

**School of Labor and Industrial Relations
University of the Philippines
Diliman, Quezon City**

***In cooperation with the*
International Labour Organization**

Globalization and Changes in Work & Employment Conditions in the Philippines

Final report

Research Team: Jorge V. SIBAL (Project Leader),
Maragtas S.V. AMANTE
& Ma. Catalina TOLENTINO

Date: 30 November 2006

For comments and feedback, please email: jvsibal@up.edu.ph

Globalization and Changes in Work & Employment Conditions in the Philippines ¹

I. Introduction

The dilemma of jobless growth underlines the impact of globalization in the Philippine labour market, alongside persistent underemployment, mismatch in skills and jobs demanded, growth in short term contractual employment, and expansion of the informal sector. From 1999 to 2003, employment in the formal sector dropped by 307,228 while employment in the informal sector expanded by nearly 2,000,000. The informal sector includes wage and salary workers in family-based or unregistered economic units, industrial homeworkers, the self-employed, and the unpaid family workers. As the pressure for global competition intensified, enterprises introduced changes in the organization, new work methods and technology, alongside productivity based employment conditions.

Employers emphasize the need to “compete, survive and succeed in global competition”.² Companies resort to relentless organizational changes to achieve the best results, i.e. high quality products and services. Continuous reorganizations, reengineering and rightsizing are linked to more contractual employment, to lower payroll costs. Very common strategies in human resource management include job evaluation, greater emphasis on performance evaluation, productivity HR systems, use of a variety of incentives and flexible pay, and investments in human resource development through short term training.

At the national level, reforms in Philippine labour market policy attempt to fill the gaps by providing among others public employment service centers, regulation of job contracting, a voluntary labour standards enforcement framework, and favorable rules to business process outsourcing (i.e. exemptions from prohibition to nightwork of women in business process outsourcing, such as call centers). State labor regulation is however perceived to be weak, or nominal. Dependence on overseas employment of Filipino workers (OFWs) estimated at 1.3 million in 2005³, remain to be a key feature of the Philippine labour market.

This paper provides a macro-level discussion of the impact of globalization in the workplace. To supplement the macro data, the study examined changes in hiring,

¹ Comments and suggestions from Sangheon Lee, ILO Geneva, and referees are gratefully acknowledged. Project team: Jorge V. Sibal, Project Director; Maragtas S.V. Amante, Professor; and Ma. Catalina Tolentino, Researcher, School of Labor and Industrial Relations, University of the Philippines in Diliman, Quezon City, Metro Manila, Philippines. Please direct communications to Jorge V. Sibal <jvsibal@up.edu.ph>.

² “Survive, compete, succeed in global competition” is the theme of the National Conference of the Employers Confederation of the Philippines (ECOP) in May 2006 (see www.ecop.org.ph).

³ National Statistics Office, “2005 Survey of Overseas Filipinos” www.census.gov.ph [Accessed 30 November 2006].

recruitment, work hours, pay and the possible impact upon personal and family life, through the conduct of surveys of employers and employees and interviews with human resource officers of selected companies across industries.

II. Globalization and Philippine labour and economy

As an aftermath of the perennial debt crisis and balance of payments deficits, globalization in the Philippines increased in intensity with structural adjustment loans from the World Bank and the International Monetary Fund (WB – IMF) in the 1980s and 1990s (Macaraya & Ofreneo, 1993; Ofreneo, 2002; Macaraya, 2004). The Philippines became a member country of the World Trade Organization (WTO) and Asia-Pacific Economic Cooperation (APEC) in the 1990s. The ASEAN Free Trade Agreement (AFTA), and the ASEAN + 3 (Japan, China and Korea) economic community further highlighted the Philippines' deeper insertion into regional integration and globalization.

A summary of how globalization affected Philippine labour is shown in *Figure 1*.

The Philippine government through successive administrations consistently complied with conditionalities arising from structural adjustment programs of the foreign creditors by mainly providing more incentives to foreign direct investment. Government also reduced state subsidies, and pursued privatization of state owned enterprises and assets. Government exerted efforts to ensure compliance with import liberalization through tariff reductions, foreign exchange decontrol resulting in successive rounds of devaluations for the peso, and faithful payments to foreign creditors despite evidence of unproductive loans. Privatization and build-operate-transfer (BOT) projects complemented foreign borrowings to build infrastructure and increase investments. State ownership of big enterprises and operations of infrastructure declined. As a result of these developments, tremendous changes have taken place in the labour market, in employment relations, and conditions in the workplaces

There is evidence of de-industrialization and jobless growth in relation to globalization in the Philippines. The share of manufacturing in the Gross Domestic Product (GDP) continued to decline from 27.6 percent in 1980 to 24.8 percent in 2000 (*Table 1*). The share of manufacturing in employment also declined from 12 percent in 1971 to 10.3 percent in 2000. This jibes with the findings of ILO, WTO and UNDP.

It is expected that with a surplus labour force, employment growth should be a consequence of economic growth. On the contrary, employment has declined, even as the economy has improved. Annual growth in the Philippine Gross Domestic Product increased from 3.3 percent in 1999 to 3.9 percent in 2000. However, the unemployment also rose from 9 percent in the January 1990 to 9.5 in the same period in 2000 and then to 11.5 in 2001 (Lanzona, 2006; UNDP 2006). In the last ten years, the highest employment registered was 92.6 percent in 1996 when the economy also grew fastest at 5.8 percent.

Agriculture's contribution to GDP continued to decline from 33.3 percent in 1967 to 20.0 percent in 2000 (*Chart 1*). Although in decline, this sector however is a very stable sector since its average annual growth rate is steady, between 2 to 4 percent every year.

The service sector increased significantly, with GDP share increasing from 42.6 percent in 1970 to 45.6 percent in 2000 (*Chart 2*). The share of the services sector in employment has tremendous implication, from 37.6 percent in 1971 to 52.7 percent in 2000 (*Table 2*). The Philippine growth pattern is therefore characterized by a heavy increase in services, and decline in both agriculture and industry. As of 2000, more than half of the country's employed labour force which used to be in agriculture was absorbed by the service sector.

Reengineering for competitiveness

When the Asian financial crisis happened in 1997 to 1998, lay-offs and retrenchment almost tripled from 59,861 in 1997 to 155,198 in 1998. Establishment closures increased from 1,103 to 3,776. The crisis was exacerbated by the drought El Nino (Aldaba 2000, Tuano 2002 and Lim 1998).

Of the 1998 lay-offs, 51 percent (76,700 workers) were permanent, 33 percent (50,700) temporary while 16 percent (27,700) were subjected to job rotations or reduction in the number of work hours. Thirty percent of the retrenchments were due to lack of market demand (*Table 3*). More than 55 percent of the retrenched firms were in the National Capital region (NCR) and the others were mostly in neighboring regions near the NCR. One third of the firms that retrenched were in manufacturing. Most of these firms were small and medium firms rather than big firms (more than 100 workers). Majority of the laid-off workers were 30 years of age or younger and holding permanent jobs. Two-thirds were males and more than 21 percent have completed college or post graduate studies (Tuano 2002).

To cope with the unilaterally imposed liberalization and lowering of tariffs, foreign and local employers implemented measures on re-engineering, right sizing, rationalization, productivity improvements through total quality management, and the use of both internal and external labour flexibility strategies. Internal flexibility measures include compressed work week and overtime work. External flexibility includes the hiring of a flexible workforce by increasing non regular, contractual or temporary employees. Due to the militant response of workers through disruptive, widespread strikes and mass protest actions against globalization in the 1980s and the 1990s, many employers and their managers adopted stringent anti-union attitudes.

Machine intensive operations coupled with labour flexibility measures were resorted by enterprises in the formal sector in order to negate the difficulties in doing business in the country. Among these factors include high cost of electricity, inadequate infrastructure, high wages due to high inflation and low subsidies on basic needs, poor State governance and political instability.

A more flexible workforce means a greater percentage of contractual workers. As a direct result, the scope of potential union members from the regular workforce declined, and further weakened the trade unions with reduced membership. There are now fewer workers who are covered by collective bargaining agreements between unions and employers. Regional minimum wage fixing served to moderate demands for wage increases. Workers covered by social security and health insurance also declined, in relation to the labour force.

Unemployment and underemployment

According to the January 2006 labour force survey by the National Statistics Office, there were 55,248,000 Filipinos of working age.⁴ Of this number, 35,224,000 were either employed or looking for jobs, among whom 2.8 million couldn't find any. The unemployment rate has steadily increased from 5.4 percent in 1975 to 11.30 percent (7.3 percent using ILO definition) in 2005. This number of unemployed would have swelled some more had not some 980,000 workers went abroad as Overseas Filipino Workers (OFWs) to work for foreign employers.

Underemployment averaged 12.7% from 1975 to 1980. It ballooned to 20% in the next two decades, tapering to 18% from 2000 to 2004 (*Table 4*). The underemployed are those who either wanted to work full-time, get second jobs or move to other jobs that would pay better. This means that as a result of jobless growth, the jobs generated in the past were short not only in quantity but also in quality.

The underemployed workers were mostly in the informal sector and the bulk are comprised of own account and unpaid family workers⁵ in the services and agricultural sectors (*Table 6*). They are hardly covered by protective statutes and are operating below the decent work standards. Large underemployment contributed to the low productivity level that the World Bank reported.

The labour supply of workers has been increasing faster than jobs are being created. While more than a million new workers joined the labour force last year, only 750,000 new jobs were created from January 2005 and January 2006. This represents an employment growth of 2.4 percent, "a big improvement from the marginal growth rate of only 0.3 percent posted in 2004", according to the government⁶ (*Table 5*).

With regards to the Philippine economy, the World Bank (2005) noted that the economy grew by 6 percent in 2004, the fastest in 16 years. Some of the positive fruits of globalization for the Philippines are: a well-positioned electronics industry and offshore business process services; inflow of earnings of overseas Filipino workers (OFWs); and healthy gross international reserves.

⁴ National Statistics Office, www.census.gov.ph and DOLE Information Service, www.dole.gov.ph (Accessed 30 March 2006).

⁵ 16 million in 2005 or almost 50 percent of employment in 2005.

⁶ Information Service, Department of Labor and Employment, www.dole.gov.ph/news, 30 March 2006.

Most significant to mention is the increase in the share of manufactured exports from 60 percent in 1985 to 90 percent in 2000 despite the overall decline of manufacturing and other industries (Villamil and Hernandez 2005). It is in the manufacture of semi-conductors that account largely for this positive sign. Semi-conductors maintain the lead, with 75 percent of the total, picking up from a very low base in the 1990s. Even during the 1997-1998 Asian financial crises, exports performed quite well. These enterprises mostly FDIs became globally competitive as a result of organizational restructuring, emphasis on quality management, and flexible hiring by increasing contractual employees. These enterprises are mostly owned by foreign investors, and are also heavily dependent on imported components. (Ofreneo 2002, Lim and Montes 2004).

The contribution of electronics to manufacturing value added increased from a low 4.4 percent in 1970 to 11.6 percent in 2000 (*Chart 2*). It was only in electronics and garments where employment increased from 1975 to 1994. The percent share of electronics to the total manufacturing employment increased from 4.2 percent in 1975 to 12.2 percent in 1994. Garments share also increased from 6.4 percent in 1975 to 16.3 percent in 1994. All other industries' share in employment declined slightly with the exception of textile and wood products.

On the negative side, the World Bank in a confidential report in 1986 (cited in Szal 1999) warned that unbridled globalization may result in widespread displacement of workers in developing countries because of intense competition with global players and imported products. This was contrary to the IMFs' recommendation of full scale liberalization. As early as 1974, the Department of Trade and Industry recommended slowing down import liberalization as it has already seriously affected production, sales and employment in local industries and agriculture. The increase in unemployment and underemployment exacerbated the problems of deficit fiscal spending, low delivery of social services, poor infrastructure, political threats from armed communist insurgents and Muslim separatists in the poorest areas of the country and political instability.

Globalization and non regular employment

During the last two decades of deepening globalization, new forms of hiring patterns emerged in addition to the traditional model of "full-time protected regular wage employment". A survey by the Bureau of Labour and Employment Statistics in 2004⁷ shows that 70 percent of the employed workforce are regular or permanent employees, while 30 percent are non regulars who do not enjoy job security, salary adjustments and promotions (*Figure 2*).

Non-regular workers increased in numbers as firms utilized various forms of flexible hiring. In a survey of establishments employing 10 or more workers from 1991 to 1997, the number of non-regular workers increased from 20.5 percent in 1991 to 28 percent in 1997 (*Chart 3*). It should be noted that 1997 was the start of the Asian

⁷ Bureau of Labor and Employment Statistics, DOLE (2004), Integrated Survey. Manila: BLES – DOLE.

financial crisis. Non-regular workers were highest in the construction industry at 65 percent or 47,985 out of 84,794 workers in 2004.

In 2004, contractual or project-based workers accounted for 47 percent or 297,614 of the 628,500 non-regular employees. The others were casual workers at 22.5 percent or 141,479 and probationary workers at 19.5 percent or 122,300. The contractual or project-based employees were mostly in the following subsectors: real estate, renting and business with average monthly wage of P6,687 or US\$130; construction with P6,798 or US\$132; hotels and restaurants with P6,903 or US\$134; manufacturing with P6,934 or US\$135; and wholesale and retail trade with P7,031 or US\$136. These subsectors are at the bottom 5 in terms of wage rates. It should be noted that in 2004, the median monthly basic pay was P7,542 (US\$146) with an allowance of P930 (US\$18) (from Labstat Update 2005). The high numbers of contractual and project-hired workers may have caused the low average median wages in the said subsectors.

