Balancing Paid Work and Personal Life: Coping Mechanisms of Men and Women in the Academe[*]

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Abstract:

This case study delves on gender differences in coping mechanisms to achieve paid work (PW) and personal life (PL) balance. It involves 145 men and 205 women employees of the University of the Philippines (UP) Diliman. It aims to identify coping mechanisms adopted by UP Diliman workers, their PW-PL issues and concerns, and factors that affect their manner of coping. Using a triangulated approach involving organizational ethnography and survey method, minimal gender differences are observed. Results likewise reveal gender differentials in terms of PW-PL issues and concerns, time management and spending habits, values and goals in life, and views about coping, the importance of PW-PL balance, role of the workers union, and UP's HR-related policies.

Although employment conditions are far from perfect, many UP Diliman survey respondents are able to cope with the demands of their PW-PL roles. Moreover, their manner of coping is affected by enabling factors, such as personality, values and goals in life, social support, availability of resources, culture, and institutional policies, as well as efforts by the workers union. Hindering factors involve zero or limited access to resources and workplace policies that provide better employment incentives. Based on these findings, policy recommendation and courses of action are offered which include: modifying existing policies on certain benefits (e.g., housing and healthcare), advocating for the ratification of International Labor Organization (ILO) Convention 102 to impel the Philippine government to enact a law on unemployment and family benefits, and establishing a UP Work-Life Resource Center and a National Work-Life Institute.

The journey towards humanized workplaces: Beyond and within Asia

Industrialization caused technological, economic, geo-political, and socio-cultural transformation. Initially, home and the workplace were one, with men and women sharing tasks. This condition changed as Europe pursued its hegemony, introducing other continents like Africa, America, and Asia to machinery, the factory system, and Christian teachings (Lewin, n.d.). However, European colonization, as well as the Industrial Revolution, would have not transpired without the profit-driven capitalist system. Early capitalism in Europe was noted in 1100. Traders and financiers, as well as Jewish moneylenders granted "business credit" to merchants around 1200 (Clough and Cole, 1952 in Hesperides, 2007). It was also around this time until 1500 when bankers financed wars waged by kings, collected taxes for the Church, and lent money to towns and cities to build infrastructures. They also funded ships and trading voyages. Thus, the monarchy, the papacy, and the capitalists collaborated in launching the Age of Exploration led by Spanish and Portuguese conquistadors during the 15th century to expand their political and economic power.

Technological innovations and influences of capitalism further resulted in socio-economic hierarchy, consisting of the working class,

the middle class, and the wealthy upper class that drove the demand for industrial goods. Gender role dichotomy also evolved, with home and caregiving as a woman's turf, while men dominated the world outside. When wars ensued, men served in the military and women were recruited in traditionally male dominated jobs like shipbuilding (Blackwedder, 1997). Thus, paid work (PW) became a domain where more women could participate. But like men, they "lacked economic rights and protections" (Egendorf, 2004).

Low wages, long work hours, hazardous job sites, discrimination, and child labor described early industrial employment conditions. Also, the countryside suffered from poverty. Laborers fought for their welfare "either through negotiation or strike action" as shown by the trade workers' strike in 1827 in Philadelphia. Such collective power of the working class troubled capitalists who resorted to violence with the help of military/police forces and/or through court injunctions (infoBritain, n.d.; Trachtenberg, 1932; American Federationist, 1981).

Pioneering humane work conditions were initiated by socialists Robert Owen (1771-1858) and Charles Fourier (1772-1837) who formed cooperatives and independent communes, respectively (Sibal, 2006). Furthermore, Owen experimented with short work hours, preached about unionism (Ofreneo, 1992 cited in Sibal, 2006), and instigated self-governing workshops. Fourier, on the other hand, vouched for equal rights for women (Bienvenu and Beecher, 1993), basic income, and "decent minimum" for those without work, thereby planting the seeds of unemployment benefit (Cunliffe and Erreygers, 2001; Van Parijs, 2000).

In 1849, William Wilson and Benjamin Lancaster of the Price Patent Candles Company in England also implemented humane work conditions for their workers, including children who attended religious services, went to school, and were treated to recreational activities. Night shift workers were also given free meals. Later on, Price Patent Candles Company "built a village of 147 houses with church, institute, shop and library for its workforce…". Moreover, a profit sharing scheme was given in 1869 and an employees' pension plan followed in 1893.

With very few labor welfare initiatives, many workers engaged in recreation to cope with the drudgery of city life. In pre-industrial times, communal endeavors like markets and fairs were done in open fields. Work and leisure had no fixed schedules. But in industrial sites, the pub became the "haven for the overcrowded urban poor" on weekends. Working women though spent their free time to do house chores (Clark, 1996).

Using religion as bait, Europeans subjugated some parts of Asia. They achieved political leverage, commercial monopoly, and military might (Williams, 1990; Howitt, 2004; Hart, 2008). However, they also committed many human rights abuses, such as when the Spaniards subjected men to forced labor (Agoncillo, 1990) and the Portuguese used "kidnapped Chinese children as slaves" (Lim, 2006). These conditions triggered protests and rebellions among farmers, laborers, and other groups (Smitha, 1998).

Missionaries, scholars, and priests like Antonio de Montesinos, Bartolome de las Casas, Bartolomeo de Olmedo, and Francisco de Vitoria called for social justice, asking the Spanish monarchy to quell the atrocities against colonized natives (Kiefer, n.d.; Villaroel, 2009). De Vitoria, regarded as the "Founder of the Law of Nations", propounded the principles adopted by the League of Nations, now known as the United Nations (UN). The UN formed the International Labor Organization (ILO) at the end of the Great War in 1919. ILO conventions provide ideal standards of working conditions to promote social justice among its member countries (ILO, 2000).

Asians either accepted or defied foreign ideals. Many attempts to oust the colonizers failed, resulting in the systemic and systematic assimilation of a "new" culture. However, not all countries in Asia pursued industrialization at the same time nor did they use a single approach. Japan is described as the first to industrialize. Its industrialization was fueled by domestic investments in industries and infrastructures, and improved technologies and productivity schemes (Mosk, 2004). China built light industries and later pursued export expansion and economic liberalization (APO, 2007). South Korea relied on high-value added sector and export-oriented industrialization. Southeast Asian countries adopted shifting policies on import-substitution, export promotion, or export-oriented industrialization (Daquila, 2004). Middle East states capitalized on their abundant oil resources, resulting in petroleum-related industries (Moghadam, 2003). In contrast, India went through de-industrialization, and later on pursued skill-intensive manufacturing and higher-than-average scale industries (Clingingsmith and Williamson, 2004; Kochhar et al., 2006).

With its early industrial progress, Japan then leads the pack of Asian countries in implementing early welfare provisions for workers (Kasza, 2006). Under the Tokugawa regime, the State gave feudal warlords (daimyo) land grants, while their defenders (samurai) received rice stipends. In the 1870s, employers were made liable to accidents in

state-owned industries. This was followed by injury benefit for miners and sailors in the 1890s, as well as by the Factory Law for companies with 15 or more workers in 1911, which was said to be the earliest in Japan's social insurance system (Kasza, 2006; SSA and ISSA, 2007). However, even before its ratification, Japanese state workers were already given pension and partial health coverage through mutual aid societies in 1907 (Kasza, 2006). On the other hand, employees from medium-large firms were granted health insurance in 1922 and a pension benefit in 1941. These were followed by universal health coverage in 1958 and universal pension scheme in 1959.

