

Total Rewards in Various Philippine Organizations: Impact on Employees' Pay, Benefits, Work-Life Balance, Career Development, and Performance Recognition

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Abstract

A total rewards package encompasses elements or components that, in concert, lead to optimal organizational performance and employee satisfaction. It includes the following elements: compensation or pay, employee benefits, work-life balance, career development, and performance recognition. In the Philippines, data are scarce on organizational Total Rewards Management (TRM) philosophy and the practices that come with it. This replication study aimed to assess the association of a TRM philosophy and several descriptive variables like its type of ownership, number of years in existence, number of regular and non-regular employees, and business site. It also aimed to determine if employees' belonging to companies with and without a TRM philosophy experience differences in TRM elements. A survey was performed to ascertain human resource (HR) respondents' level of agreement (n=550) with specific statements about the TRM components. Results show that larger companies are more likely to have an existing TRM philosophy in place.

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Additionally, employees working in companies with a TRM philosophy experience better TRM elements. These findings suggest that adopting a TRM philosophy, especially by smaller organizations, will significantly improve their employees' experience in TRM components.

Keywords: Total Rewards Management, Compensation, Employee Benefits, Work-life Balance, Career Development, Performance and Recognition, Philippine Organizations

Introduction

Talent, a small subset of the labor force, is possessed by educated workers who apply critical thinking skills to complete complex transactions. It is the most crucial differentiator in business competition. As capital becomes increasingly accessible, business strategies become more transparent, and the life span of technologies becomes shorter, talent becomes one of the most critical factors in a company's success (Morel-Curran, 2008).

However, it is becoming more expensive to attract, develop, and retain talent for several reasons. First, the changing demographics reveal fewer people in the age range of 35 to 45 years than now, diminishing the supply of bright, talented workers. Secondly, most countries' current educational models that do not foster creativity, technical training, and critical thinking does not prepare new graduates for their future careers (The ASEAN Post, 2018). The uneven economic activity and growth cause large-scale labor migration, decreasing talents as more workers are attracted to companies abroad (Morel-Curran, 2008).

The war for talent refers to the insufficient pipeline of employees with high potential to fill organizations' strategic positions. Despite efforts to develop and support talent management, more companies struggle to fill key positions. Finding skilled staff for their operations is a significant concern, especially for many tiny business owners.

The trends mentioned above and the workforce landscape disruption push the need for organizations to rethink traditional approaches to compensation and benefits strategies and programs (Deloitte, 2017). Organizations must adopt a more holistic and integrated total rewards view to compete and win the war for talent.

First, implementing TRM in organizations can be explored to aid the company's organizational productivity and competitiveness efforts. In general, TRM is a system that encompasses everything that employees value in employment, such as traditional compensation and benefits approaches with work-life effectiveness, developmental career rewards, and other organizational elements that are provided to employees whenever they achieve specific business goals (Mabaso & Dlamini, 2018; O'Neal, 1998; Rumpel & Medcof, 2006; Society for Human Resource Management [SHRM], n.d.). Through TRM, organizations can better retain employees, especially the top-performers. The elements of TRM have been found to correlate with organizational commitment positively.

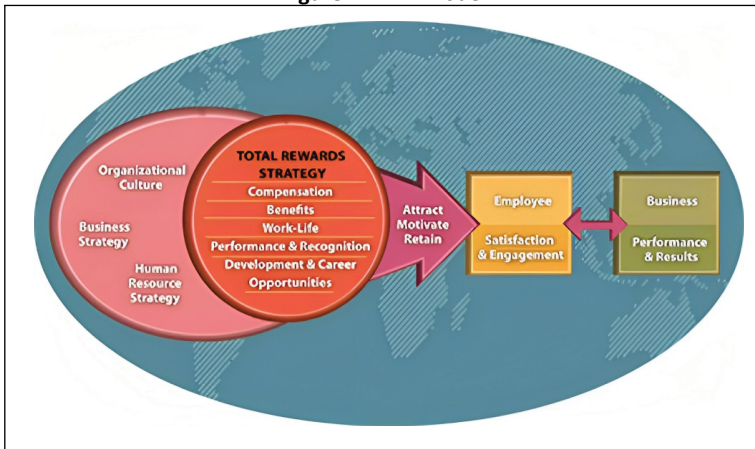
This is a replication study that aims to answer the question, "How is the existence of TRM philosophy associated with and affect the companies in the Philippines?" Firstly, it intends explicitly to investigate if there is an association between the existence of the TRM philosophy and certain descriptive variables of the company. It hypothesized that the existence of TRM philosophy is significantly associated with the type and age of the company, the number of regular and non-regular employees, and the business site. Secondly, this study also sought to determine the difference between companies with and without a TRM philosophy based on the five TRM elements. It was hypothesized that there are significant differences between companies with and without TRM in terms of the five components: compensation, employee benefits, work-life balance, career development, and performance recognition.

A. What is TRM?

Total rewards refer to anything a company provides that its employees find valuable or rewarding (Agri Marketing, 2013). The difference between total rewards and the traditional compensation practice

is that the former takes a holistic approach compared to the latter, which only focuses on pay and benefits. Total rewards not only deals with pay and benefits; instead, it widely considers everything the company can offer its employees. These include opportunities for learning and development and the quality of employees’ work environment (Rumpel & Medcof, 2006). The main aim of total rewards is to maximize the combined impact of compensation factors in the organization to benefit both the employees and the management (Tsede & Kutin, 2013).

Figure 1: TRM Model



Source: Pille, Mary (2011). The drivers behind workforce issues. Peoria. <https://www.peoriomagazines.com/ibi/2011/mar/drivers-behind-workforce-issues>

TRM is an essential aspect of companies because the perception of employees on total rewards has been found to significantly impact their work engagement and happiness (Gulyani & Sharma, 2018). Furthermore, if the right blend of the monetary and non-monetary total rewards system is implemented in the company, valuable business results will be generated. These may be improvements in employee productivity, increased company loyalty, and better competitive advantage that potential talents would like (Dirks, 2020). Building and managing a total reward system that works is also a crucial part of a company’s strategic planning, immensely improving and maintaining a sufficient workforce (Milano, n.d.).

Besides affecting an efficient strategy for employee attraction, motivation, and retention, total rewards systems are also implemented to lay the foundation of other company programs, such as pay for performance (Lyons & Ben-Ora, 2002). Moreover, according to the study by Lyons and Ben-Ora (2002), total rewards systems can also contribute to ensuring that the organization's essential business strategies are aligned with the company's overall direction.

In addition, excellent TRM in the company fosters transparency between the management and the employees. It conveys that the company desires to act on its commitment to the employees during the system's implementation and as the company evolves (Employee Benefits, 2020).

B. Impact of TRM on Employee Attraction, Motivation, and Retention in Organizations

In the Philippines, hunting for top talent is more difficult for some industries than others. In digital marketing for example, the demand for workers may be high, especially with many companies' transition into being digitalized, but the talents are scarce. On the other hand, the business process outsourcing (BPO) industry doesn't experience the same predicament since talents are abundant while the demand isn't keeping up with it (Sodexo, 2019). That is why TRM is a crucial and effective effort in employee attraction, motivation, and retention issues.

The HR department is the primary overseer of TRM in light of the above. Still, the efforts must be echoed throughout the company: that is, the HR department should not be the only one responsible for it.