Thirty percent of large sized enterprises (with 200 or more workers) contracted out more jobs compared to medium-sized (100-199 workers) companies at 25.8 percent and small-sized (20-99 workers) companies at 15.2 percent. More foreign owned companies (45 percent) and companies with foreign capital (36.6 percent) relied more on subcontractors than locally-owned firms (14 percent). Those serving the local markets only have the lowest subcontracting activities at 15 percent compared to those serving both local and export markets at 32.6 percent. Those serving the export market only have lower subcontracting activities at 26.3 percent. These were mostly firms in the semiconductor industry whose manufacturing inputs for assembly were mostly imported. Local inputs were mostly labour and supervision. Unionized companies (25 percent) utilized more subcontractors compared with non-unionized companies (16 percent), according to a DOLE survey. It appears that unions have lost to management with regards to negotiating to increase the regular workforce, hence management is able to outsource certain services to subcontractors.

The most common jobs and services contracted out were in general administrative services (41 percent), production processes/assembly activities (26.3 percent) and transport services (20.9 percent). Manufacturing companies were the highest users of subcontracted production and assembly activities. Service firms subcontracted mostly administrative and transport services.

Another type of labour flexibility arrangement that intensified in the last two decades in response to globalization was the engagement of workers through employment agencies. Agency-hired workers were not considered part of the workforce of the business establishment. They were usually given employment contracts of limited duration (usually less than 6 months) and were not entitled to benefits given to regular employees.

As of June 2003, agency-hired workers comprised 10.8 percent (316,000 workers) of the total number of persons engaged in non-agricultural establishments with 20 or more workers. The average number of agency-hired worker was 21 per establishment. Security services comprised the biggest bulk at 37 percent. This was followed by

production/assembly (23 percent), janitorial (15 percent), marketing/sales (10.6 percent), general administrative (3.3 percent), transport service (3 percent), and others (7.5 percent).

Globalization and employment in the informal sector

Globalization contributed to the improvement of incomes, skills and working conditions of workers in the formal sector like those in the electronics and call center-BPO subsectors located mostly in the industrial zones (Lu 2005 and Edralin 2001). Most are paid the minimum wages and enjoy work and family programs, maternity and paternity leaves, and other mandated benefits (*Table 10*).

Despite this positive effect on certain workers in the formal sector establishments, increasing unemployment and underemployment and decreasing real incomes in the country adversely affected the informal sector workers (Pineda-Ofreneo 2001, Estrella-Gust 1999, Daenekindt 2002, Tolentino 2004 and Castro 2005). Workers and their families operate at low level technology in cramped and unhealthy premises with little protection against hazards, noise and toxic substances. Young women rural workers are mostly employed in the informal sector as domestic helpers, farm workers or self-employed with low wages or unpaid family workers. Many women workers, especially in the domestic outwork arrangements in garments were displaced.

Labour market policies and reforms

This section describes the policies and programs of the State in relation to employment issues and globalization.⁸ Current data show that the country's over-all performance falls short in terms of GDP, GNP and job creation.

The Medium Term Philippine Development Plan (MTPDP) for 2005-2010 targets an average annual economic growth rate of at least 7 percent by 2010. The other key thrusts of the plan are: creation of 10 million jobs; reduction of poverty by half to about 18 percent of the household population by 2010; support for 3 million entrepreneurs, and development of 2 million hectares of agribusiness land. The goal with respect to decent and productive work in the MTPDP is to provide for adequate income and to protect rights at work. Social protection will be provided through participation in the democratic processes at the workplace, and through tripartism and social dialogue (MTPDP 2004).

Continuous improvement of workers' capabilities will be pursued through the acquisition of competitive skills and positive work ethics. The government, through the Department of Labour and Employment, is committed to four major strategies in promoting job creation- employment generation, employment preservation, employment facilitation, and employment enhancement.⁹ The government has pledged to provide

⁸ Some sections were from the Philippine National Action Plan for Decent Work 2005 – 2007. Manila: ILO Subregional Office for Asia & the Pacific.

⁹ These sections on the government's employment thrusts are from the Department of Labour and Employment, www.dole.gov.ph (Accessed 25 April 2006).

support to employment generation activities of the private sector, strengthening livelihood and entrepreneurship programs for returning OFWs and their families and developing “worktrepreneurs” in livelihood convergence projects (Poverty Free Zones and Community Employment Zones).

To support job creation, the government has pledged “...to issue administrative guidelines and propose legislative amendments to the Labour Code, to recognize flexible work arrangements (e.g. subcontracting, flexi-work, flexi-wages) especially in business process outsourcing and cooperatives. The MPTDP emphasizes that the promotion of decent work and respect for core labour standards is paramount in these efforts.”

Government will also “...enhance labour productivity and competitiveness, government shall showcase productivity improvement programs in Micro, Small and Medium Enterprises (MSMEs), including village-based Barangay Micro Business Enterprises (BMBEs). It shall promote a culture of self-regulation and voluntary compliance with labour standards through the full implementation of the new labor standards framework, and continuously review its wage policy framework vis-à-vis emerging labour and industry requirements.”

The employers group is represented by the Employers’ Confederation of the Philippines (ECOP), the umbrella organization for 45 chambers of commerce, industry and professional associations representing large as well as small and medium enterprises. The ECOP represents employer interests in the formulation and recommendation of policy proposals on issues affecting labour-management relations.

Organized labour, a small fraction of the workforce, is represented by trade unions. Unionized workers represent a measly 5 percent of the employed workforce of 31.6 million, and 9 percent of 16.7 million workers who are paid wages and salaries. A 2004 survey by the Bureau of Labour and Employment Statistics reported that there are 14.2 percent of establishments with collective bargaining agreements. In the public sector, there are 1,358 unions representing 264,000 government employees (18 percent of the total).

Many Philippine trade unions started to appreciate non-traditional (sometimes non-collective bargaining) activities such as investments in labor enterprises, renewed political unionism and organizing workers in the informal sector of the economy. This widened the operations of the labour movement. These responses are apparent in the responses of the major trade unions groups, including the Trade Union Congress of the Philippines (TUCP), the Federation of Free Workers (FFW), and the Alliance of Progressive Labor (APL).

The militant trade unions organized party-list groups like *Anakpawis* (literally means ‘Toiling Masses’), *Partido ng Manggagawa* (Workers Party) and the women’s party *Gabriela* to represent workers in legislation and parliamentary struggles. As elected minority lawmakers in the Philippine Congress, they influence debates but not significantly alter the balance of parliamentary votes with respect to the majority interests

of traditional economic and political elites. The ECOP has vigorously opposed many of the so-called populist labour law proposals from the militant party list lawmakers, such as a legislated P125 across the board wage increase.

The response of trade unions to globalization within the collective bargaining process (or conditional demands) were to negotiate the following provisions such as multi-skilling, job rotation and training, entrepreneurship training and development; employee cooperative formation with management support and assistance- credit, consumers, savings and loan association, marketing, producers; employees' stock option program (ESOP); linking up, or organizing worker cooperatives, including tenders for job subcontracts and outsourcing.

Militant trade unions proposed that labour law reforms should strengthen the exercise of workers rights, including trade unionism, concerted action and improvements in health & safety. The unions expect the state to reverse adherence to WTO policies on deregulation, privatization and trade liberalization. A common agenda among the militant unions is the ouster of the Arroyo administration, which is committed to global competitiveness, deregulation and liberalization policies.

Nevertheless, employers, workers and government recognize the need to promote decent work, social compliance, adherence to international labour standards (ILS) and corporate social responsibility (CSR).

III. Research results: Changes at the workplace and globalization

Changes in employment practices

The study circulated survey questionnaires, distinct for employers and workers on the effects of globalization on employment. The survey was circulated in the first semester of 2006. The sampling scheme and distribution of the respondents by region and industry sector are shown in the appendix.

Most enterprises (26 percent) increased hiring of contractual employees, increasing by 10 to 49 percent. Those whose employment increased to 50 percent or more constituted 12 percent of the sample. Only 9.5 percent said there was a decrease, and 6.3 percent said there were no changes in their employment (*Table 7*).

Most enterprises undertook organizational restructuring (70 percent), and acquired new work technology (41 percent) and new machines (31 percent) since the last 5 years. A few enterprises reported retrenchment (3 percent), or downsizing (12 percent) but this response should be taken in the context of a widespread organizational restructuring (*Chart 4*).

The top five factors given importance by Philippine employers in recruitment are education, work experience, physical characteristics including disability and "pleasing personality", and age limits. Five years ago, physical characteristics were given more

importance along with education, work experience, sex and age (*Charts 5a & 5b*). The change in recruitment job factors was brought by the shift to machine intensive operations that required higher level of education and skills among applicants.

Employers said there is more autonomy in job design with respect to the pace and speed of work, use of tools and methods, and in setting daily work tasks in both foreign and local firms. There is less autonomy in changing work methods, handling additional requests, and in dealing with customer complaints. Compared to local firms, employees in foreign owned firms however have more autonomy in the design and use of technology. Employees in local firms however have more autonomy on what to say to customers. (*Chart 6*)

Job applicants to hiring ratio

Most employers still continue to hire directly (76.4 percent), but the proportion of those who hire through recruitment agencies is quite significant (23.6 percent). Recruitment through agencies is most prevalent in construction and manpower service companies (42.9 percent) and in manufacturing (32 percent) (*Table 11*). While most workers (90 percent) said they were hired directly, the role of recruitment agencies is significant especially in the health, education and other service sectors (*Table 12*).

The tightness of the labour market is reflected in the ratio between job applicants and those who are hired. On the whole, employers said that for every 100 applicants for various job vacancies, only 29 are hired. The situation however is very tight in the health, education and other service sectors where the hiring rate is lesser at 24 percent, and in the financial and trade sectors with a hiring rate of 28 percent (*Chart 7*).

Unions and employee consultations

Most of the employers who responded to the survey were non unionized (64 percent). A few employers (14 percent) said that the enterprise used to be unionized. Most enterprises maintained their non union status (86 percent). While most employers said that they currently have "good labour management relations" (LMR), there is a higher proportion of employers who said "good LMR" exists among foreign owned enterprises than in locally owned ones (*Table 8*). There is no significant difference in the self rating by employers of the current quality of LMR among unionized and non unionized establishments.

In the unionized establishments, most employers said that between 25 to 75 percent of the workforce are union members. The grievance machinery in the collective bargaining agreement is also used as means of consultation.

Whether unionized or non unionized, the most common means of consulting employees are the following: labour management committees (LMCs), 34.7 percent; employee associations, 27.1 percent; and cooperatives, 18.6 percent. (*Chart 8*) A few wrote "general assembly" and "meetings of the social activities committee" as means of

consulting employees. Others use Management or Executive Committee meetings, supervisors meeting and monthly staff meetings to consult employees.

Most workers belong to a cooperative inside or outside the workplace (25.3 percent). They also belong to other social groups (sports, dance, religious groups) which could be viewed as alternative venues for participation and voicing concerns within the enterprise. A significant number of the workers said they are members of an employee committee (16.4 percent). Only 9 percent of the respondents said they belong to unions, and a few said that they have opportunities to join a labour-management council (LMC) (4.6 percent) (*Chart 14*)

Women: employment & pay differentials

Among the workers, women's pay on the average is 83 percent of the men. The pay differential however is greatest in the ICT industry, where women's pay is just 23 percent that of the men on the average (*Table 13*). By education level, women who finished some college education have a slight advantage over men, since their pay is 102.6 percent that of men. The pay of women who finished college however is only 84 percent that of men. Women's pay is only 43 percent that of men for those who finished postgraduate courses (*Table 14*).

The highest increases in the employment of women were in the production (74 percent) and office staff category (61 percent). There were also significant increases of women supervisors (60 percent). Increases in employment of women managers are higher in Filipino firms (51 percent) compared to those in foreign firms (48 percent) (*Chart 19*).

There are wide pay differentials in the pay of women employees. The differential between the lowest and the highest paid on the average is 585 percent. The pay differential in foreign owned enterprises is higher at 665 percent, compared to local firms, which is 558 percent. The lowest pay for women is about \$161, while the highest is equivalent to \$1,172 (*Chart 10*).

Solo parents

The incidence of solo parents in the Philippine workplace has emerged as an important phenomenon, with important implications on employment policies, rules and practices. It is important to determine to what extent solo parents will become more prominent in the Philippine workplace, and how their rights and welfare would be protected.

Among the workers, 7 percent of those who are not married indicated that they have children (solo parents, with an average of 2 children). Filipino workers also support dependents in the extended family, who may include not only their own children. Unmarried workers who support dependents constitute a significant 45.3 percent of the sample. There are more women solo parents than men: 5.3 percent women, compared to

only 1.8 percent of the men. The proportion of women who support dependents are even greater: 30 percent, as opposed to 15.3 percent for the men (*Table 15*).

The employers report the highest incidence of solo parents in the business processing and telecommunications sectors averaging at 16 solo parents in each enterprise, compared to the over all average of 11 solo parents. Women solo parents are highest (100 percent of all solo parents) in the engineering and construction sector, while in the call centers, it is about 84 percent (*Chart 11*).

In addition, 48 percent of respondents in the health and education sectors and 47 percent of those in the utilities and business processing sectors (call centers) think that there was an increase in the incidence of solo parents. (*Table 9*)

Work and life balance

Among work related problems, the most common cited are the following: stress, 44.9 percent; fatigue, 29.7 percent; and absenteeism, 24.6 percent. There were least citations for sexual harassment, violence and alcoholism but it was expected that employers will not be straight forward in admitting these problems (*Chart 12*).