Succeeding social security statutes or their implementation in other Asian regions could be partly attributed to governmental efforts, as well as initiatives taken by the ILO (see Table 1). A convergence of cultures, including religion and education influenced by the West, somehow helped in the adoption of humane policies. Moreover, labor unions played a significant role in securing many socio-economic benefits for men and women workers in general. By gaining political and legislative power, they successfully asserted the right of workers to organize and collectively bargain for better work conditions, such as: reduced work hours, wage increases, paid vacation and sick leaves, death and medical benefits, retirement pensions, and non-discriminatory policies on gender, religion, age, and race, among others (American Federationist, 1981; Abrams, 1994). In some countries, like the Philippines, they also participated in the struggle to achieve independence from colonial powers.

Thus, with the guidance of institutional bodies like the ILO, the tripartite efforts of activist laborers, enlightened employers, and supportive governments contributed to the evolution of humanized workplaces in Asia and beyond where HR-related policies influenced the capacity of employees to cope, as they address individual PW and personal life (PL) issues and concerns.

Genesis of a humanized workplace in the Philippines

As Europe's industrialization spread across continents during the 17th century, the Philippines was already under Spanish rule for over two centuries. The arrival of Spaniards in 1521 and their succeeding expeditions led to many changes, such as widespread conversion to Christianity, the archipelago's name after Philip II, patriarchy, gender inequality, privatization of communal lands, payment of tributes, monopoly

of commerce, modified socio-economic hierarchy, and institutionalization of a centralized government, among others.

Referred to as *indios,* the natives were mostly employed as galleon crew, military personnel, construction workers, or slaves in *encomiendas*, churches, and convents. Many suffered from poor working conditions and abuses (e.g., forced labor, unjust wages, zero rest time, and starvation), causing illness, death, or migration to other Spanish colonies like Mexico and the United States (US). Women were hired as housekeepers whom some priests violated and used in their trading activities (Bankoff, 2004).

Amidst social injustices, some Spaniards showed kindness towards native laborers, such as Juan de Salcedo (a soldier who, upon his death, passed on significant portions of his estate to the indios who worked for him) and Antonio de Morga (a lawyer who used his personal resources to support the needs of his personnel in an expedition) (Rizal, 1889). There were also church people who fed hungry Filipino seafarers and advocated for compassionate treatment of the indios (e.g., Diego de Herrera, Domingo de Salazar, and Miguel de Benavides). Some

Table 1. Asian countries and period of enactment of social security benefits[*]

Year	Old age, disability, & survivors	Sickness and maternity	Work injury	Unemploy-ment	Family allowances
1911-1920		Armenia Azerbaijan	Japan		
1921-1930	Kyrgyzstan	Japan Kyrgyzstan	Bangladesh Burma Kyrgyzstan India Malaysia Pakistan Taiwan	Armenia Kyrgyzstan	
1931-1940		Bangladesh	Iran Singapore Sri Lanka		
1941-1950	Japan Taiwan Turkey	India Iran Taiwan Turkey	Lebanon Saudi Arabia Turkey Vietnam	India Japan	Armenia Azerbaijan Kyrgyzstan Lebanon Uzbekistan

Year	Old age, disability, & survivors	Sickness and maternity	Work injury	Unemployment	Family allowances
1951-1960	Armenia Azerbaijan Brunei China** Georgia India Iran Israel Malaysia Philippines Singapore Sri Lanka Syria Turkmenistan Uzbekistan	Burma China Indonesia Israel Malaysia Philippines Singapore Turkmenistan Uzbekistan	Armenia Azerbaijan Brunei China Georgia Hong Kong Indonesia Israel Kazakhstan South Korea Nepal Syria Turkmenistan Uzbekistan		Iran Israel
1961-1970	Lebanon Nepal Saudi Arabia Vietnam	Georgia Hong Kong South Korea Lebanon Pakistan*** Vietnam		Israel Taiwan	
1971-1980	Bahrain Hong Kong Indonesia Jordan South Korea Kuwait Pakistan*** Yemen		Bahrain Jordan Kuwait Philippines Thailand	Hong Kong	Hong Kong
1981-1990	Thailand	Thailand		China Iran Thailand	Sri Lanka Thailand
1991-2000	Bangladesh Kazakhstan Laos Oman	Kazakhstan Laos	Laos Oman Yemen	Azerbaijan Georgia South Korea Turkey Turkmenistan Uzbekistan	
2001-2010				Kazakhstan	Georgia Kazakhstan

Notes: *Tabular data are based on SSA and ISSA 2007
         **No statute, but based on government guidelines
         ***Never implemented

supported reformist ideas, such as Pedro Pelaez and Mariano Gomez. Liberal governor-generals (e.g., Jose Basco y Vargas) also implemented policies to improve the social and economic conditions of the islands. Spanish intellectuals and writers like Luis Rodriguez Varela propagated humanist principles that influenced the Enlightenment Period, the French Revolution, and the rise of freemasonry. Furthermore, several groups rebelled against Spain, most notably the Katipunan (Brotherhood), fueling the 1896 Philippine Revolution. It was organized by laborer Andres Bonifacio who was victimized by a power struggle and executed by fellow Filipinos in 1897 — a year before the uprising ended, as Spain handed the country to the US after receiving $20 million. These efforts inspired the struggle of early Filipinos to work towards humane conditions and their independence from one colonizer to another.

The American occupation in 1898 instituted a civil government and ushered progressive changes in spite of lingering conflicts with the Filipinos. It also paved the way for "…a wage-labor market, the introduction of systematic management techniques, the enforcement of Chinese exclusion laws, and the qualified encouragement of union organization that took place between 1899 and 1908…" (Bankoff, 2005). True enough, Filipinos continued with their struggle for independence and social justice, as exemplified by Isabelo de los Reyes whose exile in Spain introduced him to socialist ideas and led him to organize Union Obrera Democratica Filipina (Philippine Democratic Labor Union), the first labor union in the country that held a general strike against American companies and clergy-owned estates in 1902 (Sibal, 2004; The History Place, 2008; Senate of the Philippines, n.d.).

The Americans also pursued large-scale development projects and programs that required a large number of workers. These included public infrastructures (e.g., road constructions) and government agencies, such as the Bureau of Labor (or the Department of Labor and Employment [DOLE] in 1933) and the University of the Philippines (UP), both established in 1908. Likewise, they adopted welfare-related policies to counter labor shortage (Bankoff, 2005). A civil commission was formed to oversee public institutions, including recruitment of personnel through a competitive examination and provision of regular compensation and opportunities for promotion. Aside from these rewards, there were plans for civil service cooperative stores where employees could purchase "groceries and other needs of living", as well as the building of affordable houses for civil servants. These provisions aimed to entice Filipinos to work for the government. Other State-sponsored policies under the US regime

include the development of occupational safety and health measures in 1903, employer's liability act in 1908, workmen's compensation act in 1927, and the first industrial safety law in 1936 that coincided with the Commonwealth Act 186, instituting the Government Service Insurance System (GSIS).

In 1946, the country finally achieved freedom from the US. Post-American colonization saw the Philippines joining the ILO in 1948 and ratifying some of its conventions. It also enacted other policies related to employment and welfare of workers, such as the Social Security Act in 1954 for private employees and the Labor Code in 1974.

Through these episodes, the evolution of humanized workplaces in the Philippines (see Table 2 for examples of "work-life responses") highlights the combined efforts of civil society (including labor organizations, women's groups, and members of the clergy), the government and public policymakers, and foreign influences, such as initiatives conducted by some colonizers and advocacies vouched by ILO conventions.

