	61	14.8%	Post-Graduate Degree	21	5.1%
Total	**411**	**100%**	Others	14	3.4%
Civil Status			**Total**	**411**	**100%**
Single	226	55.0%			
Married	162	39.4%	***Employment Status***		
Widowed	12	2.9%	Regular Employment	202	49.1%
Divorced/Separated	11	2.7%	Casual Employment	87	21.2%
Total	**411**	**100%**	Project-based Employment	3	0.7%
Ethnic or Tribal Affiliation			Job Order	72	17.5%
Bisaya	26	6.3%	Others	47	11.4%
Boholano	1	0.2%	**Total**	**411**	**100%**
Cebuano	11	2.7%	***Length of Years in Service***		
Chavacano	1	0.2%	0 – 5 years	277	67.4%
Heligaynon	4	1.0%	6 – 10 years	68	16.5%
Ilocano	3	0.7%	11 – 15 years	24	5.8%
Ilonggo	24	5.8%	16 – 20 years	5	1.2%
Iranon	55	13.4%	21 – 25 years	14	3.4%
Kalagan	2	0.5%	26 – 30 years	10	2.4%
Maguindanaon	130	31.6%	31 – 35 years	11	2.7%
Manobo	2	0.5%	36 years & above	2	0.5%
Maranao	66	16.1%	**Total**	**411**	**100%**

Sama	22	5.4%	***Geographical Location***		
Siquijornon	1	0.2%	Basilan	1	0.2%
Tagalog	5	1.2%	Cotabato City	250	60.8%
Tausug	38	9.2%	Iligan City	2	0.5%
Teduray	16	3.9%	Sulu	1	0.2%
Yakan	3	0.7%	Lamitan City	1	0.2%
Zamboangeño	1	0.2%	Lanao del Norte	3	0.7%
Total	**411**	**100%**	Lanao del Sur	17	4.1%
			Maguindanao del Norte	45	10.9%
			Maguindanao del Sur	8	1.9%
			Marawi City	26	6.3%
			North Cotabato	2	0.5%
			Tawi-Tawi	55	13.4%
			Total	**411**	**100%**

Workplace Inclusivity in Bangsamoro Autonomous Region in Muslim Mindanao (BARMM)

In this study, the level of workplace inclusivity in BARMM was measured using Gartner's Inclusion Index through the lens of fair treatment, integrating differences, decision-making, psychological safety, trust, sense of belonging, and diversity. All the indicators of workplace inclusivity obtained means that fell under the level of "high" in the inclusivity index. The indicators were as follows, with their respective means: fair treatment (3.71), integrating differences (3.70), decision-making (3.68), psychological safety (3.55), trust (3.73), sense of belonging (3.83), and diversity (3.92).

Table 2 shows the overall perception of various communities on workplace inclusivity in BARMM. The overall mean of 3.73 indicates inclusivity in different workplaces and organizations in the Bangsamoro Autonomous Region in Muslim Mindanao. This implies that workplaces in BARMM and its city and provincial governments put more emphasis on diversity and less on psychological safety, as shown by their means of 3.92 and 3.55, respectively.

Table 2: The Aggregate Table of Level of Workplace Inclusivity as Perceived by Various Communities (n = 411)

Workplace Inclusivity	Grand Mean	Description
Fair Treatment	3.71	High
Integrating Differences	3.70	High
Decision-Making	3.68	High
Psychological Safety	3.55	High
Trust	3.73	High
Sense of Belonging	3.83	High
Diversity	3.92	High
Overall Mean	**3.73**	**High**

Legend: 4.21 – 5.00 (Very High); 3.41 – 4.20 (High); 2.61 – 3.40 (Moderate); 1.81 – 2.60 (Low); and 1.00 – 1.80 (Very Low).

Factors Affecting Workplace Inclusivity in Bangsamoro Autonomous Region in Muslim Mindanao (BARMM)

This study examines the factors affecting workplace inclusivity in the BARMM. It examines different factors such as employee engagement (participation, opportunities, and toleration), adaptive leadership, and public administration practices as perceived by various communities in the region.

Employee Engagement

Literature shows that employees' participation in various organizational undertakings contributes significantly to shaping workplace inclusivity. Li et al., (2018) argue that active participation of diverse workforce in the organization enhance employee engagement, thus,contributing to a culture of inclusivity in the workplace. In simple terms, fostering inclusivity in the workplace involves the broad participation of employees at all levels of program planning and implementation.