Performance monitoring

The most common means of monitoring performance are key result areas (KRAs), 54.2 percent; performance appraisal schemes, 35.6 percent; and target time 30.5 percent. In some organizations, KRAs may use key result indicators (KRIs), and 28 percent of employers use this scheme (*Chart 13*).

Changes in the work organization: The qualitative results

To confirm the research results, interviews of human resource managers and specialist of selected local and multinational companies were conducted. The companies represented five various industries:

1. Telecommunications - one of the major telecommunication companies with services nationwide and is part of a locally owned conglomerate.
2. Manufacturing - provides services for the manufacturing of the following products: cement and roofing, aggregates and concrete.
3. Call Center - started operations in business process outsourcing and as a call center since 2003. The company provides outsourced customer management services as a contact center for customer calls for various clients worldwide; employee care services for benefits; and information management through billing services for various communications services.
4. Electric - is an electric distributor, and is a wholly-owned Filipino company. It has total assets of P79 billion (US \$1.4 Billion) in 1997 and has 5,826 employees. In its more than 100 years of operation, it serves 4.3 million customers or 20 million residents in 25 cities and 86 municipalities.

5. Airlines - the national flag carrier. It used to enjoy a monopoly status until 1986. With the liberalization of the airline industry, many new carriers put an end to its monopoly. Strikes by its pilots, flight crew, and maintenance unions in 1990s further put pressure alongside intense competition with other flag carriers in its usual routes.

The criteria in selecting the companies include: (a) the company must be large, either a national or multinational; (b) each company must represent a different industry type; and (c) the main administrative office must be based in Metro Manila. Background data were also obtained from company websites, brochures, news articles posted on the Internet and other secondary sources. The succeeding discussion highlights the emerging concepts and trends.

Contractual workers

The companies employ contractual workers through agencies. The contractual employees are a small margin compared with regular employees. Regular employment is still the dominant mode of employment.

From the combined totals of regulars and contractual employees, the contractual employees at the telecommunications firm comprise 7.7 percent, the manufacturing 26 percent, call center 1.2 percent. The duration of their contracts varies from 3 months to six months with an average of 5 months.

Seasonal contractual workers are workers hired by a company only as the need arises. For example, call centers hire seasonal contractual workers when there is a need for more recruiters to conduct interviews to employ call center agents. Hundreds of applicants are being screened within a given period because turnover rate is high in call centers.

There are also workers hired on a fixed-term employment for short duration. This contractual arrangements have maximum periods of six months and may be renewed for one year or more. Also called permanent contractual workers, they are hired as project-based customer service personnel, relievers, security and janitorial personnel, and relievers of staff on maternity or extended sick leave.

In the call center company, some contractual employees are called project associates. Most contractual employees are minimum wage earners. Other companies are more generous and give above the minimum. A project associate for recruitment, for example was paid in the range of P18,000 to P20,000 (\$349 to \$388) a month and for general human resources, P10,000 to P12,000 (\$194 to \$233).

Incorporated in 1995, the telecommunications company considers itself a young company and still in the stage of expansion and striving towards stability. The multinational call center company started in the Philippines in 2003 and is much younger than the telecommunications company. The manufacturing firm, which is also multinational firm is very stable company and it can afford higher salaries.

The companies are conservative in giving benefits, giving only the minimum to the contractual workers. The telecommunications company grants only 13th month pay to contractual workers who reach 12 months. The manufacturing firm provides safety gears (shoes, goggles, gloves, etc.) to their workers as required by safety standards. The call center firm makes sure that the hiring agency provides the contractual employees with health insurance which is included in the contract between the hiring agency and their employees.

Women workers (regular)

The call center company employs more female regular employees (60 percent) than male counterparts (40 percent). Women occupied a combined 60 percent in the rank-and-file, supervisory and managerial positions

In other companies, there are more males than females. At the telecommunications firm, the regular female employees comprise 43 percent and males 57 percent. Women in managerial and supervisory positions comprise 36 percent. There are more male employees due to the nature of the operations, mostly related to engineering and technology. Among the regular employees in the manufacturing company, 80 percent are males and 20 percent are females. Among contractual employees, 250 are males and 50 are females.

Slight gender segmentation is illustrated in the call center company. As a service-oriented company whose main function is to communicate with clients, women are more effective. The figures reflect the statistics of NSCB (National Statistical Coordination Board) which show that services sector has more females than males, while the manufacturing sector has more males than females. The statistical gap between male and female workers however is narrow.

There are more solo female parent employees and more working mothers. Single parents are honest about their status because they want others to know that they have a big responsibility and they must be afforded extra benefits. They are also proud that they can support their children without the help of their husbands.

Women at the call center firm are given better maternity benefits and protection-P15,000 for caesarian delivery and P10,000 for normal delivery. Pregnant employees are exempted from the night shifts.

Aside from the maternity leaves, the telecommunications firm allows mothers to bring children to the office if it is necessary to take care of them while working. This has to be arranged with the immediate superior. Frontliners (e.g. information personnel) are not allowed to bring children to the workplace. The employees enjoy social benefits such as once-a-year family day which is paid by the company. The call center company has a plan to put up a day care center in the company premises.

Other benefits that both men and women enjoy include health maintenance insurance, emergency leaves, computer loan, annual medical examination, separate lockers for males and females.

Senior workers (regular)

Being a young company, the telecommunications firm has only 20 senior employees (aged 55 and above). The oldest employee- almost 60 years old- is based in Butuan, Mindanao. In the last 10 years, only 3 reached the retirement age of 60 and above. Very few are in the 50 and above age bracket. The telecommunications company has no program yet for senior employees, except the retirement plan.

At the manufacturing company, there are 25 employees within the range of 55 to 65. The manufacturing firm is more compassionate with its senior employees who are given loyalty/service awards, health maintenance benefits and insurance coverage, more leave credits, as well as seminars on health, security, work-life balance, livelihood options, and crafts and hobbies.

The manufacturing firm practices no discrimination against the senior employees and is concerned with their continuous development. To sustain the productivity of senior employees, the company provides regular incentives and bonuses for safety, productivity, multi-skilling and even upskilling. In addition, the company sponsors continuous training and development interventions including competency assessment, individual development plans and career choices.

General working conditions in the companies

Salaries and security

Since regular employees have been reduced, those retained are given very attractive salaries as part of the retention program of a company. The telecommunications company explains that salary scales and benefits help raise productivity "because the employees feel that they and their families are being taken cared of".

As an add-on security measure, employees in the call center company are accompanied by a security guard up to where they take a ride when they leave the office. A taxi company provides a cab on call when needed. In cases when there were rallies or weather disturbances, shuttle services are provided. In going to their workplaces, employees gathered at a certain pick up point where they were transported to the company's site.

Work schedules and tasking

Regular work schedule is 5 days a week and 8 hours per day on flexitime. At the manufacturing company, office personnel are either on compressed work hours or flexible work schedules.

Two-shifting is practiced in selected departments (ex. landline operation) to maintain the 24 hours per day/7 days a week operation. For the HR department, the regular schedule is observed.

Call center employees are normally assigned in night shift/graveyard shift from 10 pm to 6 am. Shifts change every three months. Seventy percent of employees are on night shift because the company follows eastern time. For working in night shifts, employees are paid differential pay at 20% of the employees' hourly rate over and above the basic salary.

Shop floor employees are organized into 4-man teams to discourage overtime incurrence and to promote more work-life balance among employees.

In most companies, multi-tasking is encouraged across all departments and at all levels. At the telecommunications company, the ability to perform multi tasks becomes an advantage in the individual performance-based pay system and merit increases. Performance pays are given every year, based also on the performance appraisals done every six months. The top 5 percent regular employees are given a maximum of 19 months basic salary. The rest of the top 20 percent are given 17 months basic salary.

At the manufacturing company, multi-tasking is practiced in the shop floor by both rank-and-file and supervisory employees in support of the 4-man team concept. Multi-tasking and the four man team scheme also increase operational efficiency and employee productivity and give individuals better opportunities to grow in their careers and experience job fulfillment.

At the call center company, multi-tasking is not very applicable. Generally, multi-tasking is not practiced. From among its 8,000 employees, work is specialized and very task-oriented, adhering to the traditional scientific management principles. Every task is accounted for, number of inquiries responded to, the number of mails sent, number of new clients registered, etc.

Streamlining and manpower reduction

Streamlining is good for the company but bad for the employees. Companies are creative in designing streamlining schemes. They conceptualize programs that sound appealing to the employees to prevent violent reactions from affected employees.

There are positive and negative reasons for streamlining and post-employment programs. What may be considered positive are modernization, acquisition, diversification and promotion of plant efficiency. What may be considered a negative reason is stiff competition in the industry.

The scenarios and the rationale for streamlining

The telecommunications company went into full hiring between 1995 to 1996. By 1996, it had an estimated 5,000 employees because it acquired telecoms in several parts of the country- Bicol, Eastern Visayas, South Cotabato, and Agusan. This company had to absorb all the employees in the process of acquisitions. Over the years, it went into reorganization and streamlining. In 2005, it diversified into an internet service provider.

At the airlines company, stiff competition with local and foreign airlines resulted in 1995 when President Fidel Ramos liberalized the aviation industry through Executive Order No. 209. This opened the floodgates of local and international competition to Philippine aviation. The airline company had to restructure, lay-off, network with other airlines and outsource non-core activities.

The reasons for streamlining in the manufacturing company were: outsourcing of non-core operations (e.g., bag plant operation, quarrying); investment of capital to modernize plant equipment and machinery (most of which were already outdated and were as old as 50 years); alignment with the manufacturing model plant structure; introduction of the 4-man team concept; plant efficiency; and cost considerations.

The scenarios and the reasons were varied but the effects commonly observed was the inevitable reduction of workers.

Effects and the post-employment programs

At the telecommunications firm, the number of employees gradually decreased from 5,000 to 1,500. In 2005, it embarked on further streamlining because it diversified into an internet service provider. Many landline operators and technicians were retrenched and those with highly technical skills were maintained and retrained.

At the manufacturing company, the total number of workers in the plants in a span of three years was reduced to about 40 percent. The electric company reduced its workforce from 7,793 to 7,592 in 1997.

At the airlines company, the effects were dramatic because the workers went on strike which resulted to the temporary closure of the airline. In February 1998, management announced a downsizing program for survival that will reduce its 11,700 workforce by 30 percent. In June 1998, the pilots staged a 3 week strike which was followed by the strike in July. Crippled, the airlines company closed in September 1998.

Benefits were definitely given to the affected employees. The separation packages came in many forms such as early retirement, redundancy package, voluntary separation, etc.

Retrenched telecommunications employees were given a tenure-based redundancy package. Many "redundant" employees were junior and middle aged. Some actually preferred the early retirement offer and just transferred to other companies because they were highly employable. The manufacturing company paid severance benefits higher than what was provided by law and by each subsidiary company's existing collective bargaining agreements.

Between 1993 to 1999, the electric company implemented separation programs that included natural attrition (or "no one-to-one replacement"), outsourcing, special separation packages for poor performers/deadwoods, and enhanced retirement for non-performing managers.

The airlines company undertook the following cost-cutting programs: downsizing; maximizing route profitability; fleet efficiency and utilization; revenue enhancement; spin-off of the maintenance and engineering department to a joint venture with MacroAsia and Luftansa Technik Philippines; and over-all operations improvement.

At the electric company, in 2000, a Voluntary Separation Plan (VSP) was offered to executives aged 50 to 58 and 133 employees or 60 percent of those availed were approved. They received separation packages of 2.75 to 3 months salary per year of service. In April 2003, the Special Retirement Separation plan was offered to all employees which 254 out of 1,400 who applied were granted separation packages of 2.5 months salary per year of service.

The airlines reopened in October 1998 and offered stocks option program (ESOP) to employees. All rehired pilots and administrative staff voluntarily availed of the ESOP as well as 11 percent of the flight attendants. On the part of airline union, 63 percent of its 6,000 members signed the ESOP. Later, those who did not avail (37 percent) made an appeal to the airline management to avail of the ESOP, but failed.

Other post-employment programs of the airlines included the following: reassignment to other work units; and the activation of a new bargaining mechanism through the labour management coordinating council (LMCC).

At the electric company, it was a practice to give reemployment opportunities to displaced employees. This happened twice during the outsourcing of building facility maintenance and IT support. Displaced employees were given the option to be reemployed in the electric company subsidiaries and service providers. As of 2003, 78 of the company's 671 accredited subcontractors were owned by former employees. Both unions representing the rank and file and supervisory employees were constantly updated on the organizational development, financial condition and on regulatory issues confronting the company. Likewise, consultations with unions were made on issues involving job evaluation, employee transfers or changes in company policies that directly affected employees.

IV. Conclusions

Globalization means the integration of economic, cultural, political and social systems across geographic boundaries. For the Philippine social actors- employers, government officials and workers/civil society, the main challenge is how to manage globalization which can only be done by increasing industry productivity and competitiveness. This means experimenting new approaches such investing in new machines and technologies, upgrading the skills and capabilities of the workforce, and structuring and restructuring organizations for lean and mean operations, and outsourcing non-core operations.

It is undeniable that these competitiveness measures have brought in jobless growth which has contributed to the increasing unemployment and underemployment and declining real wages in the country as well as increasing social inequity. What is worse is that some social actors have engaged in the practice of race to the bottom wage policies in order to survive and manage intensifying competition. Studies of international institutions like the ILO, UNDP, ADB and WTO confirmed these trends.

The Philippines is challenged to create stable, decent jobs and employment relationships as the foundation of business survival, competitiveness and growth. In sharing the fruits of success and growth, the country expects that pay and income in general should rise together with increasing productivity and prosperity. Hard work and good performance, including loyalty would be rewarded with job security, fair treatment, dignity and status. Loyalty with a firm comes with increasing tenure and "property rights" to a job.