Table 2. Types of Work-Life Responses according to the Stage of Enterprise[*]

Description and example(s) of Philippine-based enterprise	Type	Work-Life Responses	
		Definition	Programs/ Benefits
Stage One - still asserting or stabilizing its position in the market place Example: - Sirawan Food Corporation	1A	Basic and economical work-life measures, including capacity-building initiative for employees that are effective and given aside from law-prescribed benefits.	Food and nourishment benefits like rice ration, meal subsidy, vitamin supplements, etc. Training programs using government or external agency's subsidized or free-of-charge programs or making use of available company resources

Description and example(s) of Philippine-based enterprise	Type	Work-Life Responses	
		Definition	Programs/ Benefits
Stage Two - has a relatively stable market position, but remains prudent in its employee relation programs Example: - CHIMES Enterprises, Inc. - Li and Fung (Philippines), Inc.	2A	Uniform provision of benefits across ranks of employees except for basic pay and positional perks. Additional incentives are based on the performance level of the firm, the team, and the individual.	Performance bonus, profit-sharing schemes, travel insurance, company-wide activities like teambuilding programs, company outings, Christmas parties, sports competitions, etc.
Example: - Philippine Daily -Inquirer - IBM Philippines - St. Luke's Medical Center	2B	Recognizes the unique needs, convenience, and preferences of each employee. Non-traditional benefits promoting flexibility and mobility are given.	Telecommuting, day care center, mobile phone use allowance, flexible work time, in-house training programs, educational loans, medical/wellness benefits, facility for social activities, etc.
Example: - Mabuhay Vinyl Corp. - Nestlé Philippines - Angeles Electric Corporation	2C	Benefits given out of corporate generosity, philanthropic spirits, strong sense of social responsibility. These respond to employees' hierarchical needs.	Training and education programs, career development services, health care programs, community outreach programs, housing loan, medical and hospitalization benefits, interest-free loans, staff shop, etc.

Description and example(s) of Philippine-based enterprise	Type	Work-Life Responses	
		Definition	Programs/ Benefits
Stage Three - seriously defending its position in the market; vulnerable to stiff competition Examples: - Philgerma Manufacturing, Inc. - Indo Phil Textile Manufacturing - Asian Transmission Corporation	3A	Work conditions and benefits are strategic for business survival. Workers are aware of the company status and involved in many aspects of corporate life.	Livelihood and enterprise development skills training, medical benefits, profit-sharing schemes, credit programs, vitamins supplements, housing facilities, recreational activities, child care center, etc.

* Excerpts from Cases on Business Initiatives on Work Life - A Labor Market Information Service Project of the Research and Advocacy Department of the Ayala Foundation Inc. (AFI) and the Employers Confederation of the Philippines (ECOP), with the support of the Ford Foundation, 2004.

The public sector: The case of UP Diliman employees

Similar to private firms, public institutions have to meet organizational goals through policies and programs aimed at raising workers' productivity. The government is one of the major employers— if not the largest—in many countries, including the Philippines. It also has the power to implement policies affecting employment relations, such as the constitutional right to form unions in both private and public sectors. Together with other schools, UP capacitates future entrants to the country's labor force. Likewise, it generates other sources of income to augment inadequate state funding. It also has a bureaucratic system involving hierarchical and lateral work relationships.

Though it has its own charter, the policies and programs adopted by the UP Human Resources Development Office (HRDO) are based on the regulations of the Civil Service Commission (CSC), the central government unit that supervises public agencies. It also has a workers union that negotiates for better employment conditions. However, most of the major policies, including socioeconomic benefits offered to its workers, are decided upon by the Board of Regents (BOR) which, according to Section 6 of the old UP Charter, has the power to "appoint, on the recommendation of the President of the University – professors, instructors, lecturers, and other employees of the University, to fix their

compensation, hours of service, and such other duties and conditions as it may deem proper". Among the early incentives given by the University aside from providing regular salaries include: additional compensation for faculty members with administrative duties, tuition exemption to employees and/or dependents enrolled at UP, funds for research and publication, and the establishment of pre-tertiary schools for the children of employees, such as the UP Integrated School in Metro Manila (formerly composed of three separate schools—i.e., UP High School, UP Preparatory School, and UP Elementary School—which were later on merged), the UP Rural High School in Laguna, and two other high schools in the Visayas.

Brief profile of the study

While there are several studies about the work conditions in some public agencies in the country, most of the available PW-PL discourses are focused on the private sector and involved homogenous samples based on specific job titles and civil status (e.g., managers, parent or married employees). Many also focused on one gender group, i.e. women. Among local studies related to coping and PW-PL balance, only a few talk about the academe, particularly unionized state universities and colleges.

Like their counterparts in other countries and industries, UP Diliman employees perform gender-based roles everyday. They also have PW-PL issues and concerns related to these roles, and dealing with them is not an easy task to do. The study then identifies their coping mechanisms and analyzes if gender-based differences or gender differentials exist in their manner of coping. It also determines their PW-PL issues and concerns, as well as other factors that affect how they cope (i.e., time management and spending habits, values and goals in life, and opinions about coping, importance of PW-PL balance, and UP as an institution). Moreover, it examines what enables and/or hinders them from coping well to address PW-PL demands. Based on the findings, viable measures are recommended.

The research, however, is not about comparing which of the two gender groups copes better and is able to achieve PW-PL balance. It is also not about gauging how effective the adopted coping mechanisms are nor does it quantify PW-PL balance or measure satisfaction with UP's work conditions. Moreover, it does not determine which between PW and PL is more stressful or conflict-laden than the other, including how other socio-demographic traits (e.g., work category, salary, education, etc.) affect the manner of coping or choice of coping mechanism.

As part of the study, a survey was conducted. With gender as its main criterion, the participants involved 145 men and 205 women employees in selected units of UP Diliman, regardless of their other socio-demographic categories (e.g., organizational level, educational background, and civil status, among others). Ethnographic observations were injected in the discussion of survey results. Likewise, secondary data sources were also analyzed, including some UP HRDO policies and data on union efforts, as well as existing related laws and compliance of the Philippine government to ILO conventions. Hopefully, the findings would be used in assessing UP's HR-related policies and programs that are critical in providing better work conditions for all its employees.

Some definitions

The following are the integral concepts of this study:
- *Balancing PW and PL (or work and life/work and family* in many IR and HRM studies) – involves juggling, reconciling, or harmonizing various issues and concerns related with one's PW-PL roles.
- *Coping* – is an adaptive process that enables men and women to address issues and concerns related to their PW-PL roles (e.g., employee, parent, friend, community/church member, etc.).
- *Coping mechanisms (or coping skills, coping strategies, coping styles, coping resources, manner of coping)* – are behaviors (e.g., relaxing, seeking help, etc.) adopted by workers to deal with PW-PL issues and concerns.
- *Environment* – is composed of culture and social agencies (i.e., family, community, school, church, market, and government), as well as policies and union efforts that influence a person's manner of coping.
- *Gender* – is not limited to women and women's issues; it also involves men and their issues. Thus, this is about men and women in general and how it has affected almost all aspects of their life, including how they cope.
- *Paid work (PW)* – means employment in an organization that provides regular monetary compensation and other benefits for services rendered, including those agreed upon with the workers union, if applicable.

- *Personal life (PL)* – pertains to an individual's roles and set of concerns outside the workplace, including one's interests, relationships, and commitments with family, friends, community/church/school, etc.
- *PW-PL balance* – an employee's end goal of using coping mechanisms to deal with PW-PL issues and concerns, as s/he continues to deal with the responsibilities related to her/his various PW-PL roles.
- *PW-PL issues and concerns* – are problems, demands, conflicts, or stresses related to a person's PW-PL roles.

