



Inclusive Leadership Practices Among BARMM Administrators in Tawi-Tawi Province: A Contextual Leadership Development Framework

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Abstract. Inclusive leadership has emerged as a critical leadership paradigm for fostering organizational effectiveness, employee engagement, and participatory governance in culturally diverse public institutions. Despite its increasing relevance, empirical evidence on inclusive leadership within autonomous regional governments remains limited, particularly in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM), where governance is shaped by cultural diversity, decentralized administration, and unique institutional contexts. This study examined the inclusive leadership practices of BARMM administrators in Tawi-Tawi Province and developed an evidence-based Leadership Development Framework to strengthen inclusive governance and organizational effectiveness. A quantitative descriptive-correlational research design was employed involving 90 employees selected through stratified random sampling from eleven BARMM ministries in Tawi-Tawi Province. Data were collected using a validated structured questionnaire adapted from established inclusive leadership scales. Descriptive statistics, independent samples t-test, one-way analysis of variance (ANOVA), and multiple linear regression were utilized to analyze the data. The findings revealed that BARMM administrators demonstrated high to very high levels of inclusive leadership across all dimensions. Collaborative decision-making, accountability and transparency, and respect for diversity received the highest ratings, reflecting a culture of participation, ethical governance, and inclusivity. Moreover, availability and accessibility and fairness and equity emerged as the strongest predictors of overall inclusive leadership effectiveness. No significant differences were found in participants' perceptions when grouped according to age, sex, educational attainment, and length of service. The study extends Inclusive Leadership Theory by providing empirical evidence from the BARMM context and proposes the BARMM Inclusive Leadership Development Framework (BILDF) as a practical model for strengthening leadership competencies and promoting inclusive, accountable, and participatory public governance.

Keywords: BARMM, inclusive leadership; leadership development; organizational effectiveness; participatory governance

Introduction

Leadership plays a fundamental role in shaping organizational performance, employee engagement, and the effectiveness of public institutions. As governance becomes increasingly participatory and citizen-centered, public-sector leaders are expected not only to manage organizational resources efficiently but also to cultivate environments where individuals from diverse backgrounds feel respected, valued, and empowered to contribute. Consequently, leadership approaches that promote inclusivity, collaboration, transparency, and shared decision-making have become essential to achieving responsive governance and sustainable public service delivery.



Among contemporary leadership paradigms, inclusive leadership has emerged as a critical approach for managing diversity and improving organizational effectiveness. Inclusive leadership is characterized by openness, accessibility, fairness, respect for diversity, empowerment, accountability, and collaborative engagement with employees. Inclusive leaders intentionally create an environment where organizational members experience both a sense of belonging and recognition of their unique contributions, thereby encouraging participation, psychological safety, innovation, and collective problem-solving (Randel et al., 2018; Shore et al., 2018).

Empirical evidence consistently demonstrates the positive influence of inclusive leadership on employee engagement, organizational commitment, job satisfaction, innovation, and organizational performance. By fostering trust, respect, and collaboration, inclusive leaders encourage employees to share ideas, participate in decision-making, and remain committed to organizational goals. Such leadership also strengthens teamwork, improves adaptability, and enhances organizational resilience in addressing complex challenges (Carmeli et al., 2022).

The relevance of inclusive leadership is particularly evident in public administration, where government organizations operate within increasingly diverse social, cultural, and political environments. Public administrators are expected to balance competing stakeholders' interests while upholding the principles of transparency, accountability, equity, and citizen participation. Inclusive leadership supports these governance principles by fostering a workplace culture that values diversity, promotes employee participation, and encourages collaboration across different perspectives, thereby strengthening organizational effectiveness and enhancing the quality of public service delivery (Ashikali, 2023).

The establishment of the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) through Republic Act No. 11054, otherwise known as the Bangsamoro Organic Law, institutionalized a governance framework founded on participatory governance, social justice, accountability, inclusivity, and equitable development. These principles require public administrators to exercise leadership that recognizes diversity and encourages broad participation in governance processes. Within this regional context, Tawi-Tawi Province presents a distinctive governance environment because of its multicultural composition, comprising the Sama, Tausug, Badjao, Yakan, and other indigenous communities. The province's cultural diversity requires administrators to demonstrate leadership practices that foster mutual respect, inclusiveness, collaboration, and equitable representation in decision-making. Consequently, inclusive leadership becomes a strategic competency for strengthening governance effectiveness and promoting social cohesion across culturally diverse communities.

Despite the growing body of literature on inclusive leadership, empirical studies focusing on BARMM remain limited. Existing research has largely emphasized transformational leadership, servant leadership, governance reforms, and organizational effectiveness in public institutions, while comparatively little attention has been given to inclusive leadership within autonomous regional governments. Moreover, studies examining how inclusive leadership practices can inform leadership development initiatives tailored to the unique governance context of BARMM, particularly in Tawi-Tawi Province, remain scarce.

This limited body of empirical evidence constitutes the central research problem of the present study. Without a clear understanding of the extent to which BARMM administrators demonstrate inclusive leadership practices, policymakers and organizational leaders have limited evidence to guide leadership development programs, capacity-building initiatives, and governance reforms. The absence of a contextualized leadership framework also constrains efforts to strengthen inclusive governance and institutional effectiveness within the Bangsamoro region.

Accordingly, this study aimed to assess the inclusive leadership practices of BARMM administrators in Tawi-Tawi Province. Specifically, it sought to determine the extent to which administrators demonstrate inclusive leadership in terms of openness, availability and accessibility, fairness and equity, empowerment and participation, respect for diversity, accountability and transparency, and collaborative decision-making. The study also identified the dimensions that significantly contribute to overall inclusive leadership effectiveness and developed a Leadership Development Framework based on the empirical findings.