The Philippine experience in coping up with globalization is a combined success and failure. Most of the big enterprises and the formal economy continue to experience moderate but jobless growth despite the difficulties in doing business caused by high power cost, poor infrastructure, relatively higher wages due to minimal state subsidy to lower inflation, bureaucratic inefficiencies resulting to graft and corruption, and smuggling, and instability in political leadership.

Decent work based on compliance with local and international labour standards, occupational health and safety standards and environmental standards is achieved in the large enterprises (200 or more workers) making the country exhibit some of the best practices in Asia. Government has shifted to voluntary assessment of employers and organized workers (unions, LMCs, health and safety committees, etc.) in terms of compliance to these standards. What is lacking however is the need to cascade these compliance to labour standards to the medium, small and micro enterprises in order to bring decent work in the informal sector.

Philippine employers, workers and government officials need to address together the issues arising from globalization, regional integration and new technology. In particular, there are serious gaps in tripartite institutions and their capacities to negotiate issues such as strategic bargaining over global trade, structural adjustments and other policies with employment implications. Tripartism has potentials as a tool to negotiate

fair globalization, and to strengthen governance over social and economic policy issues. Sincere dialogues on trade and development hold the key to adjustment measures that will be acceptable to society.

There is a need for stakeholders to work closely together to tackle the challenges of survival and competition due to globalization. A successful response to globalization entails conscious efforts to build up the competitiveness of local firms and workers; investments in education and training; national capacity for institutional adaptation and policy innovation; and policies to ensure that everyone in society, including employers and workers, gets a fair share.

While a number of best practices exist in the Philippines, there are also both strengths and weaknesses in employment and human resource development policies and programmes, to deal with globalization, regional integration and technological change. There is a need to put in place coordinated or harmonized policies and practices, particularly safety nets and skills training and retraining schemes, to prepare the workforce for changes arising from changes in new technology, globalization, and regional economic integration.

V. Recommendations

At the macro level economics which has a direct impact on labour market policies and trends in the country, the Eight-Point Agenda of UNDP 2006¹⁰ is a must guide for the Philippine social actors. These are summarized as follows:

-
- ¹⁰
1. Invest for competitiveness. Align basic infrastructure with national needs to gain competitiveness in both the local and global markets. Focus human development on healthy, well-educated, skilled and flexible workforce. Increase investments in R & D that will address the needs of the poor people through public-private partnership.
 2. Adopt strategic trade policies. Undertake industry targeting through selective time-bound protection and enhance local competition to prevent local monopolies and crony capitalism.
 3. Restore a focus on agriculture. Restore national food security by protecting and assisting the farmer.
 4. Combat jobless growth. a) Focus on labor-intensive industries and scale the value chain [forward and backward linking]. b) Allow enterprises to choose the lowest cost option for production but not biased against labor. [Lower cost of doing business- power, infrastructure, government bureaucracy, peace and order, cost of living, etc.]. c) Allow labor flexibility arrangements. d) Strengthen state support to workers through health insurance, social security, retraining and redeployment.
 5. Prepare a new tax regime. a) Focus on new progressive taxes that will not hurt the poor. [This should be instituted before import liberalization. Much of the income taxes are levied on the wage and salaried workers in the formal sector.]
 6. Maintain stable exchange rates. Maintain realistic exchange rate [by 'managing floating'] that will balance the producers and exporters' interests.
 7. Persist with multilateralism. Tie-up trade agreements with human development goals with preference to multilateral trade relations.
 8. Cooperate with neighbors. a) Focus more on regional trade pacts such as the ASEAN Free Trade Agreement. b) Promote regional cooperation to accumulate foreign exchange reserves to protect the region from another Asian financial crisis.

1. Invest for competitiveness.
2. Adopt strategic trade policies.
3. Restore a focus on agriculture.
4. Combat jobless growth.
5. Prepare a new tax regime.
6. Maintain stable exchange rates.
7. Persist with multilateralism.
8. Cooperate with neighbors

The greatest challenge for the Philippine social actors is for strengthening the advocacy and implementation of programs for job preservation and creation through industry productivity and competitiveness while at the same time instituting fundamental reform programs that are not directly in the hands of the two main social actors- the employers and the workers/civil society. The high cost of doing business in the Philippines requires new philosophy and culture on the part of the ruling elites in the country.

There is still need for researches and documentations of innovative programs and practices of the social actors in job preservation and creation especially those in the informal sector of the economy where almost 99 percent of business establishments are located that absorbs 65 percent of the labor force. Even big and medium enterprises in the formal sector realize that they can no longer directly provide jobs for the increasing labor force. Hence, the principles and practices of corporate social responsibility (CSR) among them has been retuned to increasing capabilities of the consumers and the communities to enable them to create jobs for themselves and later on partner with the industry leaders of the country in a big-brother small-brother partnership.

References:

Aldaba, Fernando (2000), "Globalization and Social Development in the Philippines: Socio-Economic Impact of the East Asian Crisis", Antwerp: Center for ASEAN Studies, Center for International Management and Development.

Amante, Maragtas (2001), "Employability and Demand for Critical Skills and Competencies for Young Workers in the Philippines", Quezon City: UP SOLAIR and Children and Youth Foundation of the Philippines. (Processed research report)

Amante, Maragtas (2003), "Philippines", In Asian Productivity Organization, *Mismatch in the Labor Market. Asian Experience*, pp. 270-304, Tokyo: Asian Productivity Organization.

Amante, Maragtas (2005), "Social Accountability in Philippine Enterprises: Moving Ahead in Advocacy", Multipartite Policy Dialogue in Social Accountability, Dusit Hotel, Makati City, March 15, 2005, sponsored by ECOP.

Azucena, Cesario (2005), "Why the Labor Code Should be Amended", Conference on Labor Code: 30 Years and Beyond", OSHC, Quezon City, April 14-15, 2005.

Bacungan, Froilan (1999), "A Philippine Labor Code for the 21st Century", *Philippine Industrial Relations for the 21st Century, Challenges and Strategies*, Quezon City: UP SOLAIR and Philippine Industrial Relations Society.

Beshouri, Christopher, Diana Farrell and Fusayo Umezawa (2005), "Attracting More Offshoring to the Philippines", *The McKinsey Quarterly*, www.mckinseyquarterly.com/article_print.aspx?L2=7&L3=10&ar=1684 (Accessed 24 October 2005)

Daenekindt, Roger (2002), "Filipino Workers as Victims of Globalization", *Philippine Journal of Labor and Industrial Relations*, Quezon City: UP SOLAIR.

Employers Confederation of the Philippines (2004), "Industry Agenda on Job Creation and Industrial Peace", Employers' Summit on Employment and Industrial Relations, Philippine Trade Training Center, Manila, August 23-24, 2004.

Fair Trade Alliance (2003), *Fair Trade, Not Free Trade*, Quezon City: Fair Trade Alliance.

Felipe, Jesus and Leonardo Lanzona (2006), Unemployment, Labor Laws and Economic Policies on the Philippines, *Labor Markets in Asia: Issues and Perspectives*, Jesus Felipe and Rana Hasan, Editors, New York: Palgrave MacMillan.

International Labor Organization (2003), *A Global Programme: Investing in Employment for Poverty Reduction and Local Economic growth, A Programme Document of the Employment-Intensive Growth*, Geneva: ILO.

Kuruvilla, Sarosh and Anil Verma (2005), "Globalization, Logics of Action, International Labor Standards and National Government Roles", <http://www.rotman.utoronto.ca/~verma/Publications/Recent%20and%20Forthcoming-jan2005/SaroshKuruvilla&AnilVerma.pdf>

Labstat Updates (2005, 2006), Manila: DOLE Bureau of Labor and Employment Statistics.

Lanzona, Leonardo A. 2006. Jobless Growth, Trade and Globalization. Manila: Action for Economic Reforms. <http://www.aer.ph/index.php?option=com_content&task=view&id=109&Itemid=52> [Accessed 28 December 2006]

Laopao, Manuel (1998), "Statistics from Administrative Records: An Alternative Approach in Monitoring Labor Market Response to Economic Crisis", 7th National Convention on Statistics, December 2-4, 1998, Shangri-la EDSA Plaza Hotel, Pasig City.

Lee, Sangheon and Allan Wood (2005), "Globalization, Flexibilization and Changes in Employment Conditions in Asia and the Pacific: A Review", (manuscript).

Leogardo Jr., Vicente (2004) "Addressing the Roots of Decent Work Deficits: Issues and Priorities," 2nd High-Level National Policy Dialogue on the Social Dimension of Globalization, ILO Auditorium, ILO Manila, December 2, 2004.

Leogardo Jr., Vicente (2005), "Labor Standards and Self-Regulation in Business", Conference on Labor Code: 30 Years and Beyond", OSHC, Quezon City, April 14-15, 2005.

Lim, Joseph (1998), "Social Impact and Responses to the Current East and Financial Asian Crisis", *Social Impact of the Asian Financial Crisis*, Seoul: Korea Development Institute and UNDP.

Lim, Joseph and Manuel Montes (~2004), "Structural Adjustment Program after Structural Adjustment Program, But Why Still No Development in the Philippines?", Quezon City: UP School of Economics Discussion Paper.

Lu, Jinky (2005), "Gender Issues in Diverse Manufacturing Industries in the Philippines", *Proceedings: The Participation of Women in the Labor Market and Prevention of Sex Discrimination in Employment*, Taipei: International Society for Labor and Social Security Law 8th Asian Regional Congress.

Macaraya, B. (1999) "The Labor Code and the Unprotected Workers", *Proceedings of the Philippine Industrial Relations Society National Conference*, Diliman, Quezon City, Philippines.

Macaraya, Bach (2004), "The Labor Market and Industrial Relations Environment: Policy Issues and Option in a Global Economy", *Philippine Journal of Labor and Industrial Relations*, Quezon City: UP SOLAIR, pp. 1-32.

Macaraya, Bach and Rene Ofreneo (1993), Structural Adjustments and Industrial Relations: The Philippine Experience", *Philippine Labor Review*, Manila: Department of Labor and Employment, pp. 26-86.

National Economic Development Authority (2004), *Medium Term Philippine Development Plan 2004-2010*, Manila: NEDA.

Noriel, Carmelo (1999), "Philippine Industrial Relations: A Regional Perspective", *Philippine Industrial Relations for the 21st Century, Challenges and Strategies*, Quezon City: UP SOLAIR and Philippine Industrial Relations Society.

Ofreneo, Rene (2002), "Globalization, Liberalization and Philippine Agro-Industrial Readiness", paper circulated during the 23rd National Conference of Employers, May 30-31, 2002 at Westin Plaza Hotel, Makati City.

Ofreneo, Rosalinda (2001), "Gender and Political Economy of Globalization and Technology", *Changing Work and Employment Relations in a Globalizing Asia: Towards decency and Fairness*, Manila: UP SOLAIR and Philippine Industrial Relations Society.

Opiniano, Jeremiaah (2004), *Our Future Beside the Exodus: Migration and Development Issues in the Philippines*, Pasig City: Friedrich-Ebert Stiftung.

Philippine Chamber of Commerce and Industry (2003), "Business Organizations Sign Global Compact Partnership Agreement", http://www.philcham.com/committees/gci_updates.html (Accessed 30 December 2005).

Serrano, Melisa and Leian Marasigan (2002), *The Bases of Insecurity of the Social Security System*, Quezon City: UP SOLAIR and Friedrich Ebert Stiftung.

Sibal, Jorge (2002), "Measures of Economic Development: How the Philippines Fares", *Philippine Journal of Labor and Industrial Relations*, Quezon City: UP SOLAIR.

Sibal, Jorge (2003), "Proactive Management of Lay-offs, Retirement and Other Post-Employment Concerns", *Philippine Journal of Labor and Industrial Relations*, Quezon City: UP SOLAIR.

Sibal, Jorge (2004), "Training Knowledge Workers- Philippines", *Training Knowledge Workers*, Tokyo: Asian Productivity Organization.

Sibal, Jorge (2005), "The Effects of Globalization and Economic Restructuring on Philippine Labor Policies and the Responses of the Actors of the Philippine Industrial Relations System", International Society of Labor and Social Security Law (ISLSSL) 8th Asian Regional Congress, Holiday Inn Asia World, Taipei, October 31- November 3, 2005.

Sicat, Gerardo P. (2004), "Philippine Employment and Labor Market Reforms", Quezon City: UP School of Economics Discussion Paper.

Sison, Geodicio (2005), "Private Sector Initiatives in Old-Age Security: The Philippine Experience", *Proceedings- Aging, Atypical Work and Labor Mobility: Challenges of Social Security Law in 21st Century*, Taipei: International Society for Labor and Social Security Law 8th Asian Regional Congress.

Soriano, Rene (2005), "The Employers' Role in Employment Generation", Conference on Labor Code: 30 Years and Beyond", OSHC, Quezon City, April 14-15, 2005.

Sto. Tomas, Patricia (2001), "Keynote Address: 4th Asian Regional Congress of the International Industrial Relations Association", *Changing Work and Employment Relations in a Globalizing Asia: Towards decency and Fairness*, Manila: UP SOLAIR and Philippine Industrial Relations Society.

Szal, Richard (1999), "Globalization, Employment and Industrial Relations: The Case of the Philippines", *Philippine Industrial Relations for the 21st Century, Challenges and Strategies*, Quezon City: UP SOLAIR and Philippine Industrial Relations Society.

Tapiola, Kari (2002), "The ILO Declaration on Fundamental Principles and Rights at Work: A Follow Up", *Philippine Journal of Labor and Industrial Relations*, Quezon City: UP SOLAIR.