Theoretical framework

1. An integrated IR and HRM theories with a gender perspective

Coping to attain PW-PL balance underlines the adoption of sound IR-related public policies and firm-level HRM measures. Though John T. Dunlop's tripartite IR systems model is said to apply only in stable markets wherein the collective bargaining process has helped workers "to improve their lives and those of their families through the years", it nonetheless provides a broader base for this study despite the uncertainties caused by globalization, including the reduced number of unions (Ofreneo, 2006). Certainly, the social system involving economic, legal, political, and cultural structures is important. The economy is strengthened when industrial peace exists. Governments, capital owners, and laborers are the major actors in IR, which fundamentally center on rule-making (Sibal, 2006). Institutionalizing humane labor and employment standards undeniably contributes to such peace.

Additionally, IR standards have to be supported by company policies related to HRM. Somehow akin to the rule-making function of IR, HRM touches on decision-making to influence worker empowerment and productivity. It is affected by the goals and values, structures, technologies, and psychosocial factors of the organization (Sibal, 2006). And human resource or HR essentially constitutes the psychosocial subsystem.

The *human side of the enterprise* is what human relations or behavioral theorists of management emphasized. Paid workers also have needs that motivate them to do their job. Frederick Herzberg's two-factor theory and Victor Vroom's expectancy theory explain the organization's role in meeting these individual objectives, and that doing

so could improve employee motivation and job satisfaction. At this point, leadership is critical, as noted by Douglas McGregor's XY theory and Rensis Likert's four systems of management. The alignment of employee goals with those of the employers' and the State's is necessary for workers to cope and gain PW-PL balance in the process.

However, a cooperative IR system is not entirely devoid of tension between employers and workers, with governments being accused of favoring the former most of the time. A masculine stance is said to exist when win-lose tactics are used to control people in cases of a power struggle. This could be due to stereotypical perspective that domination indicates aggression, which is labeled as a male attitudinal or behavioral attribute (Eisler, 1991).

On the other hand, a humanized workplace is depicted as feminine, for it practices a caring and nurturing style of management. Instead of coercion, it stresses the need for partnership through non-violent means and win-win negotiations to quell clashes and draw agreements between or among the parties concerned; although other masculine traits like "… decisiveness, assertiveness, risk taking, and so forth…" are also vital in this context (Eisler, 1991).

Moreover, a feminine management style recognizes gender differentials and similarities among its paid workers, as well as the fact that they try to fulfill other responsibilities that could affect how they do their jobs. A humanized workplace then offers policies and programs, including equitable rewards and benefits schemes, to help employees cope with their various PW-PL issues and concerns. Hence, an integrated IR and HRM model promotes gender-sensitive, non-discriminatory efforts to serve the welfare of all men and women workers.

2. Examining the individual: Notions on gender and coping

A genuine humanized workplace recognizes the different roles each person plays aside from being an employee. Ideally, it also offers HRM measures that are supported by public IR policies to help address the demands of these roles, which are mostly gender-based. How and why people behave the way they do, including how they cope, are explained by various discourses. These include theories on gender, identity, socialization, role constraint, social roles, and social cognitive aspect of gender development and differentiation.

Gender evolves through a person's sex at birth. For most people, the family is the primary conduit between society and its individual

members of what it means to be male or female. This is reinforced by the socialization process where other social agencies dictate the "different roles and responsibilities" given to a man and to a woman. These socially-constructed representations are carried through to adulthood and passed on to succeeding generations.

Consequently, human role behavior is guided by a "set of associated meaning and expectations for the self" that defines identity theory (Desrochers, et al., 2002). This "links self attitudes" to the question: "Who am I?" (e.g., parent, worker, child, friend, etc.). It also involves identity salience which pertains to "...how much effort we put into each role and how well we perform in each role...a hierarchy of salience, where the identities that are ranked highest are most likely to be invoked in situations that involve different aspects of the self". For instance, a working mother refuses promotion to have more family time because her parent identity is high in her salience hierarchy. Socialization bolsters these gender-based identities as reflected in a person's behaviors, including her/his manner of coping.

Coping is "a process of constantly changing cognitive and behavioural efforts to manage specific external and/or internal demands or conflicts appraised as taxing or exceeding one's resources" (Lazarus and Folkman, 1984). People adopt "a preferred set of coping strategies that remain relatively fixed across time and circumstances" (Carver, Scheier, Weintraub, 1989 cited in Lafferty and Dorrell, 2006). Together with situational determinants and socio-cultural features of the environment, a person's attributes (i.e., biological, dispositional, personal, and family), perception of the situation, and coping intentions function as vital components of coping (Naughton, 1997; Frydenberg, 2004).

Coping mechanisms can either be problem-focused (i.e., resolving the issue) or emotion/symptom-focused (i.e., reducing anxiety, but not really solving the problem) (Leana and Feldman, 1992; Lafferty and Dorrell, 2006). They may be adaptive (i.e., having control over the situation) or maladaptive (i.e., avoiding to confront the cause of stress). Thus, the coping process has long-term effects that could be positive or negative (Lafferty and Dorrell, 2006).

Socialization theory sees women as using passive, emotional, and less effective coping mechanisms, unlike men who adopt "a more active, problem-focused, and instrumental" approach (Rosario, et al., 1988 cited in Sigmon, et al., 1995). However, Lengua and Stormshak (2000) note that even if they were socialized differently, "...men and women may be more or less effective in using emotion focused or social support coping

strategies". Yet, as the *role constraint theory* says, these gender differences in coping wane when they occupy the same social role (Sigmon, et al., 1995).

Related to socialization theory, the *social role theory* emphasizes how men and women develop and use their skills based on the social roles they have learned to perform overtime. Given a certain situation, they would conform to and identify themselves with these roles instead of acting non-normatively (Vogel, et al., 2003). Their socially-constructed gender-related behaviors reflect how they cope.

These gender conceptions and roles are influenced by interdependent psychological and socio-structural factors, as propounded by Bussey and Bandura (1999) in their *social cognitive theory of gender-role development and functioning*. They further conveyed that though there is gender differentiation, it is not absolute. This implies that men and women's reaction and understanding of a particular situation, including their coping mechanisms, are affected by various factors and may sometimes be similar or different.

3. Coping and gender in the PW-PL context

Williams (2001) identified three areas of work-life needs that people address: (1) personal time and space: meant for self-care and maintenance of body, mind and soul (e.g., exercise, relationships, relaxation, spirituality, etc.); (2) care time and space: caring for others (e.g., child and adult care provision, home care services, etc.); and (3) work time and space: focus on economic self-sufficiency (e.g., paid maternity and paternity leave, part-time, etc.). She also recognized that people value various aspects of their lives differently.

In *Coping Competencies: What to Teach and When*, Frydenberg (2004) noted three coping domains, namely: (1) solving the problem while remaining positive and healthy; (2) reference to others which include significant others, professionals, and deities; and (3) nonproductive coping to avoid stress or ignore conflict. She also observes the changing nature of coping vis-à-vis the context and status of the problem. However, Lazarus (1993) further stressed that the choice of coping mechanism also depends on a person's life goals and views about the stressful situation.

Another set of coping categories is cited in Stress and Coping by Naughton (1997), namely:

- Biological/physiological
    How the body responds to external stimuli, e.g., palpitations, etc.
- Cognitive
    How a person evaluates a situation and what s/he does after assessing it, including the use of available resources (e.g., physical health, social support, psychological disposition, and material resources like money or technology). It also involves the degree of personal control one has over the problem, since little control over a stressful situation makes coping more difficult.
- Learned
    Involves social learning theories and implies that human perception and coping behavior are effected by:
    (1) experiential reinforcement, such as stress management and relaxation techniques (e.g., meditation, breathing, and exercise), cognitive restructuring, behavior modification, and biofeedback (i.e., controlling psycho-physiological reactions to stress); and
    (2) cultural factors (i.e., societal values, e.g., education).