However, there is no sure-fire way to keep employees motivated and engaged. Companies have diverse employee demographics (Fobian & Maloa, 2020). The organization's distinct culture or atmosphere, as well as the employees' workload, all have an impact on their motivation and engagement. As a result, a company's total rewards must be unique to cater to its requirements. Its implementation is desired to attract, motivate, and retain employees (Fobian & Maloa, 2020).

B.1 Employee Attraction

Total rewards are a critical factor considered by employees planning to join an organization. In majority of the cases, individuals desire to be rewarded but these desires may be different for each one. People with differing job experiences also have different perspectives on what rewards they want. A study by Turnea (2018) found that master's and doctoral graduates with no prior job experience have significantly different views on what they would like to have as rewards before and after they get the position. In particular, they prioritize 'advancement opportunities,' 'job security,' and 'program flexibility' as rewards before (i.e., during the interview) getting the job. Simultaneously, they prefer 'monthly salary,' 'advancement opportunities,' and 'program flexibility' as rewards when they are already in their respective positions (Turnea, 2018).

B.2 Employee Motivation

The relationship between the total rewards system in an organization and employees' work engagement in the company is one of the most common research subjects related to total rewards. All of these studies (Gulyani & Sharma, 2018; Hoole & Hotz, 2016; Scott et al., 2010; Price, n.d.) have shown that the total rewards system of an organization influences the motivation, engagement, and even happiness of its employees.

Gulyani and Sharma (2018) found that the perception of employees on their total rewards is positively correlated to their work engagement and happiness. Similarly, Riaz et al. (2018) found that the total rewards in the telecom sector are significantly related to employee performance. Consequently, total rewards and performance correlate significantly with employee motivation (Riaz et al., 2018). According to Mutjaba and Shuaib (2010), a successful reward system that will support organizations' efforts to engage and motivate their employees should strategically be able to recognize the good work habits of its employees. This system should also give feedback to improve employee performance (Mutjaba & Shuaib, 2010).

B.3 Employee Retention

Total rewards are also geared toward the improvement of employee retention in organizations. This has been critically important because more and more employees are becoming unsatisfied with the typical work setup while being compensated according to traditional reward systems (Hoole & Hotz, 2016). Furthermore, changes in the demographics of workplaces, alongside the scarcity of skills, have pushed top management to dive deeper into the aspects of total rewards that will improve top employees' retention (Pregolato et al., 2017).

Different components or ways of administering total rewards impact the employees differently depending on the institutions. Mabaso and Dlamini (2018) showed that educational institutions' components of the total rewards system were positively correlated with employees' organizational commitment. Similarly, teaching professionals find good rewards to be a factor that make them stay in their respective institutions (Makhuzeni & Barkhuizen, 2015).

C. Components of a TRM

TRM encompasses different factors that are primarily beneficial for employees. In recent years, employees have set higher standards for what they deem a competitive rewards package that is why employers should be smart enough to offer beyond the basic pay and benefits to attract, motivate and retain top talents (Employee Benefits, 2020).

Generally, the five pillars comprising total rewards in the company are: compensation or pay, benefits, flexibility or work-life balance, career development, and performance recognition (Dirks, (2020). On the contrary, these pillars, or even the whole concept surrounding total rewards strategies, were challenged by Brown (2014), who noted that an adaptation and adjustment of these strategies are needed to fully generate reward practices that genuinely enhance the business and engage employees. According to Brown (2014), it is better to focus on the following four components: the company's core values

and principles, performance evidence and measurement, employee engagement through rewards, and line management of rewards.

The next section of this paper discusses the components of the total rewards: compensation or pay, employee benefits, work-life balance, career development, and performance recognition.

C.1 Compensation or Pay

Employee underpayment in Philippine businesses is not unusual in the country. This is how many employers maximize their profits. They are emboldened to do so because there is a high unemployment rate in the Philippines while job applicants are overflowing (Bacus, 2014; Nguyen, 2013). These phenomena make the Philippines more poverty-stricken (Bacus, 2014). Many Filipinos sadly accept indecently paying jobs with low benefits and even harsh working conditions (Arcelo & Sanyal, 1987). Compensation, or the possibility of higher pay, is the key motivating factor for many Filipinos who choose to work under challenging conditions outside of the country. Many people decide to work in other countries to escape the nations' high unemployment rate, low earnings, and limited job prospects.

Many Filipino employees suffer this owing to the uncertainty of better-paying jobs elsewhere or being employed again (Nguyen, 2013). Porio and See (2017), who conducted a national survey of households, supports this fact. More than half of the surveyed families stated they were satisfied with their employment, job security, and finances.

C.2 Employees Benefits

Regarding the influence of benefits, workers who go to work expecting to receive something in exchange for their efforts do better than those who do not consider rewards top priority. (Arvey, 1972). Employees stand to gain additional benefits from remaining with a company if their job is of high quality (Proper et al., 2009). Consequently, employees will be motivated to perform their duties effectively, leading to a rise in both product or service quality and profit for the organization. (Galanou et al., 2011; Ghazi et al., 2010).

In addition, a study conducted by Resurreccion (2012) found that Filipino-owned businesses were beginning to apply improved HR practices, such as employee benefits, which contributed to an increase in the organization's level of competitiveness. Despite this, a sizeable number of employees in the Philippines do not receive such benefits, even though there is an imbalance in the allocation of benefits to employees. (Research & Markets, 2019). Limpiada (2016) suggested that businesses in the the CALABARZON region of the Philippines enhance their rewards system so that they may gain from their employees' increased productivity and dedication.

When implementing these non-financial components of a total rewards system in a company, employers are strongly encouraged to connect these with the rewards and benefits version of Maslow's hierarchy of needs. This is done to make employees as happy as possible. Through the execution of this plan, a company's TRM might be able to achieve higher levels of performance. (Employee Benefits, 2020).

C.3 Work-Life Balance

In general, there are quite a few studies regarding the work-life balance satisfaction of employees in the Philippines. Kim and Ryu (2017) conducted one such study, which focused on the satisfaction of public employees with the work-life balance policies in their companies. The relationship between absolute satisfaction and their corresponding organizational commitment was also studied. It was found that the work-life balance policies in their organizations are positively related to their organizational commitment. Specifically, the components of their company's work-life balance policies that positively correlate with the employees' organizational commitment are compensatory time-off, childcare policy, health insurance benefits, and paid sick leave (Kim & Ryu, 2017).

On the other hand, employees in the BPO industries may have a distinct work-life balance. This is because the schedule for many BPOs in the Philippines is based on the daytime business hours in the United States, which has a 13-hour time difference from the Philippines. As a result, Filipino personnel working in such organizations are forced

to modify their social and personal lives (Ballester, n.d.). According to the findings of a study conducted by Cementina et.al., (2005), the degree to which employees of call centers were satisfied with the work-life balance programs offered by their respective organizations was found to have an inverse correlation with the amount of stress they experienced on the job. Therefore, it is possible to conclude that the typical workweek in BPO businesses may be to blame for the aforementioned stress levels.

However, another study on employees' work-life balance in the Philippines showed that the Philippines is one of the countries in Southeast Asia that provides some of the best work-life balance experiences. The recruitment portal Monster Philippines has reported that 65% of working professionals in the Philippines are satisfied with their current work-life balance experience. On the other hand, 28% said they prefer to have more time with their families and friends. In general, 41% of Filipino professionals are content with balancing their personal and professional lives. This figure is significantly higher than in neighboring countries like Singapore and Malaysia, wherein employees' contentment with their work-life balance is only 24% and 32%, respectively (Ordinario, 2019).