By addressing the existing research gap, this study contributes to the growing body of knowledge on inclusive leadership in public administration, particularly within autonomous regional governments. The findings are expected to provide practical guidance for leadership development, organizational capacity



building, policy formulation, and institutional strengthening within BARMM. Ultimately, the proposed Leadership Development Framework aims to support the realization of BARMM's vision of responsive, participatory, equitable, and people-centered governance anchored on inclusivity, accountability, and institutional excellence.

Research Questions

This study aimed to determine the inclusive leadership practices of BARMM administrators in Tawi-Tawi Province as basis for a Leadership Development Framework. Specifically, it sought to answer the following questions:

1. What is the demographic profile of BARMM administrators in terms of:
 - 1.1 age;
 - 1.2 sex;
 - 1.3 educational attainment;
 - 1.4 length of service?
2. What is the level of inclusive leadership practices of BARMM administrators in terms of:
 - 2.1 openness;
 - 2.2 availability and accessibility;
 - 2.3 fairness and equity;
 - 2.4 empowerment and participation;
 - 2.5 respect for diversity;
 - 2.6 accountability and transparency; and
 - 2.7 collaborative decision-making?
3. Are there significant differences in the perceived inclusive leadership practices when respondents are grouped according to profile variables?
4. Which dimensions significantly predict overall inclusive leadership effectiveness?
5. What Leadership Development Framework may be proposed based on the findings?

Scope and Delimitation of the Study

This study focused on assessing the inclusive leadership practices of BARMM administrators assigned to regional, provincial, and field offices in Tawi-Tawi Province during Academic Year 2026–2027. Specifically, it examined the extent to which administrators demonstrated inclusive leadership in terms of openness and accessibility, fairness and equity, empowerment and participation, respect for diversity, accountability and transparency, and collaborative decision-making. The findings served as the basis for developing a Leadership Development Framework for BARMM administrators. The study was limited to administrators occupying supervisory, managerial, and executive positions, as well as selected employees who directly worked with them. It was confined to BARMM offices operating within Tawi-Tawi Province and excluded offices located in other BARMM provinces. Furthermore, the study did not cover elected political officials or other leadership approaches beyond the dimensions of inclusive leadership investigated in this research.

Literature Review

Inclusive Leadership

Leadership has undergone a significant transformation in response to increasing workforce diversity, globalization, and the growing demand for equitable and participatory governance. Traditional leadership approaches that primarily emphasize organizational performance and hierarchical authority are increasingly considered insufficient for addressing the complexities of contemporary organizations characterized by diverse cultural, social, and professional backgrounds. Consequently, inclusive leadership has emerged as a prominent leadership paradigm that emphasizes creating work environments where individuals feel respected, valued, and empowered to contribute regardless of their ethnicity, religion, gender, age, or social identity. By fostering both individual uniqueness and a sense of belonging, inclusive leadership promotes collaboration, innovation, employee well-being, and organizational effectiveness while



advancing the broader goals of equity and social inclusion (Randel et al., 2018; Shore et al., 2018). Although scholars generally agree that inclusive leadership positively influences organizational effectiveness, they differ in their conceptualization of how inclusive leadership achieves these outcomes. Randel et al. (2018) proposed that inclusive leadership is fundamentally rooted in the dual principles of belongingness and uniqueness, arguing that employees are more likely to contribute when they simultaneously experience acceptance and appreciation of their individual differences. In contrast, Shore et al. (2018) conceptualized inclusion as an organizational process characterized by equitable treatment, participation in decision-making, and recognition of diverse identities. While both perspectives emphasize creating inclusive workplaces, they differ in their primary focus, with Randel et al. emphasizing employees' psychological experiences and Shore et al. highlighting organizational structures and leadership practices. These complementary perspectives suggest that inclusive leadership is both a relational leadership behavior and an organizational capability that promotes employee engagement and institutional effectiveness. More recent empirical studies have expanded these foundational perspectives by demonstrating that inclusive leadership contributes to a wide range of positive organizational outcomes. Studies conducted in both private and public organizations consistently report that inclusive leadership enhances employee engagement, psychological safety, innovation, organizational commitment, and job satisfaction while strengthening organizational resilience and adaptability (e.g., Ashikali, 2025; Carmeli et al., 2010). Nevertheless, researchers differ regarding the mechanisms through which these outcomes occur. Some studies identify psychological safety as the primary mediating factor, whereas others emphasize employee empowerment, collaborative decision-making, or organizational justice. These differences suggest that the effectiveness of inclusive leadership may vary depending on organizational context, leadership practices, and institutional culture.

Openness and Accessibility

Openness and accessibility are fundamental dimensions of inclusive leadership because they promote transparent communication, employee participation, and trust. Nembhard and Edmondson (2006) emphasized that leaders who are approachable and encourage employees to express ideas create more inclusive and collaborative work environments. Similarly, Carmeli et al. (2010) found that leader openness fosters psychological safety, which enhances learning, creativity, and innovation. While both studies agree that openness strengthens organizational effectiveness, Nembhard and Edmondson focus on leader behaviors that encourage participation, whereas Carmeli et al. highlight psychological safety as the mechanism through which these behaviors improve employee outcomes. Collectively, these studies provide a strong theoretical basis for examining openness and accessibility as a key dimension of inclusive leadership. However, empirical evidence remains limited in public-sector organizations, particularly within the BARMM context, thereby justifying the present study on the inclusive leadership practices of BARMM administrators in Tawi-Tawi Province.