With these factors, Naughton opined that coping entails the interplay between the "environment" and the "person" who chooses a certain strategy as a response to stressful stimuli. Like Frydenberg (2004), she expressed that it is affected by personality traits, situational demands, and socio-physical characteristics of the environment.

Sigmon, et al. (1995) echoed the active person-environment exchange in the coping process. However, they proposed that developmental differences, socialization practices, and changing social roles need to be considered in creating a model to best explain "the absence as well as the presence of gender differences in coping strategy use...".

These views are captured in Bussey and Bandura's social cognitive theory of gender development and functioning (or differentiation in some texts). It espouses a "life-course perspective" defined by personal observations from childhood to adulthood and which environmental factors further influence. The lessons gained from these experiences lead to gender-based perspectives and behaviors, including their coping mechanisms.

Collectively, these views could mean that men and women's coping mechanisms to address PW-PL issues and concerns in the process of balancing their PW-PL roles are influenced by many factors. These include their individual personalities and circumstances, culture, workplace policies, and resources available to them like having money, social support network, and access to other means of assistance. Moreover, how they address their PW-PL issues and concerns reflects their beliefs, values, and life goals. Thus, coping is a life-course process that is both intra- and interpersonal in nature, wherein the environment (i.e., social institutions like the family and workplace, culture, technology, economy, etc.) plays a critical role in men and women's ways of coping.

The UP Diliman campus

Among the seven major branches of UP nationwide (or the UP System), UP Diliman is considered to be the flagship campus. Located in Quezon City, one of the metropolitan areas in the National Capital Region (NCR), it is composed of 493 hectares, with a slew of colleges, institutions, and facilities such as museum, tennis court, infirmary, cinema, and theater, among others. It also houses the administrative unit of the UP System led by its Board of Regents (BOR) and the Office of the President (OP) of the University; thus, some survey respondents are from the UP System. The UP Diliman administration has six major offices, including the Office of the Chancellor (OC). The OC holds the supervisory role over the campus, with the help of the:

- Office of Vice-Chancellor for Academic Affairs (OVCAA) – responsible for the academic agenda of UP Diliman, including its research and extension programs
- Office of Vice-Chancellor for Administration (OVCA) – oversees the University's infrastructure, expenditures, and personnel
- Office of the Vice-Chancellor for Research and Development (OVCRD) – promotes, improves, and finances the research and development (R&D) programs of UP Diliman, among other related tasks
- Office of the Vice-Chancellor for Student Affairs (OVCSA) – offers non-academic services to students like scholarships, counseling, loans, etc.

- Office of the Vice-Chancellor for Community Affairs (OVCCA) – looks after community concerns like campus security, housing, maintenance of facilities, etc.

The UP Diliman community also functions as a residential address for some employees and their families, as well as students. With the UP Diliman Chancellor overseeing the academic aspect of the campus, a barangay captain supervises the Barangay UP Campus, which was instituted in 1975 and has political jurisdiction over several areas constituting UP Diliman land, such as Pook Palaris and Areas 1-3, among others. However, issues related to governance and participation exist, as not everyone living in this community is concerned about its welfare; thus, only selected sectors get involved in barangay programs (UP CWS, UP CSWCD, and UNICEF, 2002). Currently, a portion of Barangay UP Campus is being developed into an information technology park.

Not a few observed UP Diliman's environment as conducive to learning. Yet, the campus also has its share of crimes, ranging from petty to serious ones like homicide and violence against women and children (VAWC). In cases such as these, UP officials confer with barangay leaders to discuss possible solutions related to campus safety and security of both residents and transients. UP Diliman has a police force, which is autonomous from the Philippine National Police (PNP); but it seeks PNP's assistance during emergencies.

Despite these problems, UP Diliman continues to be a pride of the country, with a stream of graduates and scholars excelling in various fields both locally and overseas. Moreover, aside from the yearly allocation of the national government to its operations, UP Diliman's survival and progress are credited to the collective efforts of its teaching and non-teaching personnel who comprise each college, office, or unit.

Profile of survey respondents

Gender functions as the sole criterion for involvement in this research. Thus, the respondents cut across other demographics, such as civil status (e.g., single, married, separated), familial role (e.g., parent, non-parent), and employment category (e.g., permanent/regular, contractual, temporary). These are treated as circumstantial attributes.

The UP System had a labor force of 10,190 employees (with 5,292 [52%] women and 4,898 [48%] men) when the survey was

conducted in February 2008. They are classified into two major groups, namely: academic and non-academic. Faculty members and REPS (research, extension, and professional services) comprise the former, while administration personnel constitute the latter. UP Diliman had the highest number of workers at 43 per cent (n=4,335). Within this group, women composed 52 per cent (n=2,242), while men constituted 48 per cent (n=2,093). A heterogenous sample of 350 workers, consisting of 145 men and 205 women, served as respondents.

PW-related characteristics

They came from 45 work areas, with 287 (82%) from academic units and 63 (18%) from administrative offices and other agencies. Around 311 or 89 per cent had permanent/full-time employment status. Only 75 respondents had management/supervisory position, 65 per cent of whom were women (n=49) and 35 per cent were men (n=26). With regard to union membership, 166 (47%) claimed being a member and 81 (23%) were non-members. The others (29%; n=103) had no answer. Many worked at UP Diliman for less than a year up to 10 years (37%; n=129), with 78 per cent (n=100) belonging to academic units. About 166 or 47 per cent started working at UP Diliman at age 25 and below, with 15 as the youngest age recorded. Around 167 or 48 per cent were employed between 1980s and 1990s. An equal figure of 87 respondents entered UP during the 1960s-1970s and 2000 onwards.

PL-related characteristics

The sample had employees aged 36-45 (28%; n=97). Only 25 or 7 per cent were aged 25 and younger, while a little over 15 per cent (n=54) had ages between 56 and older. Forty-seven per cent (n=165) had Ph.D./ master's degrees or units, with 64 per cent (n=106) holding academic jobs. Majority of employees with bachelor degrees (79%; n=99), as well as those with different educational background (95%; n=53), had administrative positions. Women figured substantially among those with postgraduate degrees (68%; n=112) and among college graduates (64%; n=80).

Forty per cent or 140 respondents had unspecified civil status. Seventy-four (74) employees or 21 per cent were either single, widow/

widower, or annulled/separated. More than half of whom were women (69%; n=51) and administrative staff (54%; n=40). The remaining 136 employees, consisting of 52 per cent (n=70) women and 48 per cent (n=66) men, were either married or cohabiting with a mate. Among whom, only 71 (20%) had employed partners, with 43 women (61%) and 28 men (39%). More men (61%; n=19) than women (39%; n=12) had jobless mates. Around 116 or 33 per cent of survey respondents, composed of 57 per cent (n=66) women and 43 per cent (n=50) men, had no kids. Another 115 or 33 per cent had 1-2 children, while 103 or 29 per cent had 3 or more kids.

Around 41 per cent (n=145) lived outside the campus, with 65 per cent women (n=94). In contrast, there were 133 respondents who lived within UP Diliman. About 157 or 45 per cent of the sample were homeowners, while 174 or almost 50 per cent claimed otherwise. There were 278 or 79 per cent of all employees who lived with their spouse/ own family, or with their parents and extended families, many of whom (64%; n=179) held administrative positions. Most of those who lived alone (58%; n=19) or living with their families (44%; n=121) stayed in places outside UP Diliman.