C.4 Career Development

According to Gulyani and Sharma (2018), what needs improvement in firms is growth and learning chances or overall career development for employees. This is because many employees value professional growth possibilities more than monetary benefits. Furthermore, career growth is essential for the important variables leading to employee satisfaction in business (Vasel, 2019). That is accurate. Accenture's poll in the Philippines indicated that 98% of respondents want a promotion. Furthermore, 96% want to be senior leaders (Bolido, 2018).

A study also found that different organizations in the Philippines use career development systems. Training and development programs for employees are some of the most important, but many employees still think that the career development programs at their companies are only "somewhat effective." According to Ian Siegel, the CEO of Zip Recruiter, such an instance is indicative that the career development

system in that organization is flawed. It may result from an ineffective implementation of career development programs (Vasel, 2019).

The results of yet another study have unfortunately brought this problem to light. The irony is that many people in the Philippines with high education levels are in positions that pay poor wages and offer very few or no opportunities for promotion (Beerepot & Hendriks, 2013). On the other hand, a different survey found that more than 50 % of individuals in BPOs or call center industries have lately advanced to middle-level or higher-level professions. This phenomenon is significantly supported by the industry's shift toward a digital workforce isolated by technology, in which people are obliged to manage more complex jobs (Contact Center Association of the Philippines, 2016).

Nevertheless, Beerepot and Hendriks (2013) argue that opportunities are also present in this situation and viewed using the employees' perspective. They can use the industry to enhance generic skills such as communication and skills in the English language. This, in turn, will improve their employability. Their experience in the sector will help them find better job opportunities elsewhere.

C.5 Performance Recognition

Performance recognition is utilized by organizations to keep the workforce motivated. Consequently, employees who are motivated at work are more likely to demonstrate higher productivity and are less likely to leave the company. It can also improve employee engagement in the company (Hastwell, 2020; Sodexo, 2019; Syed et al., 2019). Promotion is one known way to show that the organization values the contribution of its employees. Therefore, in a way, it is also a form of performance and even competence recognition among employees (Jobstreet, 2022). Nonetheless, performance recognition in personalized compliments is the most prominent.

According to Aryan and Singh (2015), public and private bank employees in Punjab and Haryana have identified recognition as an essential non-monetary benefit that helps improve their performance at work. Similarly, Luthans' (2000) study has emphasized that a

highly personalized recognition for good performance is critical to employees' reward systems. That is why employee recognition should be highlighted more to approach challenges related to retention and productivity (Luthans, 2000).

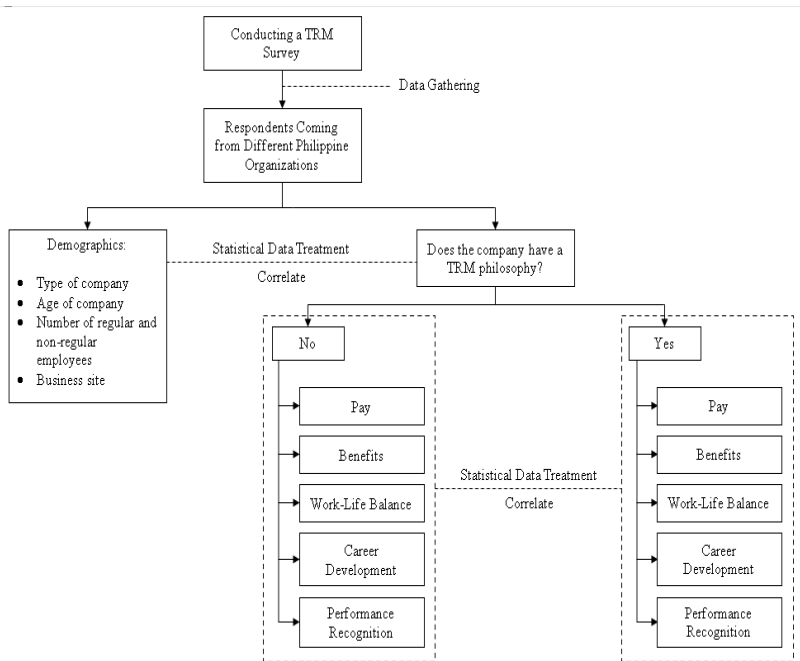
On the other hand, in a study by the Great Place to Work-Certified™ (2018-2020), 37% of the respondents said that personal recognition would boost their motivation and desire to work better (Hastwell, 2020). However, in the Philippines, Sodexo (2019) suggests that Filipino culture emphasizes the collectivistic approach at work and therefore, performance recognition would be more effective when implemented to foster teamwork. At the same time, this practice creates a healthy competitive environment that will improve the employees' overall performance (Sodexo, 2019). Similarly, a study by Amoatema and Kyeremeh (2016) has shown that recognition is most effective in companies that encourage a robust supportive culture and that understands the psychology behind recognizing the reasonable efforts of their employees. The recognition should be inclusive and must extend to the entire workforce (Wong, 2020; Amoatema & Kyeremeh, 2016). Additionally, the frequency and timing of recognition spell differences in implementing performance recognition practices. It was found that companies that recognize their employees' efforts more often have higher ratings on their culture of recognition (Wong, 2020).

Methodology

A. Research Design

This is a descriptive study on TRM practices of companies in the Philippines. It is a replication of the study entitled: "A Study on Total Rewards Management in Philippine Healthcare Companies: An Occupational Issue" (Binghay et al., 2022). This inquiry observes the following schema, as shown in Figure 2.

Figure 2. Research strategy process flow



B. Respondents and Sampling Techniques

The survey respondents in this study were HR professionals who volunteered their time and were affiliated with various institutions across sectors. A total of 550 HR professionals or practitioners participated in the survey. The population size in this study is unknown. With a margin of error of 5% and a 95% confidence level, the sample size of this study, 550, is much above the 377 minimum (Raosoft, Inc. 2004).

The respondents were selected using convenience sampling, where the sampling population was informed about the eligibility criteria, namely: 1) they must be current HR practitioners, and 2) they belong to organizations that are based in the Philippines. Those eligible were given the questionnaire in a paper format, wherein a consent form was presented and asked before answering the survey questions.

C. Survey Questionnaire and Data Collection

This research used the TRM survey instrument of “A Study on Total Rewards Management in Philippine Healthcare Companies: An Occupational Issue” (Binghay et al., 2022). The first part of the TRM survey aimed to describe the demographics of the respondents. There were two test units for the demographic variables, the HR respondents who answered the study themselves and the companies they represented. The HR respondents’ demographic variables of interest were their rank and tenure. On the other hand, the companies they represented were described by the type of industry they belong to, location of their business, presence or absence of a union, number of regular and non-regular employees, and the company’s age.

Generally, the study aimed to collect information on the TRM practices of companies in the Philippines. Specifically, it had two objectives. The first was to test if the existence of a TRM philosophy is associated with certain descriptive variables, precisely the type and age of the company, the number of regular and non-regular employees, and the business site. Secondly, it aimed to test whether there is a significant difference between companies with and without a TRM philosophy on various pay, benefits, work-life balance, career development, and performance recognition.

The survey administered to the respondents was divided into five parts to gain insight into how a company’s TRM philosophy affects employee pay, benefits, work-life balance, career development, and performance recognition. Each part comprises 15 items wherein each item tests the respondents’ level of agreement with a statement related to TRM’s component being analyzed. The statements in each part of the questionnaire are found in Appendix A.