Fairness and Equity

Fairness and equity are central to inclusive leadership because they ensure that employees are treated impartially and provided with equal opportunities for growth and advancement. Inclusive leaders strive to eliminate biases in decision-making and ensure equitable access to organizational resources, responsibilities, and rewards (Shore et al., 2018). Previous studies consistently identify fairness as a cornerstone of inclusive leadership because equitable treatment strengthens employees' trust and organizational commitment (Shore et al., 2018; Ashikali, 2025). Nevertheless, researchers differ regarding how fairness should be operationalized. While Shore et al. emphasized procedural justice and equitable participation, Ashikali argued that fairness should likewise encompass inclusive human resource practices and leadership accountability within public organizations. These differing perspectives suggest that fairness is both an interpersonal leadership behavior and an institutional governance principle. Such a distinction is particularly relevant in BARMM, where public administrators are expected to ensure equitable service delivery across culturally and geographically diverse communities.



Empowerment and Participation

Empowerment and participation are essential dimensions of inclusive leadership because they encourage employees to contribute to decision-making and organizational improvement. Randel et al. (2018) argued that inclusive leaders empower employees by valuing their ideas and creating opportunities for meaningful participation, thereby enhancing engagement and commitment. Similarly, Karimi and Khawaja (2024) found that employee empowerment strengthens autonomy, accountability, and motivation, leading to improved individual and organizational performance. While both studies agree that empowerment promotes positive workplace outcomes, Randel et al. emphasize inclusion through participative leadership, whereas Karimi and Khawaja highlight empowerment as a driver of employee performance. Collectively, these studies demonstrate that empowering employees fosters collaboration and organizational effectiveness. However, limited evidence exists on how empowerment and participation are practiced among public-sector leaders in the BARMM context, justifying the inclusion of this dimension in the present study.

Respect for Diversity

Respect for diversity involves recognizing, appreciating, and leveraging individual differences as organizational strengths rather than barriers. Inclusive leaders actively acknowledge the unique cultural, religious, linguistic, and social identities of employees and stakeholders, thereby cultivating an environment anchored in mutual respect and understanding (Shore et al., 2018). Empirically, organizations that institutionalize these values demonstrate heightened creativity, innovation, and adaptability, as diverse teams introduce a broader spectrum of perspectives and problem-solving experiences (Aksnes & Breit, 2024). In historically complex, multicultural regions like the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM), this ethos transitions from an organizational asset to a governance necessity. Cultivating a deep respect for diversity within BARMM is critical for fostering social cohesion, mitigating institutional conflict, and ensuring equitable representation across all governance processes.

Accountability and Transparency

Accountability and transparency are essential dimensions of inclusive leadership because they foster trust, ethical behavior, and responsible decision-making. Northouse (2024) emphasized that effective leaders promote transparency by communicating decisions openly, clarifying organizational expectations, and accepting responsibility for their actions. Similarly, Yukl (2023) argued that accountable and transparent leadership enhances employee trust, organizational credibility, and stakeholder confidence by ensuring fairness and consistency in decision-making. While both authors recognize transparency as a foundation of effective leadership, Northouse focuses on ethical leadership behaviors, whereas Yukl highlights their influence on organizational performance and governance. Collectively, these perspectives suggest that accountability and transparency strengthen inclusive leadership by creating a culture of trust and integrity. However, evidence on these practices within public-sector organizations in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) remains limited, underscoring the need for the present study to examine how BARMM administrators demonstrate accountability and transparency in their leadership practices.

Collaborative Decision-Making

Collaborative decision-making is a key dimension of inclusive leadership that encourages employees and stakeholders to participate in identifying problems, generating solutions, and making organizational decisions. Bernards et al. (2023) emphasized that collaborative leadership improves decision quality by integrating diverse knowledge, experiences, and perspectives, leading to greater stakeholder commitment and organizational effectiveness. Similarly, Bernards and Van der Voet (2025) argued that shared decision-making strengthens public governance by promoting inclusiveness, transparency, and responsiveness in policy implementation. While both studies recognize collaboration as essential for effective leadership, Bernards et al. (2023) focus on its contribution to organizational performance, whereas Bernards and Van der Voet (2025) highlight its value in public-sector governance. Collectively, these studies suggest that collaborative decision-making enhances inclusive leadership by fostering shared



responsibility, trust, and better organizational outcomes. However, empirical evidence on collaborative decision-making among BARMM administrators remains limited, underscoring the need for the present study to examine this leadership practice within the unique governance context of Tawi-Tawi Province.

Inclusive Leadership in Public Administration

The growing complexity of public governance has heightened the importance of inclusive leadership in public-sector organizations. Contemporary public administration emphasizes collaboration, citizen participation, and stakeholder engagement as essential components of effective governance. Inclusive leaders facilitate these processes by creating environments where diverse voices are heard and valued (Ashikali, 2023). Although numerous studies have established the positive effects of inclusive leadership in private organizations, comparatively fewer investigations have examined its application within public administration. Existing studies generally agree that inclusive leadership improves employee engagement, organizational commitment, and service quality. However, researchers disagree regarding the extent to which findings from business organizations can be generalized to public institutions because government agencies operate under different institutional, political, and accountability structures. Furthermore, most empirical investigations have been conducted in Western countries, leaving culturally diverse autonomous governments underrepresented in the literature. Consequently, the applicability of existing inclusive leadership models within BARMM remains uncertain, thereby justifying the need for the present investigation.