Study findings

The survey findings show 11 common coping mechanisms of 350 employees in the sample. These are:

- Thinking positively and/or solving the problem immediately
- Seeking support from others
- Exercising and doing artistic/creative or recreational activities
- Planning ahead, keeping a calendar of activities, and making a "To do" list daily
- Socializing/spending time with other people to unwind and/or joking around to lighten up
- Engaging in spiritual or religious activities
- Spending time alone to think about what decision to make or action to take, sleeping or taking a nap
- Borrowing money and/or applying for loans, finding other sources of income or getting another job
- Taking advantage of various benefits and privileges
- Going online
- Participating in volunteer or advocacy groups

The following observations are likewise noted:

- Both men and women were inclined to use active, instrumental and problem-focused coping mechanisms, particularly *Thinking positively and/or solving the problem immediately.*
- Men were more concerned about providing the resources to overcome financial problems.
- Men likewise use emotion-focused coping mechanisms and avoid solving problems, as they seemed to be more inclined to engage in: *Thinking of resigning or early retirement, ignoring the problem, daydreaming,* and *indulging in food, alcohol, cigarette among others.*
- Men and women were equally likely to rely on other people's support to resolve PL issues and concerns.
- Women were more inclined to find time for spiritual and religious activities, to go online, and pay for help.
- There was minimal difference between men and women who adopt these coping mechanisms:

    - Borrowing money and/or applying for loans, finding other sources of income or getting another job
    - Participating in volunteer or advocacy groups
    - Seeking support from others
    - Planning ahead, keeping a calendar of activities, and making a "To do" list daily
    - Engaging in spiritual or religious activities
    - Spending time alone to think about what decision to make or action to take, sleeping or taking a nap
    - Taking advantage of various benefits and privileges
    - Going online
    - Paying for help

There are gender differences in terms of respondents' coping mechanisms, and these are also evident in some PW-PL issues and concerns, as well as in other areas given in the survey, i.e., time management and spending habit, values and goals in life, and views about oneself and being a UP employee.

Among PW issues and concerns, for instance, women posted a higher rate in *selective and/or lack of access to opportunities for professional growth; overwhelming workload that causes burnout and stress;* and

demanding supervisors and/or annoying co-workers, subordinates, and students. Likewise, they were more troubled by these PL issues and concerns: *lack of resources to care for self and loved ones; high cost of living and living logistics;* and *spending little time with significant others.* Men, on the other hand, reached a slightly higher proportion with *economic or financial instability.* These concerns underline traditional gender roles, with women as the primary caregivers at home and men as the breadwinners.

As for time management, survey findings show that over half of the respondents were able to spend equal time for PW and PL commitments, with more women saying so. Likewise, many female respondents sacrifice going to work whenever a loved one is sick. In contrast, more men would spend more time at work than dealing with their PL concerns. And perhaps because of this, more men than women claimed doing some personal tasks during work hours.

With regard to spending habits, many men and women could not save money. However, more women admitted having difficulty with household budgeting. These two conditions are due largely to inadequate salary, which both gender groups try to resolve by securing other sources of income.

Most respondents placed primary value on *God/spirituality* and least priority to *helping others*. Many expressed that they would rather help themselves first before helping other people; otherwise, they would not have anything to offer. Men, however, ranked *family and significant relationships* as their topmost value in life, whereas women regarded this item second to *God/spirituality.* Furthermore, both men and women also considered *work/career* as less important to their faith and significant relationships. This reflects Filipino culture that puts premium on religion and family.

Generally, respondents expressed agreement on eight (8) out of 10 views. Among these, however, men only agreed on six items, namely:

- It is highly important to balance work and personal life.
- My coping mechanisms help me achieve work and personal life balance.
- I can resolve personal issues so that they won't affect me at work.
- UP needs to improve its HR policies so that employees can cope with the demands of their work and personal life commitments.

- The union of UP employees has a crucial role in securing better benefits and privileges to balance work and personal life.
- UP is a family-friendly institution.

In addition to these though, women also agreed that *UP enables them to cope better with work and personal life issues and UP serves as a good link to better income-generating opportunities like privately-funded research projects and consultancies.* In contrast, men were neutral about these views.

Overall, there were differences in coping mechanisms between gender groups that reflect traditional gender roles. The similarities, on the other hand, underscore women's equal footing with men in using active, adaptive, productive, instrumental, and problem-focused coping mechanisms. Male and female respondents also agreed on several coping mechanisms that they identified as not applicable, such as: (1) ignoring the problem, daydreaming; and (2) thinking of resigning or early retirement.

The coping process: Influencing factors and obstacles

Although employment conditions are far from perfect, many UP Diliman survey respondents continue to fulfill the demands of their PW role and support their PL needs. This somehow indicates that they do cope well and confirms that their coping mechanisms help them achieve PW-PL balance. However, the choice of coping mechanisms does not solely rest on an employee's capacity to cope. As pointed out earlier, there are enabling, as well as hindering, factors that affect their manner of coping.

Individual personalities, values and life goals, social support system, and access or availability of resources (e.g., funds, technology, opportunities, etc.) influence a person's coping mechanisms. Organizational culture, together with other socio-cultural and economic factors, also come into play.

Each UP Diliman employee has a set of coping mechanisms, some of which are inspired by her/his work environment, including the kind of relationship s/he has with co-workers and superiors. Furthermore, workplace policies that adhere to provisions of the Philippine Constitution and international conventions like those endorsed by the ILO (and which the government ratified) influence some of these coping mechanisms.

Although the country has implemented a number of provisions that are specified in several ILO conventions without formally approving them, it remains necessary for the government to ratify the following conventions to ensure the social protection of workers and to help sustain humane IR systems in ILO member states: (1) C102 Social Security (Minimum Standards), 1952; (2) C187 Promotional Framework for Occupational Safety and Health Convention, 2006; (3) C183 Maternity Protection Convention, 2000; (4) C168 Employment Promotion and Protection against Unemployment Convention, 1988; and (5) C156 Workers with Family Responsibilities Convention, 1981.

The role of the workers union is also essential in this context, as it continues to advocate for, as well as pressure the UP administration to provide better employment conditions. CSC policies related to HRM have also guided government institutions like UP and all its campuses in creating and maintaining humane workplaces.

On the other hand, effective coping could be deterred by unavailable resources, as well as by institutional policies that overlook necessary socio-economic benefits like family and unemployment benefits cited in ILO Convention 102 on minimum standards of social security. Though the Philippines fulfills some provisions of this agreement without ratifying it, having these incentives would certainly give Filipino workers in the country additional financial resources to help support household needs. Perhaps, with the new UP Charter, employees would be able to receive family and unemployment benefits.

Positive measures to take: The role of the University

Improving rewards and other employment conditions

The University needs to work on being one of the best employers in the country in spite of the challenges it continues to confront like meager state subsidy. And being the best employer entails support for HR-related policies that enable workers to cope and achieve PW-PL balance. With the new charter, many employees hope that UP would be able to provide better employment conditions, such as equitable compensation and more benefits and privileges.

Establishing a UP Work-Life Resource Center and National Work-Life Institute

Aside from expanding the compensation and benefits package of UP Diliman employees, another "bridge" to further capacitate the University as a good work organization is for UP SOLAIR to propose the establishment of an official work-life program that is not just a component of UP's HR-related policies. Perhaps, akin to those found in many universities abroad, a "Work-Life Resource Center" (or UP WLRC) can be instituted. Such measure is meant to capacitate workers in achieving PW-PL balance with the support of the UP Administration. Its functions may involve:

- Engaging in action and policy research programs, including development and implementation of gender-sensitive and culture-sensitive work-life resource program that will include annual surveys related to UP employees' work-life situation, and
- Holding regular consultations with employees through their union (i.e., AUPWA) to assess the University's HRD policies and determine which needs to be discarded, modified, and/or developed, particularly those that concern compensation, tenure, promotion, training, and benefits.