All indicators of employee engagement obtained means that fell under the rating description "high" indicating that employee engagement is perceived "high" by BARMM employees in the ministry offices and provincial government. These indicators are participation (3.69), opportunities (3.61), and toleration (3.83), which are all described as "high" in the inclusivity index provided.

Table 3: The Aggregate Table of Level of Engagement of Communities on the Promotion of Bangsamoro Workplace Inclusivity (n = 411)

Engagement of Communities	Grand Mean	Description
Participation	3.69	High
Opportunities	3.61	High
Toleration	3.83	High
Overall Mean	**3.71**	**High**

Legend: 4.21 – 5.00 (Very High); 3.41 – 4.20 (High); 2.61 – 3.40 (Moderate); 1.81 – 2.60 (Low); and 1.00 – 1.80 (Very Low).

Table 3 shows the overall perception of respondents on employee engagement in different workplaces in Bangsamoro Autonomous Region in Muslim Mindanao (BARMM). The Grand mean of 3.71 indicates that employee engagement is perceived as high," which means that various communities in BARMM exercise their rights to participation, are provided access to opportunities, and are tolerated in their workplaces.

Adaptive Leadership Among Leaders of Bangsamoro Autonomous Region in Muslim Mindanao

The data presented in Table 4 show the level of adaptive leadership practice of BARMM administrators as perceived by the respondents. The items under adaptive leadership indicator gained a mean range within the descriptive rating "high" leading to the grand mean of 3.86 which implies high level of leadership adaptability based on the index provided.

Among the 15 items of adaptive leadership indicators, items 9 "*Innovative and creative, especially in finding new solutions to a particular problem*," 14 "*Encourages employees to appreciate and respect other opinions*," and 8 "*Willing to learn new things to discover new strategies that will work for an evolving issue*" gained the highest mean of 3.96, 3.94, and 3.93 respectively, indicating high level of practice of leadership adaptability on innovativeness and creativity, appreciating and respecting opinions, and discovering new strategies.

In contrast, Item 3, *"Exerts mentorship of individuals regardless of who they are in the organization,* " gained the lowest mean (3.77) from respondents, although it is still under the descriptive rating "high." It is followed by items 10 "*Collaborates, empowers, and explore complexities of issues with others and subordinates*" and 13 "*Welcomes criticisms and suggestions from subordinates*" It means that among 15

indicators of adaptive leadership used inthis study, BARMM leaders practice less adaptability on the aspect of mentorship, resolving complex issues, and accepting criticisms.

The findings are aligned with the study results of Dimaro (2023) among ministry officials of BARMM which found out that transformational leadership (as one of the leadership styles in which adaptive leaders shift to and from) is frequently practiced by leaders in the region (Dimaro,

2023). The practice of adaptive leadership has become more prevalent during the COVID-19 crisis, where leaders need to shift from traditional forms of leadership to agile ones to continue the operation of the organization (Nissim & Simon, 2021). According to Nissim and Simon (2021), the utilization of technology in leadership is quite challenging for administrators as it requires the skills and competencies of adaptive leadership and agility through reciprocity, a sense of inclusion, and cooperative communication.

Table 4: The Level of Adaptive Leadership Practice in their Workplace (n = 411)

	Adaptive Leadership	Mean	Description
The organization is led by a leader who…			
1.	Models and upholds the norms of inclusivity	3.81	High
2.	Listens to all members with empathy	3.84	High
3.	Exerts mentorship of individuals regardless of who they are in the organization	3.77	High
4.	Observes honest and transparent communication	3.88	High
5.	Solicits thoughts, concerns, and ideas to all members	3.84	High
6.	Trusts each of us in the organization	3.81	High
7.	Accommodates, value, and respect opinion of other people	3.84	High
8.	Is willing to learn new things to discover new strategies that will work for an evolving issue	3.93	High
9.	Is innovative and creative, especially in finding new solutions to a particular problem	3.96	High
10.	Collaborates, empowers, and explore complexities of issues with others and subordinates	3.79	High
11.	Focuses on vision and values of the organization	3.92	High
12.	Can balance competing priorities of the organization	3.86	High
13.	Welcomes criticisms and suggestions from subordinates	3.80	High
14.	Encourages employees to appreciate and respect other opinions	3.94	High
15.	Appreciates innovativeness of employees	3.92	High
	Grand Mean	**3.86**	High

Legend: 4.21 – 5.00 (Very High); 3.41 – 4.20 (High); 2.61 – 3.40 (Moderate); 1.81 – 2.60 (Low); and 1.00 – 1.80 (Very

The BARMM government exerts effort to foster adaptive leadership within the region through a fellowship activity that is expected to intensify collaboration among LGUs, strengthen the relationship between local and regional government officials, and better understand adaptive leadership participated by Bangsamoro government leaders (Galing Pook Foundation, 2024).