The TRM survey questionnaire was constructed so that higher mean scores for each TRM component (pay, benefits, work-life balance, career development, and performance recognition) would indicate higher levels of agreement with a positive statement about the corresponding TRM component.

Shortly before the pandemic of COVID-19, intermittent data collection with paper and pens was carried out during the second through fourth quarters of 2019.

D. Reliability Test

Table 16. Reliability Test of the TRM Phases

TRM	Cronbach's Alpha	N of Items
Pay	0.937	15
Benefits	0.940	15
Work-Life Balance	0.897	15
Career & Development	0.949	15
Performance & Recognition	0.955	15

Cronbach's alpha greater than 0.90 means the questionnaire has an excellent internal consistency. While having a Cronbach's alpha greater than 0.80 but less than 0.90 indicates good internal consistency of the questionnaire.

E. Statistical Analysis

The Chi-square test was used to determine the association between various demographic variables namely type, company age, number of regular and non-regular employees, and business site- with the existence of a TRM philosophy in a company. Cross-tabulation tables generated are in Appendix C. A T-test was used to determine whether the mean scores per TRM component differences were statistically significant.

F. Scope and Limitation

Only Philippine-based organizations were included in this research. The effects of the TRM can be seen from the employees' standpoint. It does not address the impact that TRM has on the organization. Data

gathering was restricted to a survey method, and HR professionals were positioned in the role of respondents.

G. Ethical Consideration

This study identified no conflict of interest as this was conducted in the absence of associations with any commercial or financial organizations. This research adheres to ethical conduct in all of its endeavors. In data collection, respondents were engaged voluntarily. They were fully apprised of the objectives of the investigation and had the option to withdraw their participation if they so desired. In accordance with the Data Privacy Act of the Philippines, they were informed that the data would be treated with care and used solely for this research while maintaining their confidentiality.

H. Statement of the Hypotheses

To achieve the two main research objectives, null and alternative hypotheses were tested using the appropriate statistical tools. Tables 1a and 1b enumerate the null and alternative hypotheses parallel to the tested variables and the overarching objective being achieved.

Table 1a: Statement of hypothesis for the first research objective

Objective No. 1: Is the existence of TRM philosophy associated with certain descriptive variables like the type and age of the company, the number of regular and non-regular employees, and the business site?		
Descriptive Variable	Ho	Ha
<i>Type of company, particularly private ownership</i>	The existence of a TRM philosophy in a company has no association with the company being privately owned.	The existence of a TRM philosophy in a company is associated with the company being privately owned.
<i>Age of the company</i>	The existence of a TRM philosophy in a company is independent of the company’s age.	The existence of a TRM philosophy in a company is associated with the company’s age.

Table 1a. Statement of hypothesis for the first research objective (cont.)

Descriptive Variable	Ho	Ha
<i>Number of regular employees</i>	The existence of a TRM philosophy in a company is independent of its number of regular employees.	The existence of a TRM philosophy in a company is associated with its number of regular employees.
<i>Number of non-regular employees</i>	The existence of a TRM philosophy in a company is independent of its number of non-regular employees.	The existence of a TRM philosophy in a company is associated with its number of non-regular employees.
<i>Business site</i>	The existence of a TRM philosophy in a company is independent of its business site.	The existence of a TRM philosophy in a company is associated with its business site.

Table 1b: Statement of hypothesis for the second research objective

Objective No. 2: Is there a significant difference between companies with and without a TRM philosophy regarding the various factors of TRM, namely pay, benefits, work-life balance, career development, and performance recognition?

Descriptive Variable	Ho	Ha
<i>Pay</i>	The mean Pay score of companies with the TRM philosophy is equal to the mean score of those without the TRM philosophy.	The mean Pay score of companies with the TRM philosophy is not equal to the mean score of those without the TRM philosophy.
<i>Benefits</i>	The mean Benefits score of companies with the TRM philosophy is equal to the mean score of those without the TRM philosophy.	The mean Benefits score of companies with the TRM philosophy is not equal to the mean score of those without the TRM philosophy.
<i>Work-life Balance</i>	The mean Work-life balance score of companies with TRM philosophy is equal to the mean score of those without TRM philosophy.	The mean Work-life balance score of companies with TRM philosophy is not equal to the mean score of those without TRM philosophy.

Table 1b: Statement of hypothesis for the second research objective (cont.)

Descriptive Variable	Ho	Ha
<i>Career Development</i>	The mean Career development score of companies with TRM philosophy is equal to the mean score of those without TRM philosophy.	The mean Career development score of companies with TRM philosophy is not equal to the mean score of those without TRM philosophy.
<i>Performance Recognition</i>	The mean Performance recognition score of companies with TRM philosophy is equal to the mean score of those without TRM philosophy.	The mean Performance recognition score of companies with TRM philosophy is not equal to the mean score of those without TRM philosophy.

RESULTS

A. Demographics

The demographics of the HR employees and their affiliated companies are as follows:

1. HR Respondents

Most of the respondents' tenure was between 1 to 5 years. This was followed by those with tenure between 5 to 10 years comprising one-fifth of the respondents. New hires with a tenure of more than six months but less than one year made up 10% of the respondents. The rank-and-file level was the most represented, with almost one-third of the sample. The supervisory and managerial levels follow closely. Table 17 below illustrates the frequency of the HR respondents by tenure and by rank.

Table 17. Frequency of HR Respondents

CLASSIFICATION OF HR RESPONDENTS	N = 550 FREQUENCY	100.00 PERCENTAGE
By Tenure		
<0.5	47	8.55
0.5-1	56	10.18
1-5	232	42.18
5-10	121	22
10-15	42	7.64
15-20	21	3.82
20-25	14	2.55
>25	13	2.36
No answer	4	0.72
By Rank		
Rank and File	180	32.73
Supervisory	154	28
Managerial	138	25.09
Top Management	51	9.27
Business Owner	15	2.73
No answer	12	2.18

2. Companies

Almost three-fourths of the sample were privately owned. Multinational companies made up more than 10% of the sample. Most of the respondent companies were in Metro Manila followed by CALABARZON with 13.82%. Healthcare is the most represented industry, with 13.45% of the sample. Table 18 illustrates the frequency of companies by type, business site, and industry.

Table 18. Frequency of Companies

CLASSIFICATION OF COMPANIES	N = 550 FREQUENCY	100.00 PERCENTAGE
By Type		
Privately-owned	393	71.45
Multinational	62	11.27
NGO	49	8.91
Government	19	3.45

Table 18. Frequency of Companies (cont.)

CLASSIFICATION OF COMPANIES	N = 550 FREQUENCY	100.00 PERCENTAGE
Government-Owned and Controlled	15	2.73
International	2	0.36
No answer	10	1.83
By Business Site		
Metro Manila	359	65.27
CALABARZON	76	13.82
Luzon	59	10.73
Visayas	17	3.09
Mindanao	22	4
Multiple Head Office	14	2.55
No answer	3	0.54
By Industry		
Health & Healthcare	74	13.45
Construction, Infrastructure & Urban Development	52	9.45
Banking, Finance & Capital Markets	41	7.45
Business Process Outsourcing	39	7.09
F&B	37	6.73
Adv Manufacturing	36	6.55
Wholesale	35	6.36
Multiple Industries	30	5.45
Missing	25	4.55
Academe	24	4.36
IT	23	4.18
Professional Services	14	2.55
Agriculture	13	2.36
Oil & Gas	11	2
Supply Chain	11	2
Hospitality	10	1.82
Insurance & Asset Management	9	1.64
Media, Entertainment & Info	9	1.64
Digital Communications/Telecomm	8	1.45
	7	1.27
	7	1.27

Table 18. Frequency of Companies (cont.)