Tolentino, Catalina (2004), "The Informal Sector: Women's Dual Role and the Social Protection", *Philippine Journal of Labor and Industrial Relations*, Quezon City: UP SOLAIR.

Tolentino, Catalina, Jorge Sibal and Bonifacio Macaranas (2001), "Survey and Assessment of Laws on the Informal Sector", *Philippine Journal of Development*, Makati City: Philippine Institute for Development Studies.

Tuano, Philip (2002), "The Effects of the Asian Financial Crisis on the Philippine Labor Market", EADN Regional Project on the Social Impact of the Asian Financial Crisis.

United Nations Development Program (2006), Asia Pacific Human Development Report 2006, Colombo: UNDP

Verite (2003), "A Training Course on Social Compliance in a Factory-based Setting", Antipolo City, Feb. 20-22, 2003, sponsored by ECOP, ILO and Verite.

Virola, Romulo (2006), "Gutom Ka Ba? [Are You Hungry?]", *Labstat Update*, Manila: DOLE BLES, March 2006, pp. 1-5.

Verma, Anil (2005), "Global Labor Standards: Can We Get from Here to There?", ILO Conference Room, Makati City, March 2005, sponsored by the ILO Association of the Philippines (ILAPI).

Villamil, Winfred and Joel Hernandez (2005), "The Labor Market and Adjustments...", Conference on Production, Institutions, Policies and Regional Cooperation, Angelo King International Conference Center Hotel, Manila, DLSU Angelo King Institute for Economic and Business Studies and the International Development Centre of Canada, Sept. 26-27, 2005.

World Bank (2005), "Philippines, From Short-term Growth to Sustained Development", April 15, 2005, http://wdsbeta.worldbank.org/external/default/WDSContentServer/1W3P/IB/2005/05/10/000112742_20050510170444/Rendered/INDEX/320550PH.txt (Accessed 30 December 2005).

Yu, Sandra (2002), *The Challenge of Informal Work in the Philippines*, Makati City: ILO Manila.

Figure 1. Globalization and the response of Philippine government, employers and workers: a guide

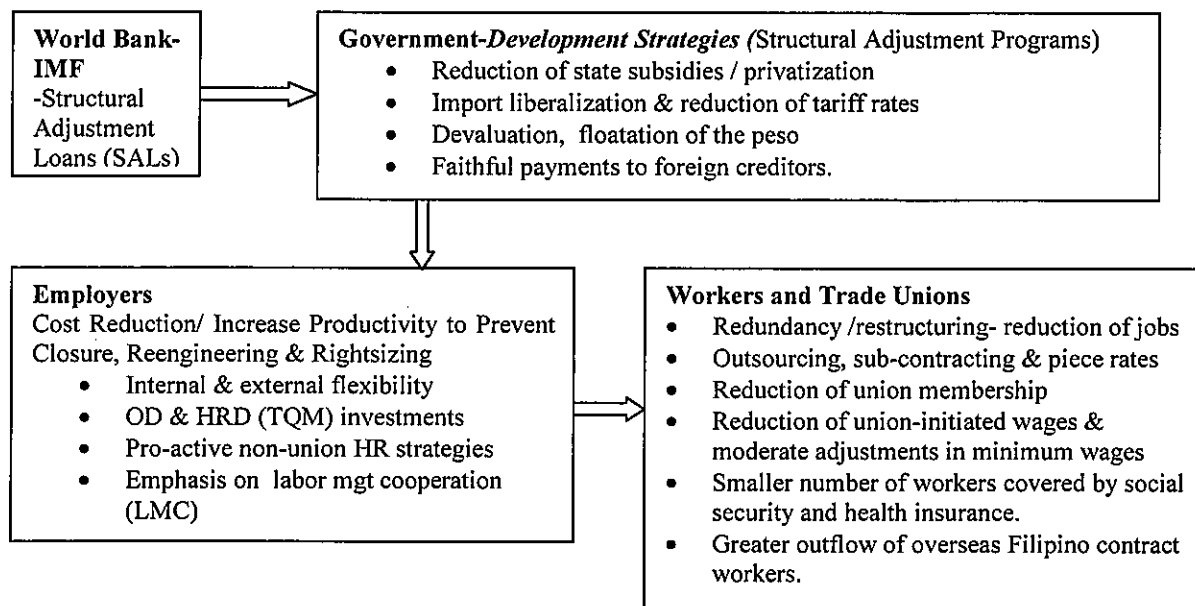
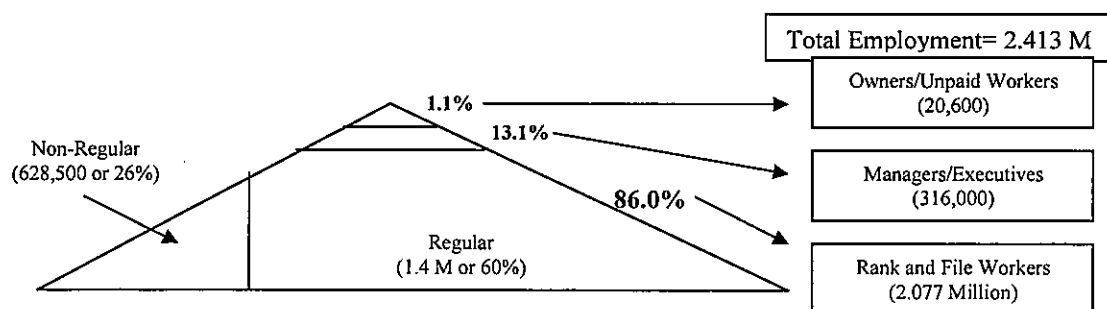


Figure 2. Structure of employment in Philippine establishments



Source: 2003/2004 BLES Integrated Survey. The survey covered only establishments with 20 or more workers.

Table 1. Sectoral share in the Gross Domestic Product (GDP) 1970 to 2000

Sector	1970	1980	1990	2000
Agriculture	27.8%	23.5%	22.4%	20.0%
Industry-				
> Manufacturing	22.5	27.6	25.6	24.8
> Other Industries	7.1	12.9	10.0	9.6
Services	42.6	36.0	42.0	45.6

Source of Data: National Statistics Coordination Board, *Philippine Statistical Yearbook*.

Other industries include mining and quarrying, construction, electricity, gas and water

Table 2. Sectoral share in employment, 1971 to 2000

Sector	1971	1981	1991	2000
Agriculture	50.4	51.4	45.2	37.0
Manufacturing	12.0	10.5	11.0	10.3
Services	37.6	38.1	43.8	52.7
Totals	100.0	100.0	100.0	100.0

Reference: *Phil. Statistical Yearbook, National Statistics Coordination Board*

Table 3. Reasons for establishments closure, 2000 to 2003

	2000	2001	2002	2003
Establishments reporting a)	2,258	2,589	3,403	3,262
• Closure	494	617	762	577
• Reduction of workforce	1,788	2,276	2,702	2,710
Workers displaced	67,624	71,864	80,091	67,977
• Closure	21,367	25,468	25,240	24,638
• Reduction of workforce	46,257	46,396	54,851	43,339

a) details may not add up due to multiple reporting

Source of Data: Department of Labor and Employment and published in *Birdtalk*, July 15, 2004

Table 4. Unemployment and Underemployment (5 year averages) 1975-2004

	Unemployment (%)	Underemployment (%)
1975-1980	5.40	12.68
1981-1985	9.93	24.88
1985-1990	10.48	21.88
1991-1994	9.50	20.00
1995-1999	9.32	20.82
2000-2004	11.40	18.10
2004	11.00 (6.5- ILO definition)	17.50
2005	11.30 (7.3- ILO definition)	16.10

* 1998 figures based on NSO April rounds statistics, 2004 based on BLES statistics

Table 5. Addition to the Labor Force vs Job Creation (000s) (1996-2004)

Year	Addition to the Labor Force	Job Creation	Addition to Unemployment
1996	1,353	1,510	157
1997	621	530	(91)
1998	700	196	(504)
1999	(295)	(170)	(442)
2000	152	(290)	(442)
2001	1,903	1,704	(199)
2002	1,122	906	(216)
2003	635	566	(69)
2004	1,289	976	(313)
1996-2004	7,480	5,928	(1,552)

Source: Rene Soriano, ECOP (2005)

Table 6. Employment by Class of Workers 2003-2005

INDUSTRY	Total Employed Persons (000s)			Growth Rate (%)		
Year	2003	2004	2005	2003	2004	2005
All Employed Persons	30,635	31,613	32,313	1.9	3.2	2.2

> Wage and salary workers	15,354	16,472	16,316	0.2	7.3	(0.9)
> Own-account workers	11,517	11,614	12,104	3.8	0.8	4.2
> Unpaid family workers	3,756	3,527	3,894	(23.0)	(6.3)	10.4

Source: NSO, Labor Force Survey, *Labstat Update*, January 2006, DOLE-BLES

Table 7. Increase in contractual employees

		Frequency	Percent	Valid Percent
Valid	Decrease	9	7.6	9.8
	No change	6	5.1	6.5
	+5% or less	19	16.1	20.7
	+10% to +49%	25	21.2	27.2
	+50% or more	11	9.3	12.0
	No response	22	18.6	23.9
	Total	92	78.0	100.0
Missing	System	26	22.0	
Total		118	100.0	

Source: Employers' survey data from this study.

Table 8. Self rating by employers of quality of labor – management relations

	Filipino	Foreign	Total
Bad	1	2	3
	1.3%	6.5%	2.8%
Neither good nor bad	20	3	23
	25.6%	9.7%	21.1%
Good	37	19	56
	47.4%	61.3%	51.4%
Very good	20	7	27
	25.6%	22.6%	24.8%
	78	31	109
<i>Note: 11 missing / no response cases.</i>	100.0%	100.0%	100.0%

Source: Employer survey data from this study. Missing cases/no response not included.

Table 9. Incidence of solo parents by industry

	Increase	Decrease	Don't know	Total
Manufacturing	9	3	11	23
	39.1%	13.0%	47.8%	100.0%
Financial, trade services	4	0	7	11
	36.4%	.0%	63.6%	100.0%
Energy, water, call centers	7	1	7	15
	46.7%	6.7%	46.7%	100.0%
Health, education, govt., other services	10	2	9	21
	47.6%	9.5%	42.9%	100.0%
Engineering, construction, manpower	2	1	1	4
	50.0%	25.0%	25.0%	100.0%
<i>Note: 44 cases not applicable.</i>	32	7	35	74

	43.2%	9.5%	47.3%	100.0%
--	-------	------	-------	--------

Source: Employer survey data from this study. Missing cases/no response not included.

Table 10. Balancing Work & Family Life Practices

Practices	Filipino -owned	Foreign -owned	w/ Foreign equity	Union- ized	Non- unioni zed
Number surveyed	26,774	1,200	2,180	3,291	20,863
1. Implements work & family program	60.3%	79.2%	68.9%	65.4%	61.5%
2. Allows extended maternity leave w/o pay	54.8	61.8	58.6	54.0	55.7
3. Extended paternity leave w/o pay	49.5	61.7	58.2	51.9	50.8
4. More leave benefits to care for sick	40.2	33.7	42.4	47.4	38.9
5. Flexible work arrangements	32.7	37.9	41.7	31.0	34.2
6. Family planning/reproductive health programs	21.5	34.9	25.3	37.1	20.2
7. Extended paternity leave w/ pay	22.0	15.8	25.1	26.5	21.3
8. Extended maternity leave w/ pay	27.5	14.6	23.9	23.7	27.0
9. Special work arrangement for workers w/ sick/elderly family members	22.8	14.6	22.2	15.3	23.5
10. Women worker w/ newly born child a special work arrangement & necessary wage adjustment	21.2	10.1	25.6	11.5	22.6
11. Facilities for employers w/ children	6.5	3.5	4.2	6.2	6.2

Source of Data: BLES Integrated Survey 2004, *Labstat Update, Dec. 2005*. The survey covered non agricultural establishments, with 20 or more workers in 2003.

Table 11. Employer recruitment through manpower agencies

		How did recruitment change?		Total
		Agency (indirect)	Direct hire	
Manufacturing		11	23	34
		32.4%	67.6%	100.0%
Financial, trade services		6	15	21
		28.6%	71.4%	100.0%
Energy, water, call centers		5	15	20
		25.0%	75.0%	100.0%
Health, education, govt., other services		0	24	24
		.0%	100.0%	100.0%
Engineering, construction, manpower		3	4	7
		42.9%	57.1%	100.0%
Total		25	81	106
Note: 12 no response cases.		23.6%	76.4%	100.0%

Source: Source: Results from the employer survey in this study. Missing / no response cases not included.

Table 12. Most workers recruited directly

		Mode of recruitment			Total
		Agency	Direct	No response	
Manufacturing		5	76	2	83
		6.0%	91.6%	2.4%	100.0%
Financial, trade services		2	35	2	39
		5.1%	89.7%	5.1%	100.0%
IT services, BPOs, call centers		0	10	1	11
		.0%	90.9%	9.1%	100.0%
Health, education & other services		12	135	8	155
		7.7%	87.1%	5.2%	100.0%
Engineering, construction, manpower		0	16	0	16
		.0%	100.0%	.0%	100.0%
Total		19	272	13	304
		6.3%	89.5%	4.3%	100.0%

Source: Results from the worker survey in this study. Missing / no response cases not included.