Methodology

Research Design

This study employed a quantitative descriptive-correlational research design. The descriptive method was utilized to determine and describe the extent of inclusive leadership practices demonstrated by BARMM administrators in Tawi-Tawi Province. The correlational approach was used to examine the relationships between the respondents' demographic characteristics and their perceived inclusive leadership practices, as well as to identify the dimensions that significantly contributed to inclusive leadership effectiveness. According to Creswell and Creswell (2023), quantitative research enables researchers to collect numerical data that can be statistically analyzed to describe trends, explain relationships, and test hypotheses. The descriptive-correlational design was deemed appropriate because it allowed the researcher to investigate existing conditions and relationships among variables without manipulating the study environment. The findings of the study served as the empirical basis for the development of a Leadership Development Framework. Furthermore, the results generated from the study provided empirical evidence that served as the basis for the development of a Leadership Development Framework intended to strengthen inclusive leadership competencies among BARMM administrators and support more effective and participatory governance within the region.

Sampling Design

This study employed a proportionate stratified random sampling technique to ensure adequate representation of employees from the eleven (11) ministries of the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) operating within Tawi-Tawi Province. The ministries served as the strata, and participants were selected proportionately from each ministry. Stratified random sampling is appropriate when a population consists of distinct subgroups and the researcher seeks to ensure that each subgroup is adequately represented in the sample (Creswell & Creswell, 2018). Furthermore, proportionate allocation improves the representativeness of the sample by selecting participants from each stratum based on its relative size within the population, thereby ensuring that all subgroups are fairly represented (Lohr, 2021). A total of ninety (90) employees who met the established inclusion criteria participated in the study. Eligible participants were employees who had rendered at least one year of service in their respective ministries and were assigned to BARMM offices within Tawi-Tawi Province. According to Etikan and Bala (2017), stratified random sampling enhances representativeness and reduces sampling bias, thereby improving the reliability and validity of the study findings.



Research Locale

The study was conducted in selected regional, provincial, and field offices of the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) located in the Province of Tawi-Tawi. Tawi-Tawi was selected as the research locale because of its culturally diverse population and unique administrative context within BARMM. The province comprises eleven (11) municipalities and fifteen (15) government offices/ministries that provide services to diverse communities. Its multicultural environment provided a suitable setting for examining inclusive leadership practices among public administrators.

Research Participants

The study involved ninety (90) employees from the eleven (11) ministries of the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) operating in Tawi-Tawi Province, representing diverse functional areas to provide comprehensive insights into inclusive leadership practices. The sample size was determined using Slovin's Formula with a 10% margin of error, ensuring sufficient representation while remaining feasible for the study. Participants were selected through stratified random sampling, with proportional allocation across the ministries to enhance representativeness. Only employees with at least one (1) year of continuous service were included to ensure adequate organizational knowledge and experience. Participation was voluntary and based on informed consent. Excluded from the study were elected officials, contractual or temporary personnel with less than one year of service, and employees assigned outside Tawi-Tawi Province. These criteria ensured that participants could provide reliable and relevant information on the inclusive leadership practices of BARMM administrators.

Research Instrument

The data for this study were collected using a structured survey questionnaire adapted from established inclusive leadership scales by Randel et al. (2018), Shore et al. (2018), and Carmeli et al. (2022). The instrument was contextualized to suit the BARMM setting and consisted of two parts: Part I gathered participants' demographic information, while Part II measured inclusive leadership practices across seven dimensions—openness, availability and accessibility, fairness and equity, empowerment and participation, respect for diversity, accountability and transparency, and collaborative decision-making—using 35 items rated on a five-point Likert scale. The questionnaire underwent expert validation, yielding excellent content validity ($I-CVI = 0.83-1.00$; $S-CVI/Ave = 0.986$; $S-CVI/UA = 0.914$), and was pilot-tested to ensure reliability, resulting in a high Cronbach's alpha of 0.943. Data were analyzed using SPSS, employing descriptive statistics, weighted mean, and standard deviation to assess leadership practices, while inferential statistics—including t-test, ANOVA, and multiple regression—were used to examine differences and identify significant predictors of inclusive leadership effectiveness at a 0.05 level of significance. The results informed the development of the proposed Contextualized Leadership Development Framework.

Data Gathering Procedure

The data gathering process was conducted in several phases. First, approval to conduct the study was secured from the Dissertation Adviser, Graduate School authorities, and concerned BARMM offices. Second, the research instrument underwent validation and pilot testing. Revisions were made based on the recommendations of the validators and pilot-test results. Third, the questionnaires were distributed personally by the researcher and, when necessary, through online survey platforms. The purpose of the study was explained to the respondents, and informed consent was obtained prior to participation. Fourth, the completed questionnaires were retrieved, checked for completeness, coded, and organized for statistical analysis. Finally, the collected data were analyzed and interpreted. The findings served as the basis for the formulation of the proposed Leadership Development Framework.

Results and Discussions

Research Question 1: What is the demographic profile of BARMM administrators in terms of: age, sex, educational attainment, and length of service?

Table 1. Demographic Profile of the Respondents

Variables	Frequency	Percent
Age		
22-25	24	26.7
26-30	26	28.9
31-35	34	37.8
36-40	6	6.7
Total	90	100.0
Gender		
Male	62	68.9
Female	28	31.1
Total	90	100.0
Highest Educational Attainment		
College Graduate	40	44.4
Masteral Graduate	50	55.6
Total	90	100.0
Length of Service		
0-3	26	28.9
4-7	46	51.1
8-11	18	20.0
Total	90	100.0

Table 1 presents the demographic characteristics of the participants in terms of age, sex, highest educational attainment, and length of service.