CLASSIFICATION OF COMPANIES	N = 550 FREQUENCY	100.00 PERCENTAGE
By Industry (cont.)		
Aviation, Travel & Tourism	7	1.27
Electronics	7	1.27
Energy Utilities	6	1.09
Automotive	5	0.91
Water/Maritime	5	0.91
Chemical/Pharma	3	0.55
Mining Metals	3	0.55
Real Estate	3	0.55
Energy Technology	2	0.36
Advertising	1	0.18
Aerospace	1	0.18
Brokerage/Logistics	1	0.18
BTL Industry	1	0.18
Development Work	1	0.18
INGO/Humanitarian	1	0.18
Multi-Purpose Cooperative – Cargo	1	0.18
Social Services		
By Presence of Union		
Absent	418	76
Present	122	22.18
No answer	10	1.82
By Number of Years of Existence		
<5	76	13.82
5-20	184	33.45
>20	287	52.18
No answer	3	0.55
By Number of Regular Employees		
<100	182	33.09
100-800	229	41.64
>800	132	24
No answer	7	1.27
By Number of Non-Regular Employees		
<50	259	47.09
50-250	112	20.36
>250	107	19.45
No answer	72	13.09

More than three-fourths of the respondent companies do not have a union. Most respondents have existed for more than 20 years. More than two-fifths of the sample have a decent employee size of 100 to 800. Almost half of the companies represented have less than 50 non-regular employees. Table 19 illustrates companies' frequency by the trade union, the number of regular and non-regular employees, and age.

A. TRM Philosophy

1. General Findings

As presented in Figure 3, more than half of the companies (58.55%) surveyed have a TRM philosophy. In contrast, only 88 companies (16%) do not have one. This is in line with the survey reported by Hewitt (2012), wherein out of the 750 U.S. organizations surveyed, more than half (58%) use total rewards as a tool to engage and retain employees. However, it was revealed in this present study that, including the missing values, approximately one-fourth of the respondents do not know whether or not their companies have a TRM philosophy. Hewitt's survey notes that a majority (60%) of companies still described their engagement as low, where employees' awareness of the TRM philosophy in their company still needs improvement. Employees' active participation in implementing the TRM philosophy is not well delivered; hence, employees have limited knowledge regarding the matter.

Similarly, a study by Rakyau and Ganu (2019) shows that about 70% of employees worldwide expect their companies to understand their needs and wants and how they are rewarded. The majority want to take part and improve communication and develop engagement on how TRM philosophy can be better redesigned, but only 56% of the companies do. After all, rewards management is all about communication, implementation, development, maintenance, and evaluation.

Figure 3. Frequency of companies by the presence of a TRM philosophy

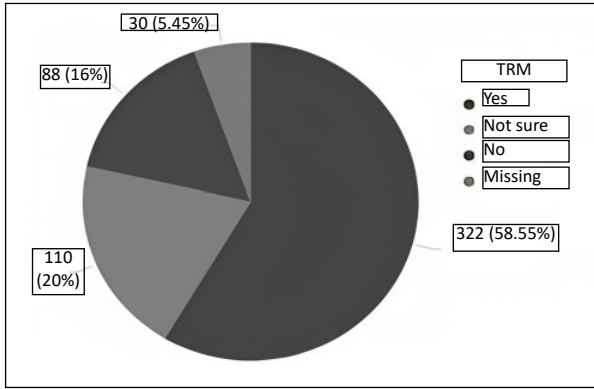


Figure 4. Frequency of modes of TRM information dissemination

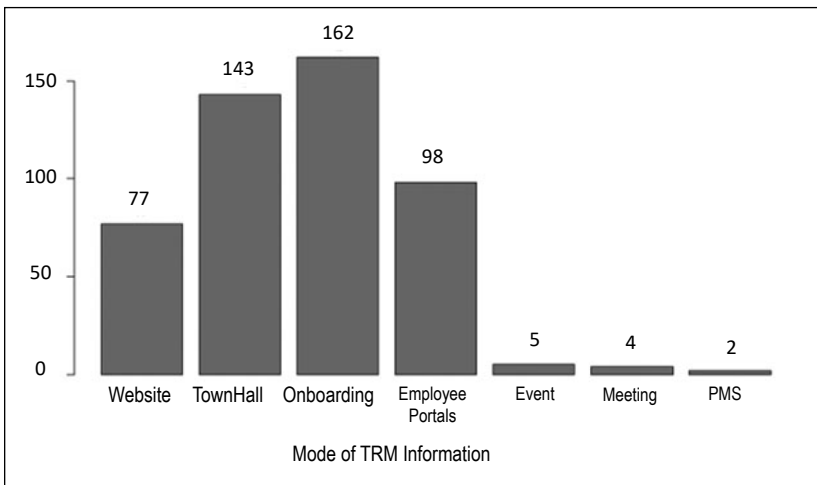


Figure 4 presents the frequency of the mode of TRM information dissemination. Most companies with the TRM philosophy introduce it during onboarding. The next popular mode of information dissemination is during town hall meetings, followed by maximizing website and employee portals. The study of Nazir et al., (2012) provided evidence that effective communication from management is needed to help employees better understand the composition of the TRM rewards and ultimately encourage employee engagement. Proper communication of the TRM philosophy to employees can improve the

workforce's commitment and job satisfaction. As such, communicating total rewards have been maximized through individual briefing, pay slip information, seminars, posters, and internet links that employees can quickly access, which is in line with the result of the present study.

2. Specific Findings on TRM philosophy and various demographic variables.

The following questions in the survey aim to test if the existence of a TRM philosophy is associated with specific inscriptive characteristics of a company. It was hypothesized that there is an association between the existence of the TRM philosophy and its descriptive variables such as (1) type and age of the company, if it was privately owned and long been established; (2) the number of regular and non-regular employees; and (3) business site where the company is currently located.

Results show that large companies, those with higher numbers of regular employees, have a higher probability of possessing the TRM philosophy. Conversely, no associations were found between the TRM philosophy and the company being privately-owned, the age or number of years the company has existed, the number of non-regular employees, and the business site being in Metro Manila. The study of Prouska (2016) affirms that company size is one of the factors that can potentially influence organization's adaptation to the TRM philosophy. It has been found that companies considered as small and medium enterprises and part of a multi-site or franchise tend to adopt more advanced HR practices, including total rewards. Most small-sized companies have not established their own TRM strategy, hence the reason for adopting and redesigning TRM strategies implemented by large corporations.

Similarly, Rehor and Vrchota's (2018) study revealed that SMEs that administered project management with a rewards system are much more satisfied with the remuneration policies than those without. Companies across all industries must develop and enhance strategic approaches to motivate employees by implementing incentives through the RM philosophy. Due to the employees' diverse backgrounds, such incentives' effects vary for each employee. (Ukandu, 2022).