Furthermore, this is consistent with the findings of Meng et al.. al. (2024) involving 1,044 samples during the COVID-19 crisis, found the role of adaptive leadership in demonstrating transparent communication, sense of empathy, and building trust and empathy in the organization (Meng, Pan, Cacciatore, & Sanchez, 2024). Raney (2014) cited the adaptive leadership model developed by Heifetz et al.. et al. consider crises to be an opportunity to assist in organizational resilience by establishing mutual trust and creativity among employees (Raney, 2014).

Finally, the findings confirm the criteria of Wale (2015) for adaptive leadership, which include integrating organizational transformation into stakeholders' fundamental values, skills, and aspirations; developing an environment that appreciates different points of view; and welcoming employee innovation (Wale, 2015). It also fits the idea of Cook and Allison (2023) on adaptive leadership, which is summed up as follows: the dynamism of an organization can be revolutionary and evolutionary, which requires discarding older methods of operations and adapting new ways to embrace changes (Cook & Allison, 2023).

Public Administration Practices in Bangsamoro Autonomous Region in Muslim Mindanao

The data presented in Table 5 show the level of public administration practices in Bangsamoro workplaces as perceived by the respondents. It can be observed that all items used in the indicator gained mean scores that fall under the descriptive rating "high" based on the index provided, hence, the grand mean of 3.91. It is evident in the table that item 1, which refers to *"The organization is committed to the delivery of service to the public"* obtained the highest mean of 4.06, considered "high" based on the index provided in this study. It is followed by item

Item 8, *Employees are encouraged to behave and act in accordance with principles of fairness and equality,* had a mean of 3.98, and items 2, *This organization is manned by leaders who exercise participatory planning*," and 14, *This organization puts more value on people and public service*, had a mean of 3.97 each.

Furthermore, the item 5 *"Plans are implemented based on the stated time frame"* obtained the lowest mean of 3.82 which can be the reason why this indicator did not obtain the highest descriptive rating along with item 13 *"This organization recognize and appreciate the unique contribution of each employee"* (3.83) and item 9 *"All employees in this organization are equal in terms of access to professional growth and development"* (3.84).

This finding is in accordance with the concept of the New Public Service (NPS), which emphasizes public service, aims for public interest, and values citizenship and public service over entrepreneurship (Denhardt & Denhardt, 2015). Meanwhile, Stillman (2015) emphasized that public administration practice ensures that public sectors deliver public goods and services to citizens through operations, decision-making procedures, and resource allocation. Furthermore, the concept of e-government supports this finding by utilizing digital technologies to improve public service delivery (Hill & Hupe, 2019).

Table 5: The Level of Public Administration Practices in their Workplace in the Context of New Public Service (n = 411)

	Public Administration Practices	Mean	Description
1.	The organization is committed to the delivery of service to the public	4.06	High
2.	This organization is manned by leaders who exercise participatory planning	3.97	High
3.	Leaders exercise accountability for decisions and actions collaboratively made for the organization	3.94	High

4.	Resources and budgets are appropriately allocated for the execution of organizational plans	3.90	High
5.	Plans are implemented based on the stated time frame	3.82	High
6.	Decisions are made based on a collaborative, democratic, and participatory manner	3.89	High
7.	Management decisions are guided by principles of fairness, equality, and respect	3.92	High
8.	Employees are encouraged to behave and act in accordance to principles of fairness and equality	3.98	High
9.	All employees in this organization are equal in terms of access to professional growth and development	3.84	High
10.	Transparency is observed within the organization	3.86	High
11.	The culture in this workplace includes valuing employees regardless of their sociodemographic characteristics	3.94	High
12.	This organization has established a mechanism to support diverse individuals	3.86	High
13.	This organization recognize and appreciate the unique contribution of each employee	3.83	High
14.	This organization put more value on people and public service	3.97	High
15.	Policies in the organization (recruitment policy, promotion policy, etc.) are based on just and fair	3.88	High
	Grand Mean	**3.91**	High

Legend: 4.21 – 5.00 (Very High); 3.41 – 4.20 (High); 2.61 – 3.40 (Moderate); 1.81 – 2.60 (Low); and 1.00 – 1.80 (Very Low).