In terms of age, the largest group of participants was within the 31–35 age range, accounting for 34 participants or 37.8% of the total sample. This was followed by participants aged 26–30 years, who comprised 28.9%, and those aged 22–25 years, who represented 26.7% of the participants. Only 6.7% belonged to the 36–40 age bracket. The findings suggest that the participants were generally in the early to middle stages of their professional careers. This age composition may be advantageous, as individuals within these age groups are often actively engaged in developing their professional competencies and assuming greater organizational responsibilities.

With regard to sex, the majority of the participants were male, comprising 68.9% of the sample, while females accounted for 31.1%. This indicates that male employees constituted a larger share of the workforce in the BARMM offices included in the study. Although both sexes were represented, the results reflect a workforce where men remain more prevalent in the participating offices.

In terms of educational attainment, more than half of the participants (55.6%) had completed a master's degree, while the remaining 44.4% were college graduates. The findings reveal a highly educated group of employees, suggesting that academic qualification is valued within the BARMM bureaucracy. The substantial number of master's degree holders may also indicate a strong commitment among employees to professional growth and career advancement. As noted by Northouse (2022), higher levels of education often contribute to enhanced leadership capacity, decision-making skills, and organizational effectiveness.

Regarding length of service, more than half of the participants (51.1%) had been employed for four to seven years. Meanwhile, 28.9% had served for three years or less, and 20.0% had rendered service for eight to eleven years. These findings suggest that most participants had accumulated sufficient experience within their respective ministries to develop a clear understanding of organizational processes and leadership practices. Employees who have spent several years within an organization are generally better positioned to assess workplace conditions and leadership behaviors because of their prolonged exposure to the organizational environment (Robbins & Judge, 2023).

Overall, the demographic profile indicates that the participants were predominantly male, relatively young, academically qualified, and moderately experienced in government service. These



characteristics suggest that they possessed the necessary educational background and organizational experience to provide informed perspectives on the inclusive leadership practices of BARMM administrators in Tawi-Tawi Province.

Research Question 2: What is the level of inclusive leadership practices of BARMM administrators in terms of: openness, availability, fairness and equity, empowerment and participation, respect for diversity, accountability and transparency; and collaborative decision-making?

Table 2. Level of inclusive leadership practices of BARMM administrators

Variables	Mean	Std. Deviation	Interpretation
Openness			
1. My administrator welcomes suggestions from employees	3.84	0.718	Highly Practiced
2. My administrator listens attentively to different viewpoints	3.84	0.718	Highly Practiced
3. My administrator encourages employees to share innovative ideas	4.19	0.394	Highly Practiced
4. My administrator values diverse opinions before making decisions.	4.19	0.394	Highly Practiced
5. My administrator considers employee feedback in policy implementation	4.19	0.394	Highly Practiced
Average	4.05	0.52	Highly Practiced
Availability and Accessibility			
1. My administrator makes time to discuss work-related concerns	3.84	0.718	Highly Practiced
2. My administrator is available when employees need guidance/maintain open communication	4.19	0.394	Highly Practiced
3. My administrator responds promptly to requests for assistance	3.50	1.154	Highly Practiced
4. My administrator encourages regular dialogue with personnel	3.84	0.718	Highly Practiced
5. My administrator demonstrates concern for employee welfare	4.19	0.394	Highly Practiced
Average	3.91	0.68	Highly Practiced
Fairness and Equity			
1. My administrator treats all employees fairly regardless of their background.	4.53	0.502	Very Highly Practiced
2. Work assignments are distributed equitably among employees.	3.84	0.718	Highly Practiced
3. My administrators see to it that decisions regarding promotions and opportunities are based on merit.	3.50	1.154	Highly Practiced
4. My administrator applies organizational policies consistently to everyone.	4.19	0.394	Highly Practiced
5. Employees are given equal opportunities to contribute to organizational goals.	3.84	0.718	Highly Practiced
Average	3.98	0.70	Highly Practiced
Empowerment and Participation			
1. My administrator encourages employees to share their ideas and suggestions.	4.19	0.394	Highly Practiced
2. My administrator promotes participation in decision-making	4.19	0.394	Highly Practiced



3.	My administrator delegates responsibilities that help employees grow professionally.	3.66	0.478	Highly Practiced
4.	My administrator trusts employees to perform their duties independently.	3.66	0.478	Highly Practiced
5.	My administrator supports employee initiative and innovation.	4.01	0.280	Highly Practiced
Average		3.94	0.40	Highly Practiced
Respect for Diversity				
1.	My administrator respects employees with different backgrounds and perspectives.	3.99	0.410	Highly Practiced
2.	My administrator welcomes diverse viewpoints and consider it in the discussions.	4.47	0.502	Very Highly Practiced
3.	My administrator promotes an environment free from discrimination.	4.47	0.502	Very Highly Practiced
4.	My administrator values employees regardless of their age, gender, ethnicity, or religion.	4.47	0.502	Very Highly Practiced
5.	My administrator viewed differences among employees as strengths in the organization.	4.12	0.897	Highly Practiced
Average		4.30	0.56	Very Highly Practiced
Accountability and Transparency				
1.	My administrator communicates decisions clearly and honestly.	4.47	0.502	Very Highly Practiced
2.	My administrator shared Important information openly with employees.	4.12	0.897	Highly Practiced
3.	My administrator accepts responsibility for his or her decisions and actions.	4.47	0.502	Very Highly Practiced
4.	My administrator informed employees about organizational policies and procedures.	4.34	0.478	Very Highly Practiced
5.	My administrator encourages transparency in work processes and decision-making.	4.19	0.394	Highly Practiced
Average		4.32	0.55	Very Highly Practiced
Collaborative Decision-making				
1.	My administrator consults employees before making important decisions.	4.19	0.394	Highly Practiced
2.	My administrator encourages team members to work together to solve organizational problems.	4.19	0.394	Highly Practiced
3.	My administrator encourages employees to participate in planning activities.	4.53	0.502	Very Highly Practiced
4.	My administrator values employee input when making decisions.	4.53	0.502	Very Highly Practiced
5.	My administrator makes decisions through discussion and consensus whenever possible.	4.19	0.394	Highly Practiced
Average		4.33	0.44	Very Highly Practiced