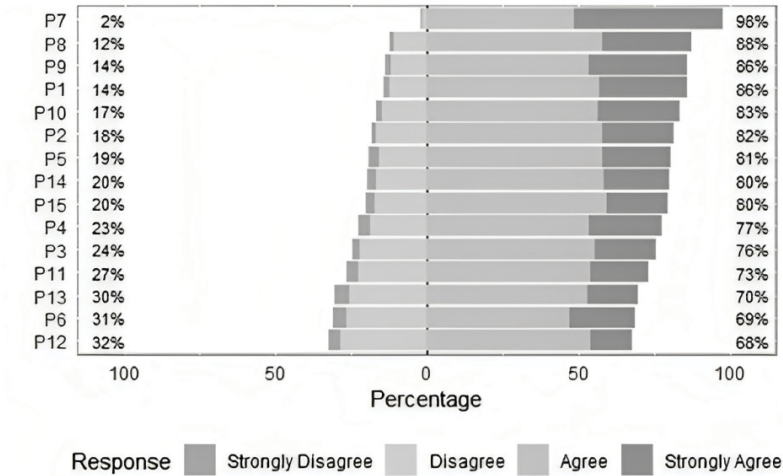
C. Difference between companies with and without TRM

The next part of the survey tested if there was a significant difference between companies with and without a TRM philosophy regarding the various factors of TRM. It was hypothesized that there was a difference between companies with and without a TRM philosophy as to the five pillars of TRM, such as (1) pay, (2) benefits, (3) work-life balance, (4) career development, and (5) performance recognition.

As shown in figure 5, the highest mean item score of the *pay component* was the 7th statement on the company's observance of the labor standards law relative to minimum wage fixing. In the Philippines, a "two-tier wages system" applies where the first tier is composed of compulsory floor wage, and the second tier of incentives based on the productivity and performance of employees. This can be associated with Republic Act No. 6727 (1989), which governs the country's minimum wages, including various sectors. In this sense, the government is vital in introducing and monitoring minimum wage policies to protect low-income workers based on fairness and reducing inequalities, poverty alleviation, and incentives at work (Liban, 2015; The Global Voice of Business, 2014). The study of Paqueo et al., (2016) provided evidence that companies in the country observe and comply with labor standards. Based on the Department of Labor and Employment's (DOLE) random inspection of companies, the compliance rate with minimum wage regulation is about 82%.

The study also reveals that the lowest mean item score for the *pay component* was the 12th statement which states that the company has easy hiring because of its competitive pay. This gap is explained by the studies of Mabaso and Dlamini (2018) and Nazir et al., (2012) that competitive wage influences the attraction and retention of the workforce. Similarly, it has been found in the study by Aryan and Singh (2015), that monetary rewards have a high impact on the motivation and performance of employees. Hence, if they perceive that they do not receive an equitable reward for their work, they regard it as unfair trade, and the lack of competitive salary and benefits brings difficulty in hiring.

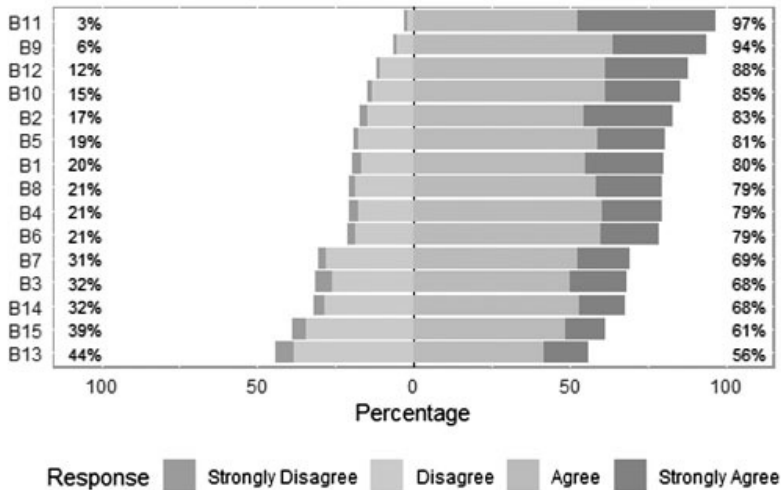
Figure 5. Percentage of item respondents in the pay component



As presented in Figure 6, the highest mean item score for the *benefits component* was the 11th statement which states that the company has complied with all the government’s statutory benefits. Statutory benefits, as defined by DOLE (2022), is one of the conditions incorporated in the Labor Code of the Philippines to provide protection and growth for employees in the country. The compliance of companies with the Labor Code is maintained through DOLE’s set of random inspectors in all its 13 regional offices nationwide hence explaining the result of the present study.

The gap in the *benefits component* was the 13th statement, where employees could choose their preferred benefits package. DOLE has provided occasional adjustments in the statutory salary and benefits; however, as shown in the present study, there has been a low turnout in the number of companies providing such collective bargaining agreement benefits. This is related to the argument that companies must first solve the underlying problem of non-competitive wages before implementing personalization initiatives on bargaining agreement benefits to allow a more comprehensive benefits package that employees can fully avail of (Binghay et al., 2022).

Figure 6. Percentage of item respondents in the benefits component

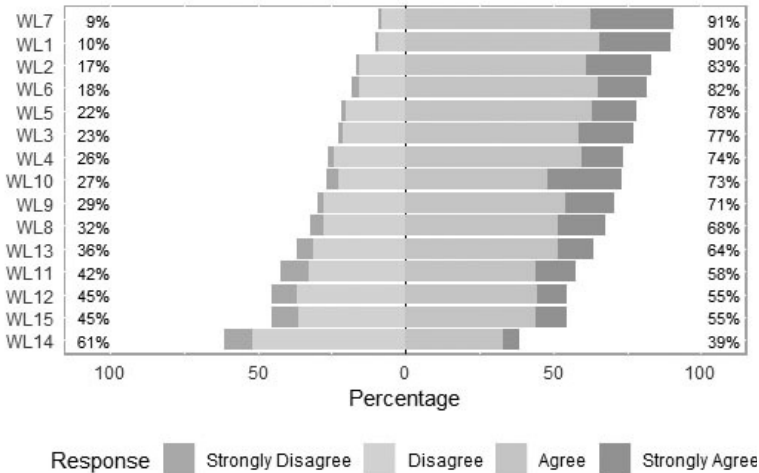


As presented in Figure 7, the highest mean item score for the *work-life balance component* was the 7th statement, which states that their company is a fun environment to work in and they enjoy working with their team. According to Heathfield (2019), creating a healthy work environment involves employers and employees promoting an ‘engaged’ workforce where job satisfaction and productivity are gradually developed. Similarly, according to Mas-Machuca et al., (2016), team support, particularly from managers, develops a healthier workplace and improves employee work-life balance. These sound characteristics and conditions contribute to a healthy work atmosphere that promotes teamwork. Several studies have found that such a work atmosphere engages employees and improves job satisfaction and performance (Anitha, 2014).

The lowest mean item score in *work-life balance* was the 14th statement which states that the company is not experiencing stress and burnout. Stress is an adaptive response resulting from an external action or situation, whereas burnout represents the state of psychological and physical exhaustion due to prolonged and unresolved stress. These factors are prevalent in the workplace where a competitive environment continuously develops and, as such, has serious consequences such as absenteeism, low production, and poor

interpersonal relations (Musek, 2021). The country’s workforce registered some of the highest stress levels in Asia. Over 42% of Filipino workers reported that their stress levels have risen over the past few years, said a Regus International survey. Meanwhile, the Grant Thornton International survey said 76 percent of Filipino business owners are highly stressed, pointing to heavy workload as the most significant driver. (Ermitanio, 2015). The survey by Willis Towers Watson in October and November 2020 also supports this claim and has concluded that most employers (83%) have associated stress as the number one concern for the workforce (Willis Towers Watson, 2021). Workplace disengagement, low work performance, and job satisfaction are some outcomes of job burnout (Tus et al., 2021).