The grand mean of 3.91 indicates that public-administration practices in the context of the NPS are highly practiced in different workplaces in BARMM, as perceived by various communities. This implies that the BARMM administration, city, and provincial government under BARMM region complied with the necessary requisites of public administration practices in the lens of new public service, which mandates public sectors to integrate dedication to transparency and value for accountability in public service. As Denhardt and Denhardt (2000) summarize, NPS concepts should include citizen-centered services, public interests, democratic governance, ethical leadership, and social equity, which are integrated into the items of public administration practices in this study.O' Leary's (2005) study supports the findings of this study as it emphasizes collaboration to address issues of new government processes in international, federal, state, and local public institutions through teaching and research to help public sectors design and utilize data-driven best practices to deliver a public service that will satisfy constituents (O'Leary, 2005). As Lijiao and Bifen (2021) suggest, the satisfaction with public services such as medical, employment, and housing services has a significant impact on their sense of inclusion (Lijiao & Bifen, 2021).

The result is reflected in the pledge of the BTA leadership when they assumed the BARMM government in 2019 to foster good governance by ensuring the effective delivery of public services to Moro and non-Moro people residing in BARMM, who are generally called Bangsamoro (OPAPRU, 2019). Further, Secretary Carlito Galvez, emphasized in his speech during the government assumption that the BTA should deliver public service for Bangsamoro with dedication, commitment, and sincerity through clean governmental transactions (Galvez, 2019). The appointed Chief Minister Ahod "Murad" B. Ebrahim Al-Haj affirms this by stating that the main agenda of the interim government is to ensure the delivery of services for BARMM residents by taking full responsibility for children's education, constituents health, and the region's economic development (Ebrahim, 2019).

Multiple Regression Analysis

Multiple regression analysis was used to predict workplace inclusivity using independent variables such as employee engagement, adaptive leadership, and public administration practices. This statistical technique was used to analyze the relationship between single dependent variables and several independent variables to determine the answer to the statement of the problem number 6 of the study, the model that best describes workplace inclusivity.

Predictors of Workplace Inclusivity in Bangsamoro Autonomous Region in Muslim Mindanao

Table 6 presents the contribution of Employee Engagement, Adaptive Leadership, and Public Administration Practice to perceived workplace inclusivity in BARMM. The results show that all predictor variables have a direct relationship with workplace inclusivity. This means that the higher the levels of employee engagement, adaptive leadership, and public administration practice, the higher the probability of workplace inclusivity in BARMM.

Table 6: The Extent of Employee Engagement, Adaptive Leadership, and Public Administration Practices Predict the Perceived Workplace Inclusivity in the BARMM

Outcome	Predictor	Unstandardized Coefficients		Standardized Coefficients Beta	t-value	p-value	Remarks
		B	Std. Error				
Workplace Inclusivity	(Constant)	0.614	0.086				
	Employee Engagement	0.433	0.041	0.478	10.629	0.000*	Significant
	Adaptive Leadership	0.212	0.051	0.244	4.188	0.000*	Significant
	Public Administration Practices	0.177	0.044	0.207	4.016	0.000*	Significant

Over-all: R = 0.881; R2 = 0.776; F = 469.789; Sig = 0.000
* Significant at 0.05 level

Employee Engagement has a significant contribution to workplace inclusivity yielded a p-value of 0.000, which is less than 0.05. It means, ' "H_{02} : *Employee engagement is not a significant predictor of workplace inclusivity*" is rejected. Hence, a linear equation is developed to present The relationship between the significant predictor variables and the outcome variable:

$$\boldsymbol{Workplace\ Inclusivity = 0.177\ (Public\ Admin.\ Practice) + 0.614\ (Constant)}$$

To add, for every unit increase of *Employee Engagement*, there is a corresponding increased by 0.433 to *Workplace Inclusivity*, holding the other variables constant at 0.614. This is consistent with the journal article published by the Chief Talent Officer, claiming a positive contribution of employee engagement on workplace inclusion through establishing an environment that allows employees to feel respected, valued, motivated, included, and supported, strengthened through higher engagement in the workplace (Chief Talent Officer, 2023). Furthermore, it is in consonance with the research conducted by McKinsey and Company, which found that 39% of job applicants, including LGBTQIA+, racial, and ethnic minorities, turn down a job offer if they perceive the organization as non-inclusive (McKinsey & Company, 2020). These studies highlight the significant contribution of employee engagement to inclusion.