Table 2 presents the level of inclusive leadership practices of BARMM administrators as perceived by the participants across the dimensions of openness, availability and accessibility, fairness and equity, empowerment and participation, respect for diversity, accountability and transparency, and collaborative decision-making. The findings revealed that BARMM administrators demonstrated a high to very high level of inclusive leadership practices across all dimensions examined. The highest-rated dimensions were collaborative decision-making ($M = 4.33$, $SD = 0.44$), accountability and transparency ($M = 4.32$, $SD =$



0.55), and respect for diversity ($M = 4.30$, $SD = 0.56$), all of which were interpreted as Very Highly Practiced. These findings suggest that the administrators consistently fostered a workplace environment characterized by participation, fairness, openness, and mutual respect. Likewise, openness, fairness and equity, empowerment and participation, and availability and accessibility were all perceived to be highly practiced, indicating that administrators generally fostered a supportive and inclusive organizational environment. These findings lend support to Inclusive Leadership Theory, which emphasizes leaders' ability to create a workplace where employees feel valued, respected, and actively involved in organizational processes (Carmeli et al., 2010; Randel et al., 2018). The results suggest that BARMM administrators not only encouraged employee participation and collaboration but also cultivated an atmosphere of trust, transparency, and mutual respect. Such leadership behaviors are particularly important in the Bangsamoro context, where diversity, inclusion, and stakeholder engagement are essential components of effective governance and organizational performance. Overall, the study underscores the importance of inclusive leadership as a mechanism for strengthening employee engagement, organizational cohesion, and institutional effectiveness. The consistently favorable ratings across all dimensions indicate that inclusive leadership has become a salient feature of administrative practice within BARMM offices in Tawi-Tawi Province, providing a strong foundation for the development of leadership initiatives aimed at sustaining and enhancing inclusive workplace cultures.

Research Question 3: Are there significant differences in the perceived inclusive leadership practices when respondents are grouped according to profile variables?

Table 3. Test of Significant Difference in Inclusive Leadership Practices According to Demographic Profile

Variable	Statistical Test	Test Value	P-value	Decision	Interpretation
Age	One-Way ANOVA	$F = 0.817$	0.488	Fail to Reject H_0	Not Significant
Gender	Independent Samples t-test	$t = -0.122$	0.903	Fail to Reject H_0	Not Significant
Educational Attainment	Independent Samples t-test	$t = -0.827$	0.410	Fail to Reject H_0	Not Significant
Length of Service	One-Way ANOVA	$F = 0.868$	0.423	Fail to Reject H_0	Not Significant

Table 3 shows that there were no significant differences in the perceived inclusive leadership practices of BARMM administrators when participants were grouped according to age, gender, educational attainment, and length of service. Specifically, age, $F(3, 86) = 0.817$, $p = .488$; gender, $t(53.76) = -0.122$, $p = .903$; educational attainment, $t(82.24) = -0.827$, $p = .410$; and length of service, $F(2, 87) = 0.868$, $p = .423$, all yielded p -values greater than the 0.05 level of significance. Hence, the null hypothesis was not rejected, indicating that participants, regardless of their demographic characteristics, shared similar perceptions of the inclusive leadership practices of BARMM administrators. The findings suggest that BARMM administrators consistently demonstrated inclusive leadership behaviors across diverse employee groups. This consistency reflects an organizational climate where employees experience openness, availability, fairness and equity, empowerment and participation, respect for diversity, accountability and transparency, and collaborative decision making regardless of their age, gender, educational attainment, or length of service. The findings support Inclusive Leadership Theory, which posits that inclusive leaders foster both employees' sense of belonging and recognition of their unique contributions, leading to shared perceptions of inclusion across the organization (Randel et al., 2018). The results are consistent with the findings of Lee et al. (2024), who reported that inclusive leadership strengthens an inclusive organizational climate through equitable treatment, open communication, and employee participation, resulting in similar perceptions of inclusion among employees. Likewise, Wang et al. (2025) found that employees' perceptions of inclusive leadership did not significantly differ across age and gender groups, indicating that leaders who consistently demonstrate fairness, accessibility, and respect create comparable experiences for employees regardless of their demographic backgrounds. Similarly, Shore and Chung (2022) emphasized that inclusive leaders cultivate psychological safety and equal participation, thereby minimizing differences in employees' perceptions of leadership. Overall, the findings indicate that demographic characteristics do not

significantly influence employees' perceptions of the inclusive leadership practices of BARMM administrators. Instead, the results suggest that inclusive leadership has been consistently practiced within the organization, fostering an equitable and supportive work environment for all employees.

Research Question 4: Which Dimensions Significantly Predict Overall Inclusive Leadership Effectiveness?