Figure 7. Percentage of item respondents in the work-life component

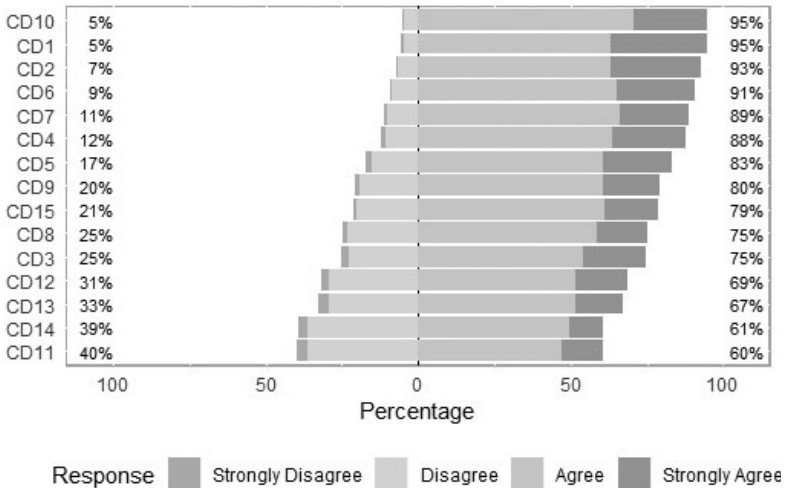


For the *career development component*, the highest mean item score was the 1st statement, “My company provides me with experiences and opportunities to improve my current job skill set,” as seen in Figure 8. Employee career should be the company’s primary concern to improve HR management in this ever-evolving work environment (Wong, 2020). When these companies show concern for professional growth and provide avenues to reach individual career goals, it is shown that employees get engaged more in their work. It allows employees to enhance their knowledge and skills towards mastery of their jobs,

which may lead to promotion and overall morale, career satisfaction, and motivation (Society for Human Resource Management, 2022).

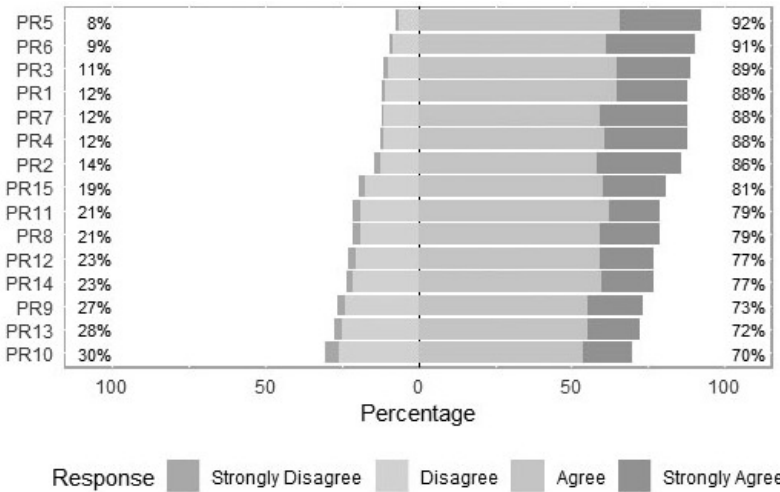
The lowest mean item score was the 14th statement about the availability of talents for significant and critical positions. The study by Downe et al. (2012) affirmed that human capital shortfalls are increasingly apparent worldwide. In particular, about 61% of Asia Pacific businesses reported difficulty sourcing talents. Similarly, Ponce-Pura (n.d.) affirms that talent attraction, engagement, and retention will become some of the significant issues in corporate resources in the next 20 years. Organizations compete for critical skills and high-performing employees compatible with their work, disrupting global business growth strategies. Even with this high unemployment rate, potential talents are still scarce because industrial sectors commonly lose jobs available abroad. Talent shortage can be attributed to the concern of companies as to whether or not they can live up to young talented workers’ dreams and aspirations and compete with the global trends and expectations where workers can develop professional growth. At the same time, workers get enough compensation and generous benefits.

Figure 8. Percentage of item respondents in the career development component



Lastly, the 6th statement about superior expectations had the highest mean item score for the *performance recognition component*, which states, “My manager/superior encourages me to exceed expectations and motivates me to perform excellent work,” as presented in Figure 9. The study by Usop et al. (2013) finds that managers notice their subordinates’ work performance improves if they are satisfied with their jobs. Job satisfaction is achieved through a work environment that is supportive and nurturing of workers. Hence, managers commonly look after their subordinates and provide training if they lack the ability and need guidance. If there is an environmental concern, the managers commonly make adjustments to promote higher job performance and foster a healthy environment.

Figure 9. Percentage of item respondents in the performance recognition component



The lowest mean item score for *performance recognition* is the 10th statement which states that they are satisfied with the increase in monetary compensation they receive for their accomplishments. Rosales and Ramirez (2019) support that enough monetary reward motivates employees to work productively and show their commitment. Monetary rewards can be considered enough and adequate if it at least satisfies the economic, psychological, growth, and motivational needs of workers. Similarly, the study by Medallon (2020) affirms that wages and salaries are among the top three ranks that workers consider when retaining talents in the company.

Figures 5 to 9 illustrate the percentage of item responses per TRM component to visualize the TRM questionnaire statements' agreement levels. The graphs showed that almost all statements had higher agreement proportions, except for one. Figure 7, which illustrates the proportion of agreement and disagreement for every item under the work-life balance component, shows that the last statement, "In my company, employees do not experience job burnout and stress." has a higher proportion of disagreement. The corresponding statements per item and their mean scores can be found in Appendix B.

Table 2. Statements with the highest and lowest mean agreement scores per TRM component

TRM Component	The statement with the highest mean item score	Score	The statement with the lowest mean item score	Score
Pay	My company observes the fundamental labor standards law relative to minimum wage fixing	3.46	My company can easily hire talents because of its competitive pay	2.78
Benefits	My company complies with all statutory benefits that the government requires	3.40	My company conducts/ participates in employee benefits survey; it allows employees to choose the benefits package that they like to avail themselves of	2.64
Work-life balance	My company is a fun environment to work in, and I enjoy working with my team	3.18	In my company, the employees do not experience job burnout and stress	2.35
Career development	My company provides me with experiences and opportunities to improve my current job skillset	3.25	My company has a readily available bench of talents for highly-essential and critical positions	2.69
Performance recognition	My manager/superior encourages me to exceed expectations and motivates me to perform excellent work.	3.19	I am satisfied with the monetary compensation I receive for my accomplishments in the organization	2.82

Table 2 below summarizes the statements with the highest and lowest mean agreement scores per TRM component.

The mean scores of those with an established TRM philosophy are more significant than the mean scores of those without TRM. The difference in their means is shown in Table 3.