As cited by Moner, inclusivity in BARMM can be seen in the participation and representation of all Bangsamoro people in the government, including IPs, Christians, women, and youth (Moner, 2022). Furthermore, he argued that an inclusive BARMM is characterized by the provision of protection of all people under the law, granting of equal opportunities, and exercise of meaningful participation (Moner, 2022).

Consequently, Adaptive Leadership has a significant contribution also to workplace inclusivity, yielding a p-value of 0.011, which is less than 0.05. This means, "H_{02}: *Adaptive leadership is not a significant predictor of workplace inclusivity*. Hence, a linear equation is developed to present the relationship of the significant predictor variable to the outcome variable:

$$\textbf{Workplace Inclusivity} = 0.212\ (\textbf{Adaptive Leadership}) + 0.614\ (\textbf{Constant})$$

This implies that a unit increase in *Adaptive Leadership* corresponds to a 0.212 increase in *Workplace Inclusivity*, holding the other variables constant at 0.614. This is in line with the study of Nahavandi (2015), which highlights the readiness of adaptive leaders to recognize and address diversity and inclusion concerns (Nahavandi, 2015). Similarly, researchers such as Rock and Grant (2016) have pointed out that inclusive leadership requires adjusting the leadership style to meet different opinions and demands, consequently generating a sense of belonging for all employees. This adaptability is critical for overcoming the specific hurdles that occur in various workplace circumstances (Rock & Grant, 2016). Nishii and Mayer (2019) emphasized that adaptive leaders promote an inclusive workplace atmosphere by valuing and celebrating differences. Thus, the concept of inclusive leadership is connected to the adaptive leadership strategy in that it comprises active engagement and utilizes multiple perspectives to create innovation and improve performance (Nishii & Mayer, 2019).

In addition, Public Administration Practices has a significant contribution also to workplace inclusivity yielding a p-value of 0.005 which is less than 0.05. This means, "H_{03} : *Public administration practice is not a significant predictor of workplace inclusivity*" is rejected. Hence, a

A linear equation was developed to present the relationship between the significant predictor variables and the outcome variable:

$$\textbf{Workplace Inclusivity} = 0.177\ (\textbf{Public Admin. Practice}) + 0.614\ (\textbf{Constant})$$

Thus, a unit increase in *Public Administration Practice* corresponds to an increase of 0.177 to *Workplace Inclusivity*, holding the other variables constant at 0.614. It shows that public administration practices can significantly influence workplace inclusivity by shaping policies and procedures that impact the organizational culture and behavior. For example, policies that promote diversity and inclusion can be embedded in public administration frameworks to foster a more inclusive workplace environment (Moynihan & Ingraham, 2015). Public administrators' dedication to transparency and accountability can also improve workplace inclusivity through open communication channels and a dedication to eliminating discrimination or bias issues for a more inclusive workplace (Rainey, 2014). Stillman (2010) argues that public administration plays an important role in enacting and enforcing anti-discrimination legislation and regulations, which can contribute to establishing an inclusive workplace culture. Public administrators' commitment to maintaining these legal frameworks can directly impact the organizational policies and behaviors necessary for promoting workplace inclusivity (Stillman, 2010).

It is evident in the effort of BARMM leaders to urge Bangsamoro employees to sustain solidarity and inclusivity in public service, as reflected in CM Ebrahim's statement that progress, fairness, and inclusivity in public service can be championed by working together (Bangsamoro Information Office, 2023). It is also coherent with the bill proposed by BARMM lawmakers, which ensures diversity, equity, and inclusivity in public service vis-à-vis recognizing cultural and religious diversity in the region to emphasize equitable representation of Moro and non-Moro tribes, IPs, and community settlers (Bangsamoro Transition Authority, 2022). This bill is known as the Diversity, Equity, and Inclusivity in Public Service Act of 2022 (PB 168), authored by MP Engr. Don Mustapha Loong.

The R-squared result of 0.776 implies that 77.6% of the total variation in the outcome variable can be explained by the predictor variables. This indicates that approximately 22.4% of the variation is accounted for by other factors that influence Workplace Inclusivity but are not included in this study.Looking at the standardized regression coefficient of the three (3) variables, it can be observed that employee engagement holds the most important variables in predicting workplace inclusivity since it has the largest standardized coefficient value of 0.478 against the 0.244 and

0.207 for adaptive leadership and public administration practices, respectively. This is based on the general rule that regards the variables with the largest standardized coefficient as the most important variables (Ratner, n.d.).