Table 4. Summary of Predictor ranked by strength

Rank	Dimension (Predictor)	B Coefficient	p-value	Interpretation
1	Availability and Accessibility	0.145	< .001	Strongest Predictor
1	Fairness and Equity	0.145	< .001	Strongest Predictor
3	Openness	0.144	< .001	Strong Predictor
4	Respect for Diversity	0.143	< .001	Strong Predictor
5	Accountability and Transparency	0.141	< .001	Significant Predictor
6	Collaborative Decision-Making	0.140	< .001	Significant Predictor
7	Empowerment and Participation	0.134	< .001	Significant Predictor

Table 4 presents the results of the multiple linear regression analysis identifying the dimensions of inclusive leadership that significantly predict overall inclusive leadership effectiveness. All seven dimensions emerged as statistically significant predictors ($p < .001$), indicating that each dimension contributes meaningfully to explaining variations in inclusive leadership effectiveness. The positive unstandardized beta coefficients ($B = 0.134-0.145$) further indicate that improvements in any of the seven dimensions are associated with corresponding increases in overall inclusive leadership effectiveness. These findings demonstrate that inclusive leadership is a multidimensional construct in which several complementary leadership behaviors collectively influence organizational outcomes rather than relying on a single dominant characteristic.

Among the predictors, Availability and Accessibility ($B = 0.145$, $p < .001$) and Fairness and Equity ($B = 0.145$, $p < .001$) emerged as the strongest predictors of inclusive leadership effectiveness. This finding suggests that administrators who are approachable, responsive, and readily available to employees while ensuring equitable treatment and impartial decision-making are more likely to be perceived as effective inclusive leaders. The result is consistent with Carmeli et al. (2022), who found that leaders who remain accessible and maintain open communication foster psychological safety, enabling employees to express ideas, seek guidance, and participate actively in organizational processes. Similarly, Ashikali (2023) reported that equitable treatment and fair organizational practices strengthen employees' trust, organizational commitment, and perceptions of inclusion, thereby enhancing leadership effectiveness. These findings underscore that employees value leaders who are both accessible and fair because such behaviors cultivate confidence, respect, and a sense of belonging within the workplace.

The third strongest predictor was Openness ($B = 0.144$, $p < .001$), indicating that administrators who actively encourage dialogue, welcome feedback, and value employees' opinions significantly enhance inclusive leadership effectiveness. This finding supports the Inclusive Leadership Theory of Randel et al. (2018), which emphasizes openness as a fundamental leadership behavior that enables employees to experience both belongingness and recognition of their unique contributions. Likewise, Javed et al. (2017) found that leaders who demonstrate openness and encourage employee voice create psychologically safe environments that stimulate innovative work behavior and organizational engagement. The result suggests that maintaining transparent communication and encouraging employee participation remain essential competencies for inclusive leaders within BARMM.

Respect for Diversity ($B = 0.143$, $p < .001$) ranked fourth but remained a strong predictor of inclusive leadership effectiveness. The finding indicates that administrators who recognize, appreciate, and effectively manage employees' diverse backgrounds strengthen employees' perceptions of leadership effectiveness. This result corroborates the work of Li et al. (2022), who demonstrated that leaders who embrace diversity create psychologically safe workplaces that promote collaboration, creativity, and

innovative performance. Similarly, Shore et al. (2018) emphasized that inclusive organizations foster employee engagement and organizational commitment by ensuring that diversity is recognized as an organizational strength rather than a source of division. Considering the multicultural composition of BARMM, this finding highlights the importance of culturally responsive leadership in promoting effective governance and organizational cohesion.

Although Accountability and Transparency ($B = 0.141, p < .001$), Collaborative Decision-Making ($B = 0.140, p < .001$), and Empowerment and Participation ($B = 0.134, p < .001$) ranked lower than the other predictors, they remained statistically significant contributors to inclusive leadership effectiveness. The findings indicate that ethical decision-making, participatory governance, and employee empowerment continue to play important roles in strengthening inclusive leadership. Northouse (2022) emphasized that accountability and transparency are essential leadership behaviors that promote ethical governance and organizational trust. Likewise, Bernards (2025) reported that collaborative decision-making improves decision quality and organizational effectiveness by integrating diverse perspectives into governance processes. Furthermore, Karimi and Khawaja (2024) found that empowering employees through participation and delegated responsibility enhances organizational commitment and strengthens employees' perceptions of inclusive leadership.

Overall, the regression results demonstrate that all seven dimensions significantly contribute to inclusive leadership effectiveness, with Availability and Accessibility and Fairness and Equity exerting the greatest influence. These findings reinforce the proposition of Inclusive Leadership Theory that effective leadership is achieved through a combination of openness, accessibility, fairness, empowerment, respect for diversity, accountability, and collaboration (Randel et al., 2018). Collectively, the results suggest that leadership development initiatives for BARMM administrators should prioritize strengthening accessibility, equitable treatment, and open communication while sustaining the other dimensions of inclusive leadership to foster employee engagement, organizational trust, and effective public sector governance.

Research Question 5: What Leadership Development Framework May Be Proposed Based on the Findings?