Table 13. Pay differentials between men & women workers by industry

Sex	Industry	Mean	Std. Deviation	N
Male	Manufacturing	12161.0870	8508.24786	23
	Financial, trade services	17500.0000	8888.19442	4
	IT services, BPOs, call centers	53750.0000	40697.05149	4
	Health, education & other services	11723.2917	10799.68625	48
	Engineering, construction, manpower	7891.6667	3452.91927	12
	Total	13429.9231	14729.12605	91
Female	Manufacturing	14141.1250	15247.54717	48
	Financial, trade services	13610.1724	5228.53102	29
	IT services, BPOs, call centers	12500.0000	6144.10286	5
	Health, education & other services	8722.7609	7191.81690	92
	Engineering, construction, manpower	7825.0000	2298.09704	2
	Total	11102.9148	10066.40702	176
	Manufacturing	22533.3333	32521.58258	3
	IT services, BPOs, call centers	4800.0000		1
	Health, education & other services	4430.0000	954.98691	5
	Total	10505.5556	18608.03664	9
Total	Manufacturing	13865.9324	14301.38923	74
	Financial, trade services	14081.6667	5743.57775	33
	IT services, BPOs, call centers	28230.0000	32508.05199	10
	Health, education & other services	9568.0138	8584.88202	145
	Engineering, construction, manpower	7882.1429	3239.63478	14
	Total	11850.6739	12116.12934	276

Source: Results from the worker survey in this study. Missing / no response cases not included.

Table 14. Pay differentials between men & women by education

Sex	Education	Mean	Std. Deviation	N
Male	High school	6726.2857	3742.84292	14
	Vocational/technical	12254.5455	13824.64203	11
	Some college	6600.4167	4462.43944	12
	College graduate	16228.7234	17231.35017	47

	Post graduate	27600.0000	14842.50653	5
	Not indicated	6600.0000	1979.89899	2
	Total	13429.9231	14729.12605	91
Female	High school	4455.5556	2049.74094	18
	Vocational/technical	6450.0000	2397.61787	8
	Some college	6774.8571	5040.37813	28
	College graduate	13625.3652	11288.40834	115
	Post graduate	11840.0000	3768.68677	5
	Not indicated	3250.0000	1060.66017	2
	Total	11102.9148	10066.40702	176
	High school	4078.5714	1349.64722	7
	College graduate	33000.0000	38183.76618	2
	Total	10505.5556	18608.03664	9
Total	High school	5203.0256	2883.07752	39
	Vocational/technical	9810.5263	10820.49982	19
	Some college	6722.5250	4817.83212	40
	College graduate	14607.7256	13691.18952	164
	Post graduate	19720.0000	13161.20562	10
	Not indicated	4925.0000	2328.62620	4
	Total	11850.6739	12116.12934	276

Source: Results from the worker survey in this study. Missing / no response cases not included.

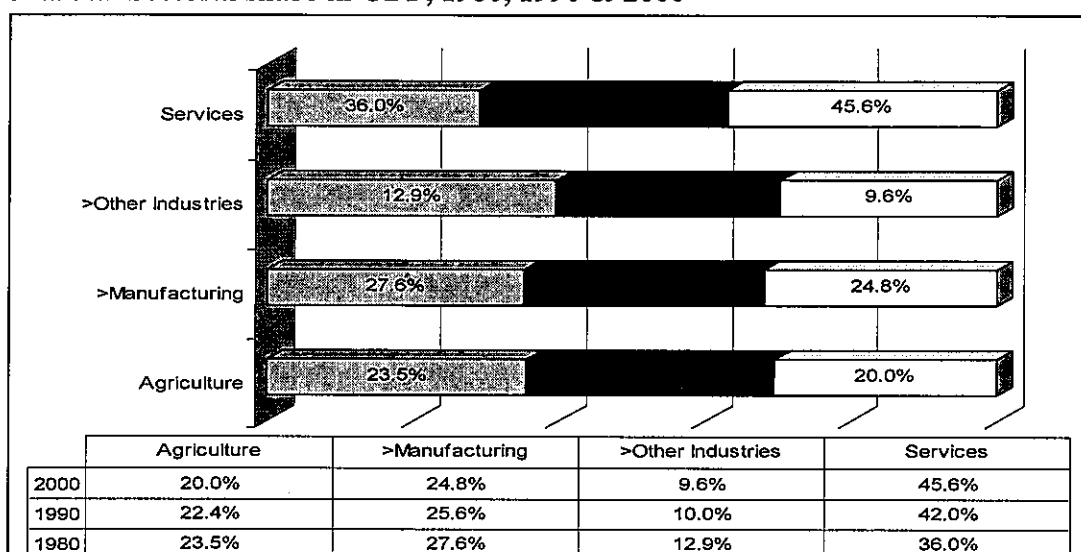
Table 15. Incidence of solo parents in the Philippine workplace

Sex	Civil status		Number of children	Number of dependents
Male	Not married	Mean	2.00	2.52
		N	2	31
		% of Total N	1.8%	15.3%
	Married	Mean	2.31	3.69
		N	42	42
		% of Total N	36.8%	20.7%
	Total	Mean	2.30	3.19
		N	44	73
		% of Total N	38.6%	36.0%
Female	Not married	Mean	1.17	2.72
		N	6	61
		% of Total N	5.3%	30.0%
	Married	Mean	2.13	2.55
		N	64	67
		% of Total N	56.1%	33.0%
		Mean		2.00
		N		2
		% of Total N		1.0%
	Total	Mean	2.04	2.62
		N	70	130
		% of Total N	61.4%	64.0%
Total	Not married	Mean	1.38	2.65
		N	8	92
		% of Total N	7.0%	45.3%
	Married	Mean	2.20	2.99
		N	106	109
		% of Total N	93.0%	53.7%

		Mean		2.00
		N		2
		% of Total N		1.0%
	Total	Mean	2.14	2.83
		N	114	203
		% of Total N	100.0%	100.0%

Source: Results from the worker survey in this study. Missing / no response cases not included.

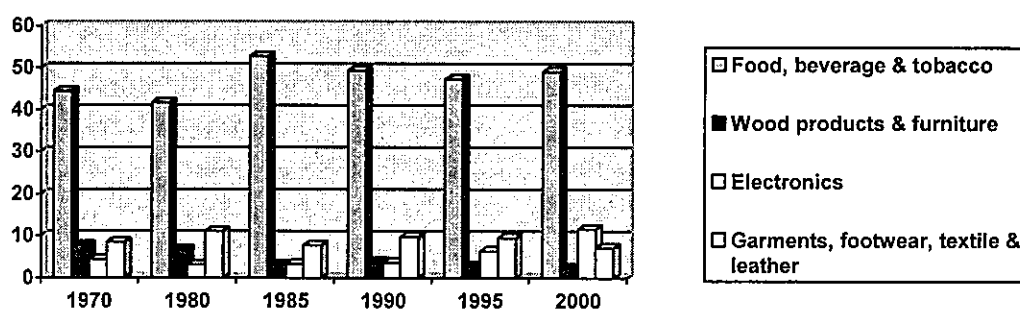
Chart 1. Sectoral share in GDP, 1980, 1990 & 2000



Note: Other industries include construction, mining, electricity, gas & water.

Source of basic data: National Statistical Coordination Board, *Philippine Statistical Yearbook*.

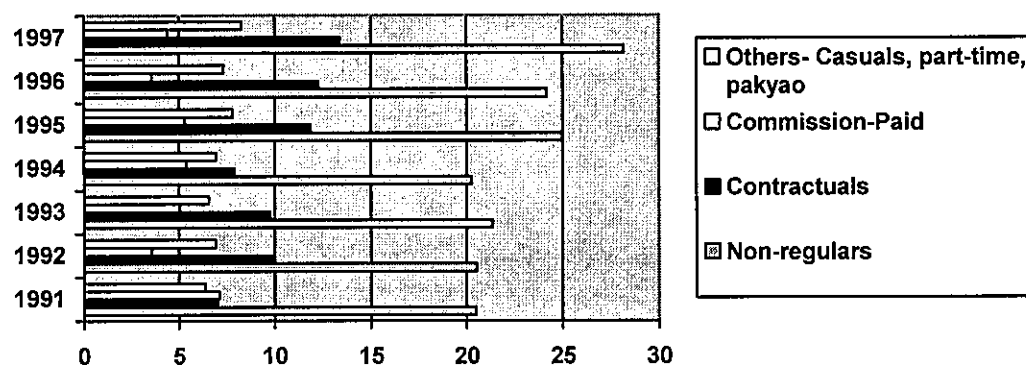
Chart 2 Structure of Manufacturing Output, 1970-2000



Source: Hill (2003) cited in Felipe & Lanzona (2004).

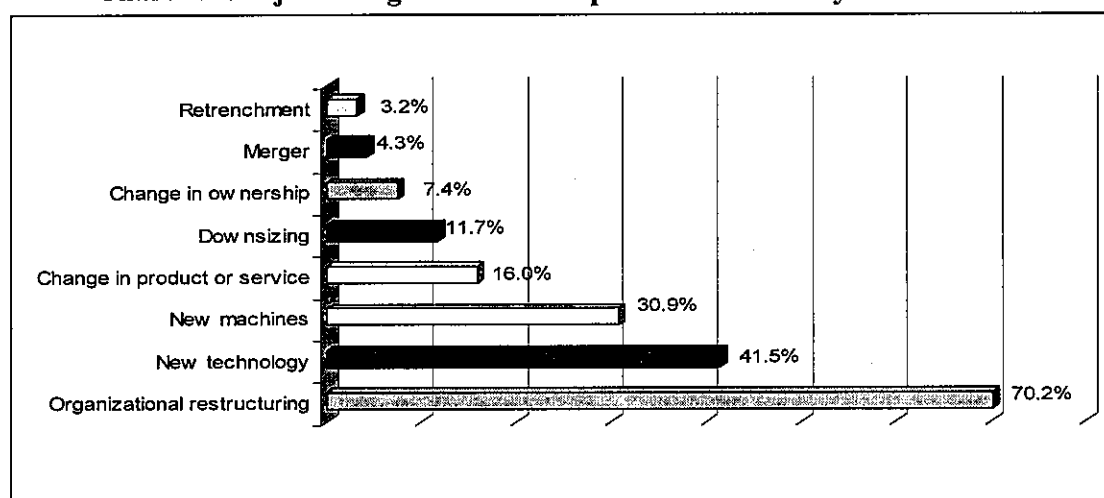
Note: Figures represent percent of total manufacturing value added.

Chart 3. Non Regular Workers in Establishments (thousands)



Source: BLES, Survey of Specific Groups of Workers (SSGW), various years. Excludes agriculture, fishery and forestry. The survey gathered data only for establishments with 10 or more workers.

Chart 4. Major changes in the enterprise in the last 5 years



Source: Results from the employer survey in this study. Multiple responses.
Missing / no response cases not included.

Chart 5a. Job factors important in recruitment now

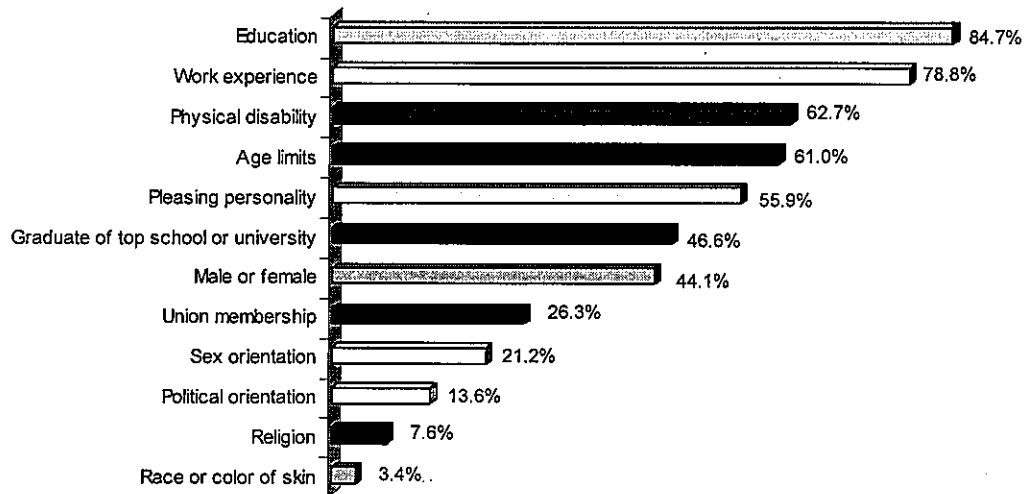
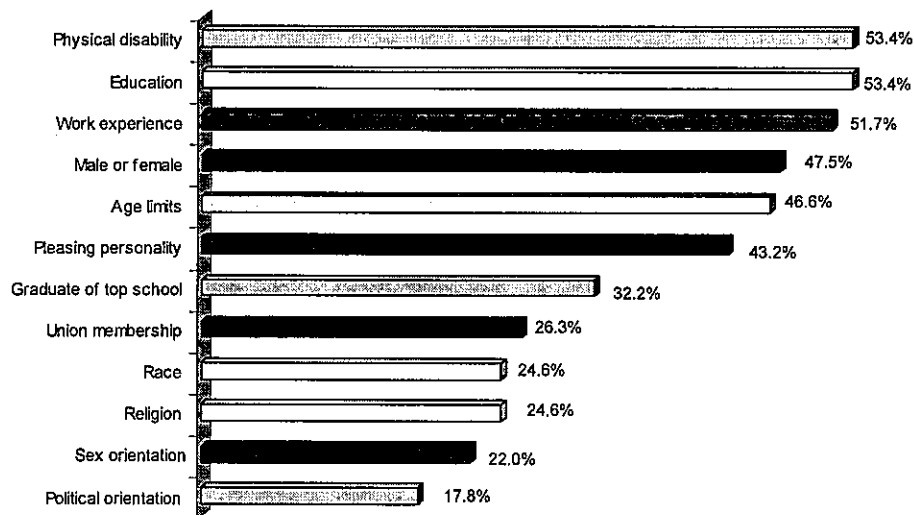