The UP WLRC could be realized through a multi-unit collaboration. It will involve various colleges like UP College of Social Work and Community Development (CSWCD), UP College of Home Economics (CHE), UP College of Business Administration (CBA), UP College of Social Sciences and Philosophy (CSSP; particularly Departments of Sociology, Psychology, and Anthropology), UP National College of Public Administration and Governance (NCPAG), UP College of Mass Communication (CMC), UP College of Human Kinetics (CHK), and UP College of Education (CEd), as well as the UP Center for Women's Studies (CWS), the UP Diliman Gender Office (DGO), and the AUPWA. Retirees should also be invited to join this group. Other UP Diliman offices, led by the OC and its deputy offices (e.g., the HRDO under the OVCA) should also be engaged in this endeavor. For its part, the Office of the President (OP) of the University could support the replication of the UP Diliman WLRC in other UP branches nationwide.

As work-life conditions reflect the quality of life that a nation offers to its people, these also indicate its level of development. Thus, the UP WLRC could pave the way for a multi-sectoral "National Work-Life Institute" (NWLI) in coordination with the CSC and the DOLE. This will also involve employer organizations and firms across industries, homeworkers, domestic helpers, overseas Filipino workers (OFWs) and their families, entrepreneurs, peasants, fisherfolk, and civil society groups, employees from different government agencies, including military and police personnel, among others. Said institute would advocate for HRM policies meant to ensure improved work-life conditions for every productive citizen in the country, including an allowance for stay-at-home parents that could be distributed at the barangay level. The welfare of retired workers should also be part of this advocacy.

Workplace policies do influence the coping mechanisms of employees as they strive to achieve PW-PL balance. And funding the recommended measures will certainly be problematic. But, as a Filipino saying goes – *Kung gugustuhin, may paraan. Kung ayaw, maraming dahilan* (If there's a will, there's a way. Otherwise, there are alibis.). Thus, it is important for the UP Administration to take good care of the University's academic and administrative employees, always cognizant of their life within and beyond the campus. Such duty entails the development and adoption of gender-sensitive, more humane, and non-discriminatory HR programs and policies, especially in providing additional compensation, benefits, and privileges.

Annex A. PW-PL concerns and corrective measures

Concerning the PW-PL issues and concerns identified by over half of the 205 women and/or 145 men in the survey sample, the following recommendations are given:

PW-PL issues and concerns	Proposed measure(s)
Low salary and inadequate work benefits and privileges	• Advocating the ratification of ILO Convention 102 that would propel the Philippine government to enact a law providing for unemployment and family benefits.
	• Creating an oversight committee to periodically review implementation of HR-related policy measures (e.g., salary adjustments and benefits distribution), as mandated by the new UP Charter. This will ensure that ALL employees will gain significantly from such changes. As one professor from the UP SOLAIR (School of Labor and Industrial Relations) advised, "Do not discriminate when giving benefits". Said committee would be composed of representatives from the UP BOR, AUPWA (All UP Workers Alliance), HRDO, UP CWS (Center for Women's Studies), UP DGO (Diliman Gender Office), and UP SOLAIR.
	• Adjusting the ceiling of non-taxable bonuses from Php 30,000 to Php 70,000 – Php 100,000, so that the 13th month pay and other cash incentives exceeding Php 30,000 will not be taxed.
	• Mandating the establishment of employee cooperatives in every college in the UP Diliman campus, as well as in other UP campus sites. Employees from non-college based offices or work units should be organized for this purpose, perhaps through the assistance of AUPWA. The Business Concessions Office (BCO) will have to give priority to business ventures benefiting these cooperatives. Corresponding seminar-training on entrepreneurship, basic accounting, and other related short courses on business administration should be provided for officers and members of these employee cooperatives to help them manage their business(es).

PW-PL issues and concerns	Proposed measure(s)
	• Supporting or taking advantage of the Real Estate Investment Trust (REIT) Act when it becomes a law. Though it owns properties that are presently leased to private firms, UP can still support or take advantage of the REIT which will allow UP to invest in "apartment buildings, office buildings, warehouses, medical facilities, hospitals, mixed industrial/office buildings and other commercial and residential properties". Possible incentives also include tax exemptions on revenues and shareholder dividends, among others. A percentage of said revenues can be distributed to employees as part of a profit-sharing scheme and other existing and future benefits.
	• UP may also provide profit sharing schemes which may or may not be independent from the stock option program. Employees may choose to buy company stocks or receive cash rewards from a portion of the profits received by the University from its investments.
	• Allowing workers—depending on the nature of their job—to telecommute or work from home, so that they could also find or perform a part-time job to augment household income.
	• Developing and adopting a fully-funded wholistic retirement package. This may include giving retiring UP workers travel grants to several tourist spots in the country and/or in Southeast Asia in coordination with the Department of Tourism (DOT). It may also provide for lifelong free check-ups and subsidized hospitalization at the Philippine General Hospital and select private hospitals.
	• Increasing housing units for employees within the UP Diliman campus, as there are still idle areas in the campus that could be used for this purpose. Hopefully, the UP Administration will also help facilitate home ownership for those who live outside the UP Diliman campus, as well as for those who work in other UP units.
	• UP employs around 10,000 people nationwide. More or less the same number of families depend on UP as their main source of income and benefits. Shelter is a basic human need. Perhaps UP officials, led by the Board of Regents (BOR), the UP President, and all Chancellors, could have a dialogue or consultation with the Housing and Urban Development Council (HUDCC) and other housing-related state agencies—i.e., the Home Development Mutual Fund (HDMF or Pag-IBIG Fund), the Housing and Land Use Regulatory Board (HLURB), the National Housing Authority (NHA), the National Home Mortgage Finance Corporation

PW-PL issues and concerns	Proposed measure(s)
	(NHMFC), the Social Housing Finance Corporation (SHFC), and the Home Guaranty Corporation (HGC)—to discuss and address the housing concerns of UP workers. Certainly, this measure will provide marketing opportunities to private owners of developing and existing subdivisions, apartments, and condominiums. In case this measure results in a revised housing policy, the UP Administration could forge a memorandum of agreement (MOA) with the Bureau of Internal Revenue (BIR) that allows UP employees who have just purchased a housing property NOT to pay taxes for one or two years to help ease budgeting woes in terms of paying their mortgage.
	• Creating and subsidizing a comprehensive health care program for employees and retirees. This will compliment existing Philhealth and GSIS programs, and will include services to address medical, dental, and mental health concerns, as well as disability and hospitalization insurance. Perhaps this could be done in collaboration with the existing health maintenance office (HMO) based in UP Diliman. The existing program, however, only includes hospitals in Quezon City; thus, many employees who live in other cities or nearby regions are reticent to apply for membership. Moreover, paying for this program would require additional deductions from their monthly salary. As a result, current membership is limited to those able to afford it.
	Another way is for UP to formulate and implement its own health care program which they can discuss with the Association of Health Maintenance Organizations of the Philippines, Inc. (AHMOPI) or by tapping UP alumni who are health care professionals. Perhaps, UP-trained doctors will give discounts to UP employees and their dependents who need medical, dental, and mental health assistance.
	Likewise, UP may pursue forging a MOA with select private hospitals (e.g., Makati Medical Center, St. Luke's Hospital, and Asian Hospital in the NCR, and hospitals in other regions where a UP campus is located) that would provide discounted rates to UP employees and their dependents for check-ups and hospitalization.
	• Creating a stock option program that would allow employees to purchase and sell stocks of reputable companies like Jollibee Foods Corporation, San Miguel Corporation, and the like. Periodical seminars about the stock market have to be conducted to inform interested employees about the basics of this type of investment. Proceeds of which should be non-taxable.