Figure 1: Proposed BARMM Inclusive Leadership Development Framework (BILDF)



The BARMM Inclusive Leadership Excellence Framework (BILEF), operationalized through the BARMM Inclusive Leadership Development Framework (BILDF), is an evidence-based model derived from the study's findings, which identified Availability and Accessibility and Fairness and Equity as the strongest predictors of inclusive leadership effectiveness, reinforced by Openness, Respect for Diversity, Accountability and Transparency, Collaborative Decision-Making, and Empowerment and Participation; anchored in Inclusive Leadership Theory (Randel et al., 2018) and further supported by Social Identity Theory, Transformational Leadership Theory, and Public Value Theory, the framework responds to the unique governance context of the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM), characterized by cultural and religious diversity, decentralized governance, post-conflict transformation, community participation, and inclusive development, and aims to strengthen administrators' inclusive leadership competencies to enhance employee engagement, organizational trust, equitable governance, and sustainable public sector performance; it operationalizes this goal through integrated leadership development programs focused on accessibility and responsiveness, fairness and equity, empowerment and participation, respect for diversity and inclusion, accountability and transparency, collaborative decision-making and teamwork, and integration and sustainability, implemented via localized workshops, coaching and mentoring, peer learning, action-based projects, reflective practice, and digital and community-based approaches, supported by critical enablers such as top management commitment, policy alignment, adequate resources, a culture of trust, and a robust monitoring and evaluation system using key performance indicators including leadership competency, employee engagement, organizational trust, participation, client satisfaction, innovation, and performance evaluation; ultimately, the framework promotes accessible, equitable, transparent, and collaborative leadership that fosters psychological safety, belongingness, and organizational trust, leading to improved employee satisfaction, stronger institutional commitment, inclusive governance, enhanced organizational performance, and sustainable public service delivery, with the overarching vision of achieving an inclusive, accountable, and people-centered BARMM that advances peace, unity, good governance, and long-term development.

Ethical Considerations

The study adhered to established ethical standards governing research involving human participants. Prior to data collection, formal permission to conduct the study was obtained from the appropriate offices of the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM) ministries in Tawi-Tawi Province. Coordination with the heads of the participating ministries ensured that the conduct of the study did not disrupt official government functions and that participation was authorized by the concerned offices. Participation in the study was entirely voluntary. All participants were informed of the purpose of the research, the procedures involved, the expected duration of participation, the potential benefits and minimal risks, and their rights as research participants. Written informed consent was obtained from each participant before the administration of the survey questionnaire. Participants were also informed that they could refuse to participate or withdraw from the study at any time without penalty or adverse consequences. To protect participants' privacy, confidentiality and anonymity were strictly maintained throughout the research process. No personally identifiable information was collected, and each participant was assigned a unique identification code for data processing and analysis. All information obtained from the participants was treated with the highest level of confidentiality, securely stored, and used solely for academic and research purposes. Only the researcher had access to the research data. Throughout the conduct of the study, the ethical principles of respect for persons, beneficence, non-maleficence, justice, confidentiality, and voluntary participation, consistent with the Ethical Principles of Psychologists and Code of Conduct of the American Psychological Association (2020), were observed.

Conclusion

This study concluded that BARMM administrators in Tawi-Tawi Province demonstrated a high level of inclusive leadership practices, particularly in the areas of collaborative decision-making, accountability and transparency, and respect for diversity. The findings indicate that administrators foster an organizational environment characterized by openness, fairness, participation, and mutual respect, thereby promoting positive workplace relationships, employee engagement, organizational effectiveness, and responsive public service delivery. The regression analysis established that all dimensions significantly



contribute to overall inclusive leadership effectiveness, with availability and accessibility, together with fairness and equity, emerging as the strongest predictors. Beyond these empirical findings, the study contributes to the growing body of knowledge on inclusive leadership by providing context-specific evidence from the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM), an area where empirical leadership research remains limited. The findings extend the application of Inclusive Leadership Theory within the public sector and demonstrate that inclusive leadership can serve as an effective governance approach for fostering collaboration, trust, equity, and organizational performance in government institutions. From a practical perspective, the results provide evidence-based insights that may guide policymakers, government executives, and human resource practitioners in designing leadership interventions that strengthen institutional capacity and improve the quality of public service. A major contribution of the study is the development of a Leadership Development Framework grounded in the empirical findings. The framework offers a systematic and evidence-based guide for enhancing inclusive leadership competencies among BARMM administrators by reinforcing the leadership dimensions that most strongly influence leadership effectiveness. As such, it provides a practical resource for leadership development initiatives, policy formulation, capacity-building programs, and organizational improvement within BARMM ministries and other public sector organizations with similar governance contexts. Finally, the study recognizes the need for further research to strengthen and expand the understanding of inclusive leadership in the public sector. Future studies may include administrators and employees from other BARMM provinces or government agencies, utilize larger and more diverse samples, and employ mixed-methods or longitudinal research designs to provide deeper insights into the development and long-term impact of inclusive leadership on organizational performance, employee outcomes, and public governance.

Recommendations

Based on the findings of the study, it is recommended that BARMM ministries adopt and pilot the proposed BARMM Inclusive Leadership Development Framework (BILDF) as a guide for strengthening inclusive leadership practices. The framework should be systematically implemented and periodically evaluated to determine its effectiveness in improving leadership competencies, organizational performance, and public service delivery. BARMM ministries should institutionalize regular leadership development programs that emphasize the core dimensions of inclusive leadership, particularly availability and accessibility, fairness and equity, accountability and transparency, collaborative decision-making, and respect for diversity. These initiatives should be complemented by formal mentoring and coaching systems to support the continuous development of current and emerging leaders. To ensure sustainability, ministries should conduct periodic leadership assessments and integrate inclusive leadership competencies into administrators' performance evaluation and leadership development systems. Regular feedback from employees should also be incorporated to monitor leadership effectiveness and identify areas for continuous improvement. Finally, future researchers are encouraged to validate and refine the proposed BILDF by piloting and implementing it in other BARMM provinces and public sector organizations using larger and more diverse samples, as well as mixed-methods or longitudinal research designs, to further establish its effectiveness and applicability across different organizational contexts.

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