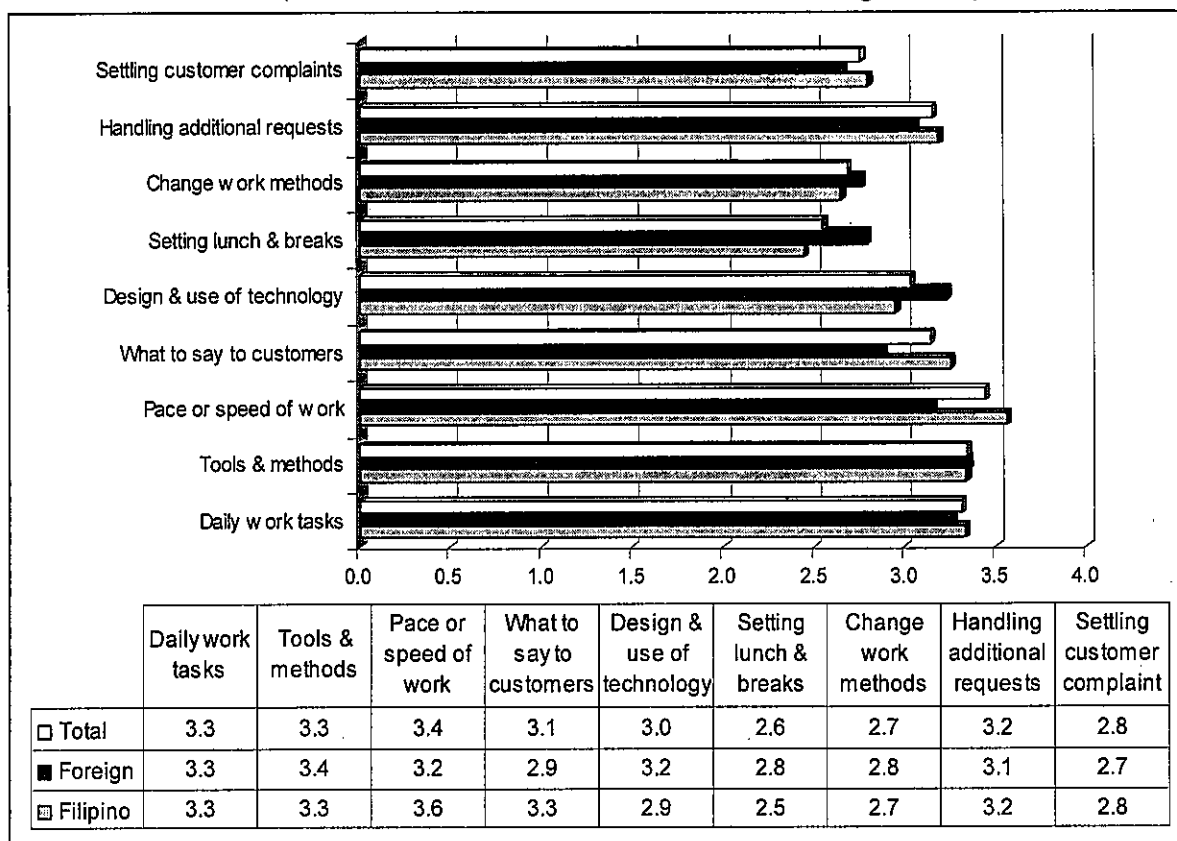
Chart 5b. Job factors important in recruitment 5 years ago



Source: Results from the employer survey in this study. Multiple responses.
Missing / no response cases not included.

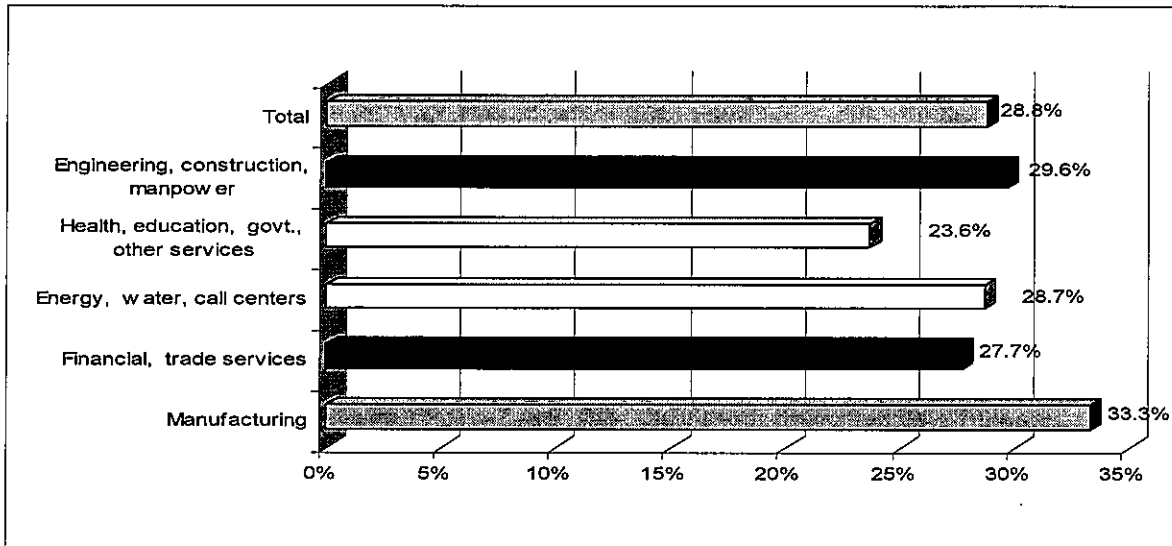
Chart 6. Job design: extent of autonomy of employees, local & foreign owned enterprises

(Scale: 1=Not at all ... 3=Moderate ... 5=A great deal)



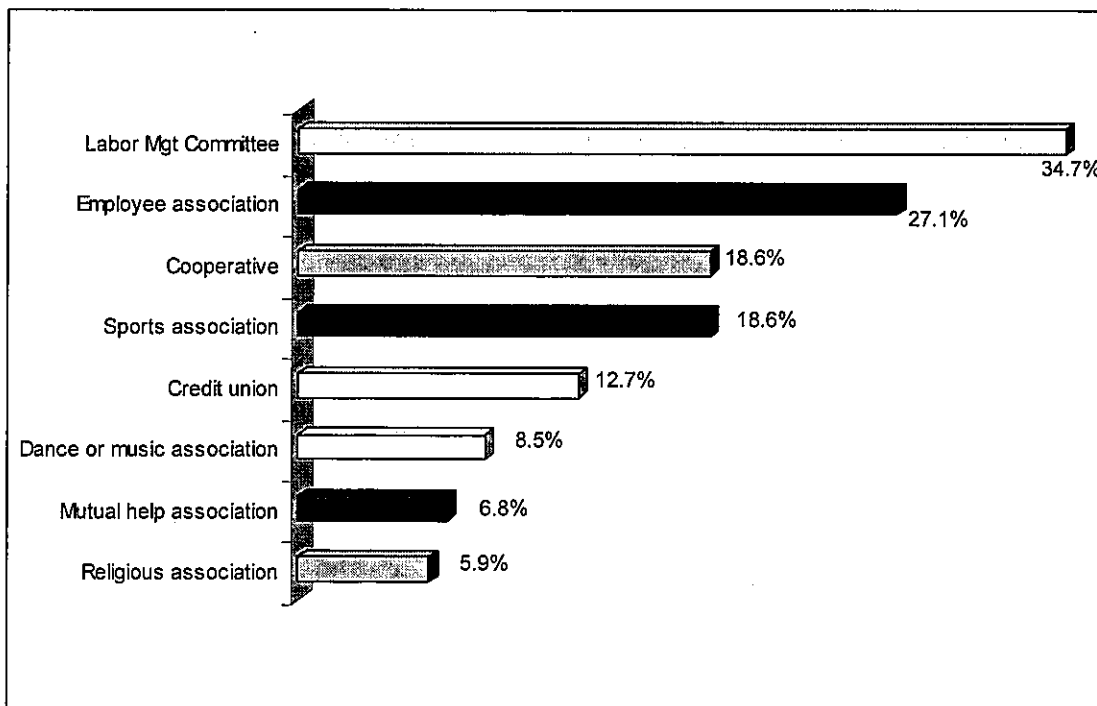
Source: Results from the employer survey in this study. Missing / no response cases not included.

Chart 7. Job applicants to hiring rate, by industry



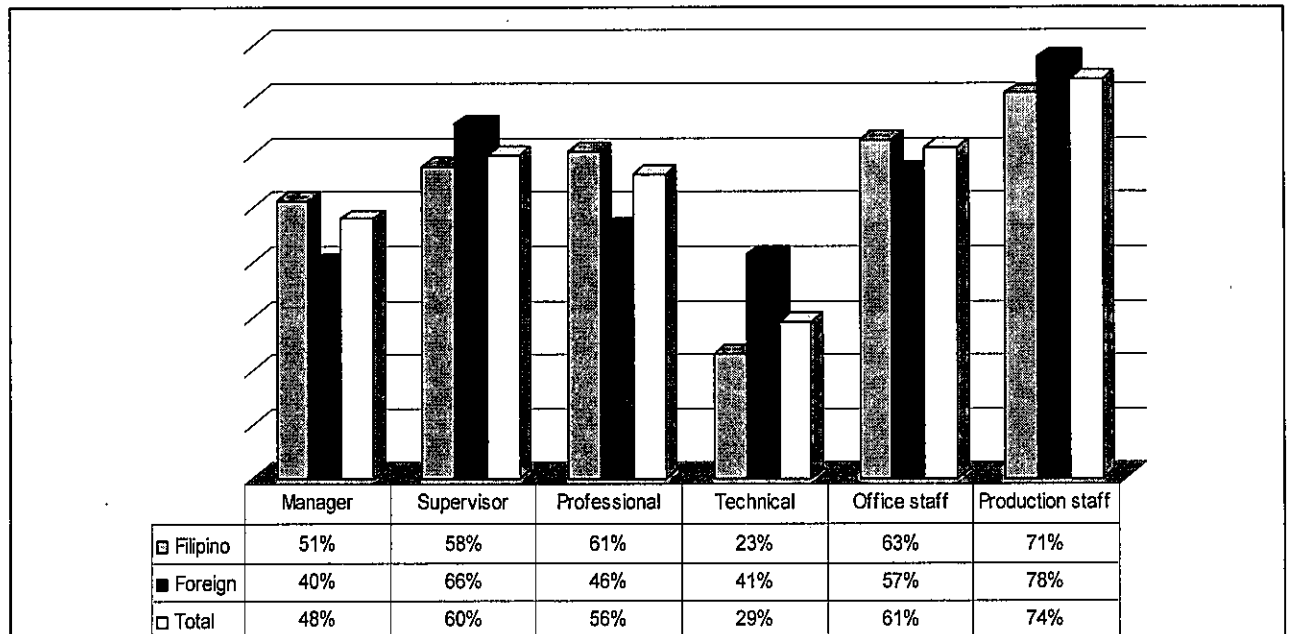
Source: Results from the employer survey in this study. Missing / no response cases not included.

Chart 8. Alternative means of consulting employees



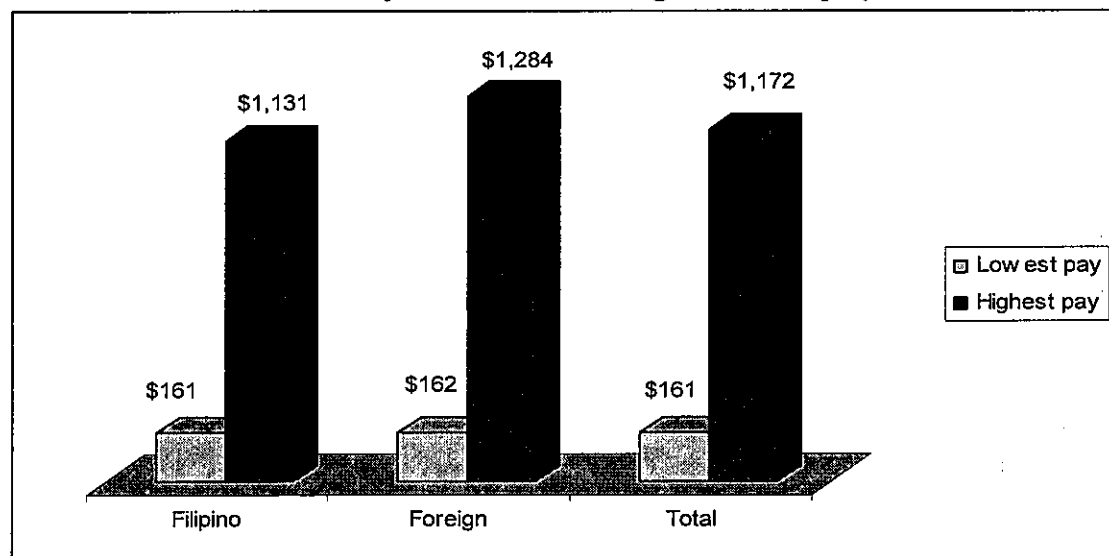
Source: Results from the employer survey in this study. Multiple responses.
Missing / no response cases not included.