These findings suggest that employee engagement, adaptive leadership, and public administration practices are significant factors that determine Workplace Inclusivity in BARMM. Thus, workplace inclusivity in the BARMM is described by the following equation:

$$\textit{Workplace Inclusivity} = 0.614 + (0.433 * \textit{Employee Engagement}) + (0.212 * \textit{Adaptive Leadership}) + (0.177 * \textit{Public Administration Practices})$$

This equation represents the relationship between workplace inclusivity and the predictor variables (Employee Engagement, Adaptive Leadership, and Public Administration Practices). This indicates how changes in these predictor variables are associated with changes in workplace inclusivity while holding all other predictors constant.

Moderating Effect of Socio-demographic Towards Employee Engagement, Adaptive Leadership, and Public Administration Practice and Workplace Inclusivity

The hierarchical regression analysis aimed to explore how various sociodemographic profiles moderate the relationships between employee engagement, adaptive leadership, public administration practices and workplace inclusivity. The findings reveal nuanced patterns across various demographic factors.

Age emerged as a significant moderator only for the relationship between adaptive leadership and workplace inclusivity, indicating its potential influence on shaping this connection. Gender showed significant moderating effects on the relationship between adaptive leadership and public administration practices with workplace inclusivity, suggesting gender-specific dynamics in these associations. Conversely, civil status and religion did not exhibit significant moderating effects on any of the variables studied.

Table 7: Aggregate Table of the Moderating Effects of Socio-Demographic Profile of Respondents on the Magnitude of Relationship Between Employee Engagement, Adaptive Leadership, and Public Administration Practices and Workplace Inclusivity

Socio- Demographic Profile	Moderating Effect	Predictors of Workplace Inclusivity (EE, AL, and/or PAP)	Interaction terms
Age	ü	AL	$\beta = 0.542, t = 2.432, p = 0.076$
Gender	ü	AL	$\beta = 0.559, t = 1.920, p = 0.074$
Civil Status	x	PAP	$\beta = -0.452, t = -1.896, p = 0.078$
Ethnicity	ü	EE	$\beta = -0.554, t = -1.902, p = 0.087$
Religion	x	PAP	$\beta = -0.547, t = -1.913, p = 0.063$
Educational	ü	AL	$\beta = 117, t = 1.101, p = 0.059$
Attainment		PAP	$\beta = -0.591, t = -3.716, p = 0.083$
Employment Status	ü	PAP	$\beta = -0.098, t = 3.980, p = 0.088$
Years in Service	ü	PAP	$\beta = 0.345, t = 3.019, p = 0.087$
Geographical Location	ü	PAP	$\beta = 0.329, t = 3.182, p = 0.062$

Note: **EE:** Employee Engagement; **AL:** Adaptive Leadership; **PAP:** Public Administration Practices.

Ethnicity significantly moderated the connections between employee engagement, public administration practices, and workplace inclusivity, suggesting that ethnic backgrounds may influence how these organizational factors contribute to inclusivity. Educational attainment emerged as a significant moderator of the relationship between adaptive leadership and public administration practices and workplace inclusivity, highlighting the importance of education level in shaping inclusive workplace practices. Employment status significantly moderated the relationship between public administration practices and inclusivity, indicating its impact on how organizational practices translate into inclusive work environments. The length of service was significant only for its moderating effect on the relationship between public administration practices and inclusivity, suggesting that tenure might play a role in shaping inclusivity perceptions. Finally, geographical location significantly moderated the link between public administration practices and inclusivity, suggesting regional differences in the effectiveness of organizational practices in fostering it.

These findings underscore the importance of considering sociodemographic diversity in understanding and promoting workplace inclusivity, with implications for organizational policies and practices aimed at fostering inclusive work environments.

Conclusion

This study highlights the progress made in workplace inclusivity within BARMM while identifying areas that need improvement, particularly in leadership approaches and policy implementation. Several key strategies are recommended to bridge these gaps. First, organizations should prioritize psychological safety and establish structured mentorship programs to foster employees' well-being and career development. Second, disparities in reward systems must be addressed alongside efforts to boost employee involvement in decision-making processes. Finally, inclusivity initiatives should be tailored to reflect employees' diverse demographic characteristics. Through these actions, BARMM organizations can cultivate a more equitable and supportive work environment, ultimately strengthening inclusivity in the region.

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