PW-PL issues and concerns	Proposed measure(s)
	• Alternatively, publicly-listed companies that wish to commission the services of UP students and faculty members may donate a considerable shares of stocks to the University. A portion of the dividends or profits should be allocated to programs that would benefit UP employees in general.
	• Providing transportation allowance or shuttle bus service in key points in the NCR. Perhaps UP could meet with officials or marketing officers of certain oil companies to negotiate for a discounted rate for UP employees. These companies may sponsor one or two buses or several jeepneys to give free rides to employees who live outside the campus during rush hours. Another option is for UP to pursue the use of electronic jeepneys (e-jeeps) and to support other proposals of the UP National Center for Transportation Studies (NCTS) in coordination with the OVCCA. The e-jeeps were developed as part of the Green Independent Power Producers' (GRIPP) Climate Friendly Cities Project and were subjected to a test-run in August 2008. The NCTS observed that these vehicles would help lower transportation costs; thus commuting UP employees would benefit from this initiative.
	• UP should provide a retirement incentive that is separate from an employee's leave credits. Currently, leave credits can be monetized. However, such amount is deducted from the equivalent value of an employee's remaining leave credits that s/he will receive upon retirement. Thus, many hope that UP will modify the provisions of this policy in light of the new charter.
	• Granting attendance incentive of Php 1,000-Php 2,000. This will reward employees who render overtime work for several days or more than 160 work hours every month. Those who telecommute are exempted from this measure.
	• Establishing day care centers in every college, the curriculum of which is patterned after the gender-sensitive approach of the Kalinga Day Care Center. This could be one business that employee cooperatives can venture into. Clients will include employees and students with children, and possibly parent employees from nearby private companies or "outsiders". They would have to pay a minimal daily/weekly/monthly amount for this service, with higher fees for outsiders. This measure could be realized in collaboration with the College of Education (CEduc) and College of Home Economics (CHE) whose students could serve as interns in these facilities. Conducting free parenting-related training seminars should also be part of the program.

PW-PL issues and concerns	Proposed measure(s)
	• Increasing the number of UP dependents from 60 to 100 who could be admitted to UPIS. UP employees with young siblings should be allowed to take advantage of this privilege, and not just those with children.
	• Allocating emergency funds for social programs to help UP employees who have been victimized by natural calamities, fires, and demolition due to infrastructure projects. Said amount will cover initial household expenses for one to two months, giving affected employees time to look for other resources to help them in their recovery.
Slow process of promotion and/or questionable criteria/ procedure of evaluating job performance	• Giving annual automatic promotion, not just every after three years of service. As discrimination issues exist with regard to the distribution of merit promotion in favor of faculty members, the AUPWA has already launched efforts to address this issue. Perhaps, the UP Administration would reconsider its 80-20 policy and make it 50-50. Vertical promotions should be given automatically not only to faculty members after obtaining postgraduate degrees, but also to REPS and administrative personnel who achieved the same. These should also be granted to employees for every 10 years service to the University even without having earned a postgraduate degree.
	• Revising some tenure requirements. This includes giving additional points to extension and volunteer works of faculty members, as well as considering creative pursuits as substitutes for scientific research papers or articles. Perhaps the same could be done for contractual non-teaching staff engaged in community service and artistic works. Currently, "contractuals" would have to find and apply for positions that offer permanent status. Also, jobs left by retired employees remain vacant as part of cost-saving HR measures. Perhaps the HRDO should examine the UP plantilla and reconcile vacancies with the needs of work units where there are contractuals. This will enable them to secure jobs with permanent status after serving the University for more than six months.
	• Creating a mechanism where subordinates could evaluate the performance of their superiors who are mostly faculty members. This could be used as one of the bases for promotion and/or renewing/extending the term of these officers. It will also give faculty members with administrative duties the opportunity to assess their treatment of non-teaching personnel. Non-teaching administrative officers should also be apprised by co-workers under their supervision.

PW-PL issues and concerns	Proposed measure(s)
High cost of living and living logistics	• Providing more education and training opportunities, such as seminar-training on financial management, to help struggling employees. They should also be encouraged to join these activities through sufficient advisories or information dissemination.
Payment of bills	Perhaps a UP-based technical/vocational school that offers free livelihood training programs can be instituted. This can be a collaborative effort of the HRDO, the UP Institute of Small Scale Industries (ISSI) and the Technical Education and Skills Development Authority (TESDA) to benefit UP workers and their dependents who are interested in learning technical skills. This can also be offered to outsiders who will be required to pay affordable tuition.
Economic or financial instability	
Socio-economic, political, and environ-mental concerns	• Maximizing or taking advantage of various media-related instruments (i.e., DZUP radio station, websites of the UP System and individual campuses nationwide, various publications of information offices) to discuss national issues and concerns, as well as those that affect the University and its employees. Ensure, however, that information given is gender-sensitive, and that recommendations are feasible and gender-responsive.
	• Though the University is aware that public funds are used to support its operations, said allocation depends on congressional approval of its requested budget. However, UP as a whole – instead of college-based initiative – should express its stand on national issues, such as corruption in government and killing of journalists and activists.
	• The use of Tagalog and other Filipino languages (e.g., Cebuano, Ilonggo, Kapampangan, Ilocano, etc.) should be encouraged. Perhaps, the Forum and the UP Newsletter, as well as certain radio programs on DZUP and website sections will adopt a multi-linguistic approach in discussing these issues to foster better understanding with non-UP constituents, as well as with UP employees who are not adept with the English language.
Lack of resources to care for self and loved ones	• Implementing a year-long and system-wide four-day work week to provide UP employees more time to attend to their PL concerns. Otherwise, a work week of 30-35 hours can be adopted so that workers can go home early everyday. Existing flexible work schedule should still be observed, as this helps those with caregiving duties (e.g., caring for toddlers, sick loved ones), as well as those who go to school for undergraduate and graduate courses.
Inadequate resources to pursue personal interests	

PW-PL issues and concerns	Proposed measure(s)
	• Allowing deans to declare a one-day college holiday especially during the foundation day of their respective colleges. This can be done in coordination with the Office of the Chancellor in each UP campus.
	• Allowing non-teaching REPS personnel, particularly researchers and extension specialists, to telecommute or work from home. This will save workspace in the office and contribute to saving electricity for the University, as these employees will use their resources at home.
	• Allowing REPS and administrative personnel to have re-energizing leave of three days to one week. This could complement the attendance incentive or be made as a benefit in lieu of a cash reward of Php 1,000-Php 2,000.
	• Another option is the provision of an extended sick leave of 10 days for non-teaching employees, which the AUPWA is currently promoting to correspond with the same benefit already accorded to faculty members.
	• Providing intermittent study leave or semestral study leave besides the current study leave of one year for those pursuing postgraduate degrees. This measure will allow them to do their thesis or dissertation without leaving their work for 12 consecutive months.
	• Providing paid paternity leave credits for two weeks to a month, in addition to the constitutionally mandated seven days. This will allow male employees to nurture emotional ties with and assist their partners in taking care of their newborn.
	• Implementing a wellness program in every college to help promote a culture of fitness among employees to help them stay healthy. Those who work in other offices can choose to participate in such college-based wellness programs or perhaps create one that would cover several departments. The UP Administration should subsidize and encourage (or require) each college to implement such program that may involve seminars on time-management and health-care, as well as stress and anger management. Perhaps a mini-gym could be installed in all colleges, with guidance from faculty members of the College of Human Kinetics (CHK).

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