Chart 9. Changes in the employment of women by job group
(percent of respondents who said there was an increase)



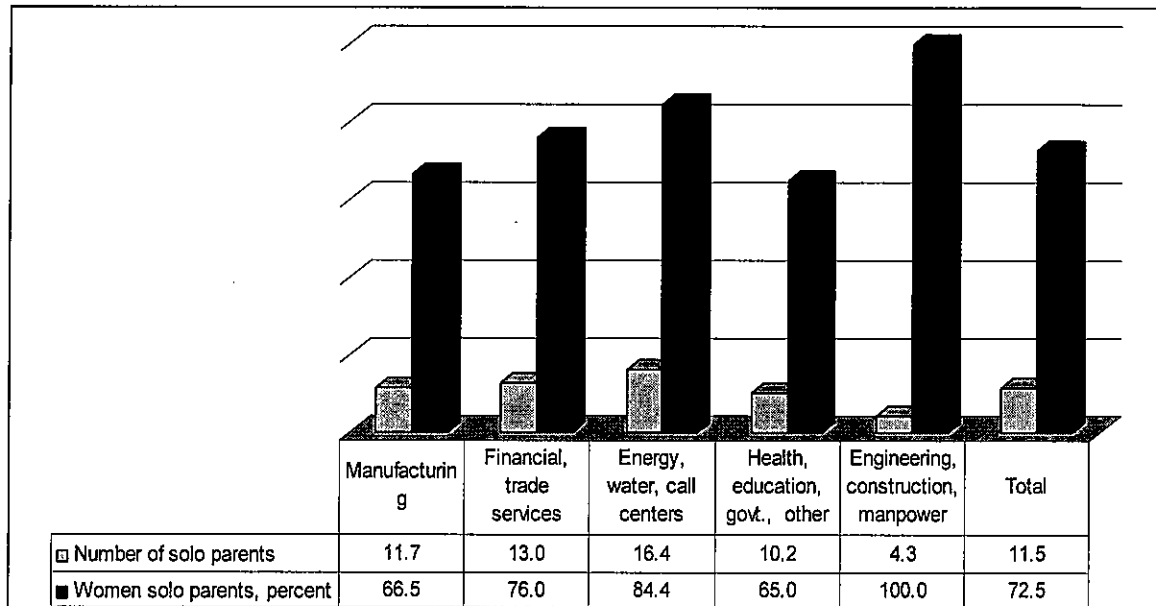
Source: Results from the employer survey in this study. Missing / no response cases not included.

Chart 10. Pay differentials among women employees



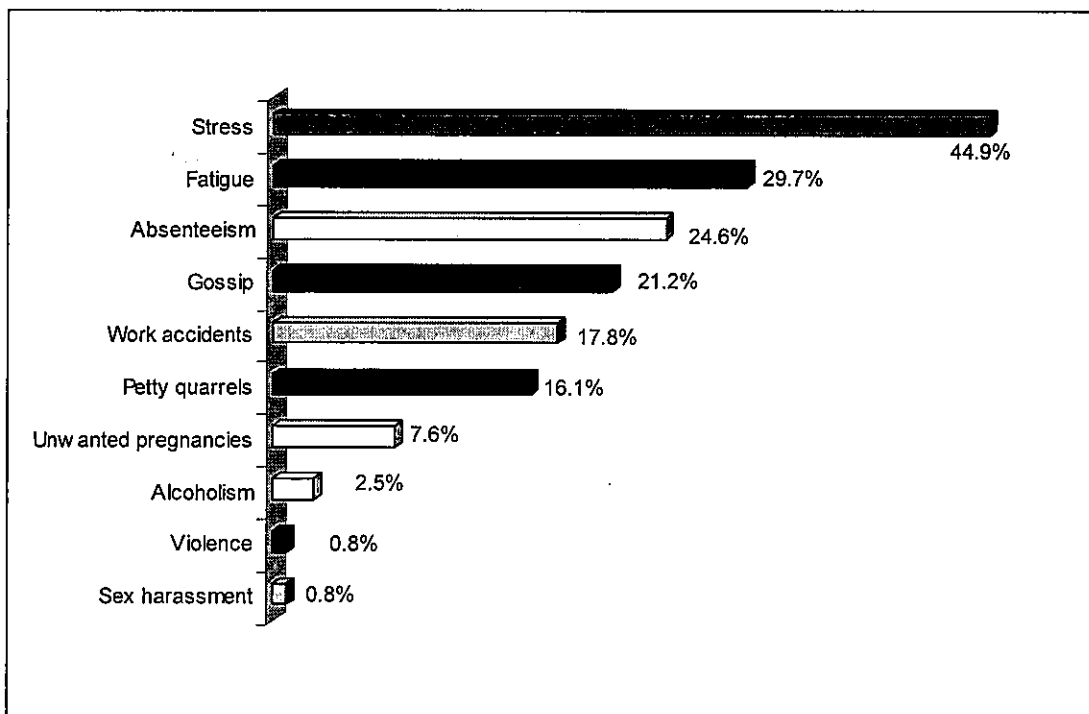
Source: Results from the employer survey in this study. Missing / no response cases not included.

Chart 11. Incidence of Solo parents, by sector



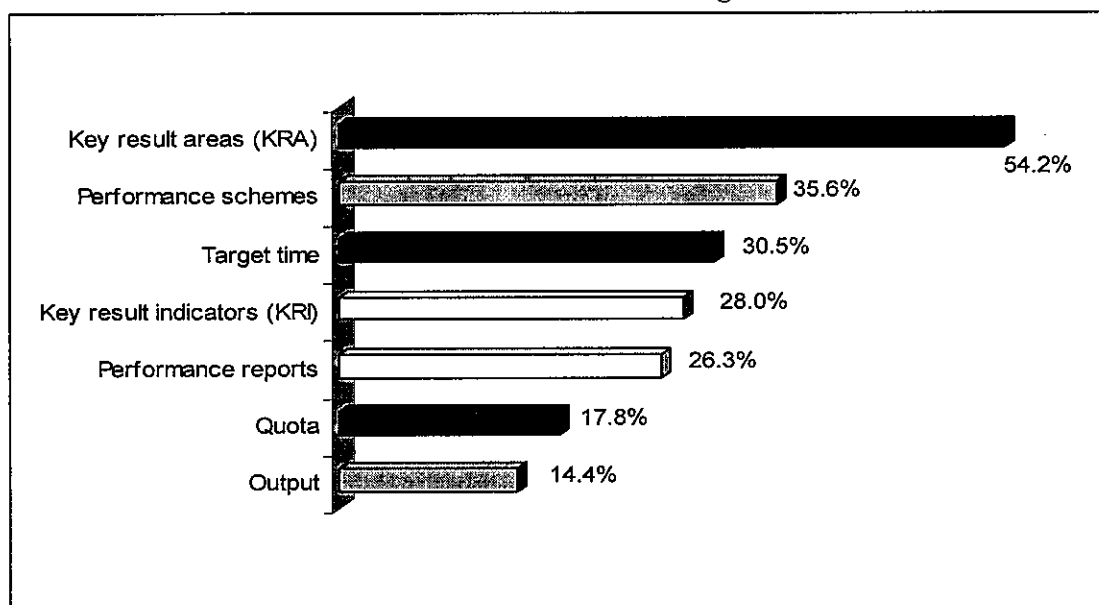
Source: Results from the employer survey in this study. Missing / no response cases not included.

Chart 12. Incidence of work related problems



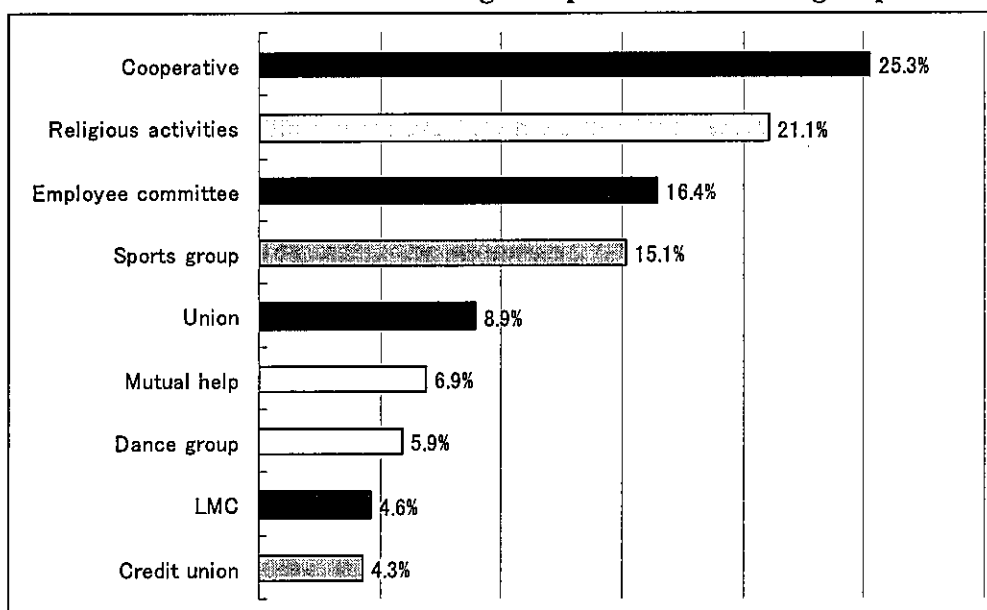
Source: Results from the employer survey in this study. Multiple responses. Missing / no response cases not included.

Chart13. Performance monitoring schemes



Source: Results from the employer survey in this study. Multiple responses.
Missing / no response cases not included.

Chart14. Workers voice through cooperatives & social groups



Source: Results from the worker survey in this study. Missing / no response cases not included.

Appendix. The employers and the workers survey

Sampling

The study circulated questionnaires in the first semester of 2006 with an original target of n=100 employers and n=400 workers. Useful questionnaires were retrieved from n=118 employers and n=304 workers. Respondents to the survey were requested to fill up the questionnaires, distinct for employers and workers. The selection of respondents was based on a combination of convenience and quota sampling, by region and sector (limited to industry and services, excluding agriculture). Between 5 to 10 workers were chosen by convenience sampling from large enterprises, and 1 to 5 workers from SMEs.

Sample distribution by region & by type of enterprises for employers

		Large	Medium	Small	
	Weight	0.05	0.04	0.91	Total
Manila	0.4	2	2	36	40
Luzon outside Manila	0.2	1	1	18	20
Cebu	0.2	1	1	18	20
Mindanao	0.2	1	1	18	20
	Total	5	4	91	100

The standard sampling formula¹¹ indicates that for the target population of 66,734 enterprises¹² (SMEs & large category) nationwide, a sample of n=96 enterprises would be sufficient to provide a confidence interval of 10 percent (margin of error), with a 5 percent level of significance.

The average employment of enterprises in the sample is 1,290 per enterprise (or a population of 152,220 workers for the 118 enterprises in the survey). The sample of 304 workers represents 0.20 percent of the population of the workers in the enterprises covered in the survey. At a 95 percent confidence level, and a 5 percent confidence interval, the required sample is n=383 for the given population in the 118 enterprises.

The data from the survey was encoded and analyzed using the Statistical Package for the Social Sciences (SPSS) version 12. In general, no response and missing cases were excluded from the analysis.

¹¹ See the standard sampling formula and calculator by the *Creative Research Systems. The Survey System*. <http://www.surveysystem.com/sdesign.htm> and *Sampling Size Calculator* <http://www.surveysystem.com/sscalc.htm> [Accessed 15 October 2005]

¹² Total number of large and SMEs as of 2003 is 66,734. Source: National Statistics Office, www.nscb.gov.ph

Sample distribution by region & by type of enterprises: n=400 workers

		Large	Medium	Small	
	<i>Weight</i>	0.05	0.04	0.91	<i>Total</i>
Manila	0.4	8	6	146	160
Luzon outside Manila	0.2	4	3	73	80
Cebu	0.2	4	3	73	80
Mindanao	0.2	4	3	73	80
	<i>Total</i>	20	16	364	400

Large enterprises: 200 + workers

Medium: 100 to 199 workers

Small: 10 to 19 workers

Profile of the employer respondents

There were n=118 employers who returned the questionnaire. Most of the respondents were from the services sector (68 percent), and 32 percent were in manufacturing. Many respondents were executives and managers (43 percent), mostly from large enterprises (72 percent). Majority of the respondents were in Metro Manila (63 percent), with 30 percent from the rest of Luzon and 7 percent from the Visayas and Mindanao.¹³

	Metro Manila	Luzon	Visayas & Mindanao	Total
Manufacturing	23	11	2	36
	32.4%	33.3%	25.0%	32.1%
Financial, trade services	15	5	1	21
	21.1%	15.2%	12.5%	18.8%
Energy, water, call centers	9	10	1	20
	12.7%	30.3%	12.5%	17.9%
Health, education, govt., other services	19	4	3	26
	26.8%	12.1%	37.5%	23.2%
Engineering, construction, manpower	5	3	1	9
	7.0%	9.1%	12.5%	8.0%
Total	71	33	8	112
<i>Note: 8 missing / no response cases with respect to industry group.</i>	100.0%	100.0%	100.0%	100.0%
	63.4%	29.5%	7.1%	100.0%

¹³ The survey pledged confidentiality with respect to company name, job position and identity of the employer respondents.

Profile of the worker respondents

Most of the workers in the sample were from the services sector, with only 27 percent in manufacturing. Most were from Metro Manila & Luzon (38.5 percent).

		Region			Total
		Metro Manila & Luzon	Visayas	Mindanao	
Manufacturing		46	24	13	83
		39.3%	22.4%	16.3%	27.3%
Financial, trade services		19	16	4	39
		16.2%	15.0%	5.0%	12.8%
IT services, BPOs, call centers		9	0	2	11
		7.7%	.0%	2.5%	3.6%
Health, education & other services		43	51	61	155
		36.8%	47.7%	76.3%	51.0%
Engineering, construction, manpower		0	16	0	16
		.0%	15.0%	.0%	5.3%
Total		117	107	80	304
		100.0%	100.0%	100.0%	100.0%
		38.5%	35.2%	26.3%	100.0%