Table 3. Comparison of means between companies with and without TRM

	Mean Scores	
	Without TRM	With TRM
Pay	2.79	3.13
Benefits	2.76	3.10
Work-Life Balance	2.70	2.90
Career Development	2.79	3.09
Performance Recognition	2.82	3.11

As shown in Table 3, companies with and without TRM had little difference in work-life balance. On the other hand, the widest difference was found in their pay. The study of Rehor and Vrchota (2018) affirms that companies with proper total rewards programs are more satisfied with their process of rewarding employees based on their job performance compared to those companies without. Similarly, it was reflected in the study of Nazir et al., (2012) that among all types of rewards presented to employees, monetary pay is the most significantly important factor which can further influence their retention in the company. Competitive wages have been repeatedly reported as a way to enhance organizational and employee commitment. (Mabaso & Dlamini, 2018). The study of Sadq (2016), has proven that monetary rewards are a powerful and effective tool to motivate workers to perform tasks when merit pay is offered for outstanding performance.

In summation, it was found that the mean scores of those without total rewards were significantly lower throughout all five factors than those with a TRM philosophy. In other words, companies with an established TRM philosophy have significantly better pay, benefits, work-life balance, career development, and performance recognition.

Summary of the Results

The data collected from the survey provided four notable vital findings. First, most employers inform their employees about the TRM philosophy during onboarding. Secondly, the majority of employees experience job stress and burnout. Third, the company's size, characterized by the number of regular employees, is associated with establishing the TRM philosophy. Lastly, companies with TRM experience better pay, benefits, work-life balance, career development, and performance recognition.

Summary and Conclusion

The traditional compensation set-up has been a well-known strategy utilized worldwide. Simply put, this set-up is comprised of employees' pay and benefits. However, this system is ineffective in many aspects of the company, especially employee attraction, motivation, and retention. That is why individual companies have looked for ways to address these issues. In particular, they have found that utilizing total rewards has excellent potential in solving the problems of employee attraction, motivation, and retention problems.

Total rewards pertain to all values that a company can offer its employees. This includes employee pay and benefits and utilizes other rewards strategies that may not necessarily be monetary. Some examples of such include work-life balance and performance recognition. According to studies, utilizing total rewards effectively attracts, motivates, and retains employees, especially the high-performing ones. It was even found that many top talents put more value on non-monetary than monetary rewards.

Unfortunately, there are few studies about companies' total rewards practices in the Philippines despite it gaining more and more traction in different companies from other countries. Moreover, significant concerns were the unavailability of talents for critical positions and the inability to attract them due to uncompetitive pay. Most companies also do not conduct surveys on benefits where employees can choose their preferred benefits package. These imply that aside from the much-needed widespread adoption of TRM in Philippine companies,

those who practice TRM still need to improve their programs and systems related to TRM. That This is geared toward understanding TRM-related issues in the Philippines.

In conclusion, the study has found that more than half (58%) of the companies represented by HR respondents in the survey have an existing TRM philosophy. Larger companies, particularly those with many regular employees, are more likely to practice TRM than smaller ones. Information about TRM is most often disseminated to employees during onboarding.

Furthermore, it was determined that there is a significant difference between companies with and without a TRM philosophy. In particular, employees of companies with a TRM philosophy experience better pay, benefits, work-life balance, career development, and performance recognition than those working in companies without.

The survey also found that companies with TRM philosophy almost always comply with fundamental labor standards on wages and benefits. Additionally, these companies have suitable working environments, provide learning opportunities to employees, and have managers who encourage their subordinates' performance.

Recommendations

It is advised that data be obtained from numerous businesses for future inquiries as a follow-up study. While the current study's sample group of firms is quite diverse in industry and size, more than 70% are privately held and situated in Metro Manila. Data collected from other firms (such as NGOs and government-owned enterprises) and other business sites will ensure that the sample population is representative of all companies in the Philippines.

Again, widening the scope of the questionnaire's statements (i.e., comments on organizational achievement) will boost the trustworthiness of data obtained on TRM approaches in the Philippines in follow-up research.

Similarly, a 5-point or 7-point Likert scale is superior to a 4-point scale. A 4-point Likert scale requires a decision when the respondent has no opinion, instead of a 5- or 7-point scale, which allows for a neutral alternative (i.e., neither agree nor disagree). As a result, data collected on a 5- or 7-point Likert scale is perhaps more accurate.

Semi-structured interviews or focus group discussions can also help to supplement the quantitative data gathered in the survey.

HR associations should improve their learning and development programs to increase TRM knowledge and skills. Furthermore, the associations' reach should not be limited to major corporations but also include micro, small, and medium-sized firms as they are vital to the nation's economy, employing a sizable portion of the labor force.

The academic community collect, document, and publish best practices in TRM, domestic and international, and disseminate the research findings to practitioners. Future studies may focus on the link between TRM and employee engagement and commitment, the relationship between TRM and company productivity and sustainability, and even the viability of altering the TRM framework slightly to include employee voice.

Trade unions should include TRM as one of the agenda issues for their collective bargaining agreements to promote more decent work and employment for their members.

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Appendix A.1

List of Statements in the TRM Questionnaire

Phase I - Pay

	Statement
P1	I am satisfied with my pay and the quality of payroll services (on-time pay-slip delivery, issue clarification/resolution, etc.) that I receive from the company.
P2	My pay is enough for my basic needs, such as food and housing.
P3	I feel that I am fairly paid relative to my job duties, responsibilities, experience, and skills.
P4	The company's pay policies are transparent, meaning all the employees know and understand how the pay systems and processes function.
P5	Pay policies are administered fairly and consistently to all employees in the organization.
P6	My pay is competitive compared to what I could have gotten in a similar position somewhere.
P7	My company observes the fundamental labor standards law relative to minimum wage fixing.
P8	I will recommend my company to other people because of the pay it offers to its employees.
P9	My company has a job evaluation/classification in place.
P10	My company has variable pay programs other than providing basic salary/pay.
P11	My company has a competitive pay structure in place.
P12	My company can easily hire talents because of its competitive pay.
P13	My company reviews its pay system regularly.
P14	My company has full-time and competent staff that handle the compensation function.
P15	My company has a mechanism to address complaints relative to pay.

Appendix A.2

List of Statements in the TRM Questionnaire

Phase II - Benefits

	Statement
B1	I am satisfied with the non-statutory benefits program in my company (e.g., healthcare benefits, insurance, retirement, non-monetary benefits, etc.)
B2	I am satisfied with the duration of vacation and paid leaves and holidays from my company
B3	The monetary benefits (transportation and food allowance) that I receive in my company are competitive compared to what I could get in a similar position elsewhere
B4	I am satisfied with the financial assistance provided by the company
B5	I feel protected and secured because of the benefits offered by my company
B6	I feel that my company's benefits meet my needs
B7	The benefits given are enough for my requirements as well as those of my family and dependents.
B8	I will recommend my company to other people because of the benefits that it offers
B9	I was made aware by my company of all the benefits I am entitled to
B10	My company can communicate the policies (including eligibility, the process for claiming) on benefits, and our benefits are appropriately administered, consistently, and on time.
B11	My company complies with all the statutory benefits that the government prescribes
B12	My company has full-time and competent staff that handles the benefits function
B13	My company conducts/participates in employee benefits survey; it allows its employees to choose the benefits package that they would like to avail of
B14	My company evaluates the effectiveness of each benefit that has been afforded to its employees
B15	My company consults its employees in developing or crafting the benefits package

APPENDIX A.3

List of Statements in the TRM Questionnaire
Phase III - Work-life Balance

Statement	
WL1	The management respects my family time, and my deadlines for work completion are reasonable and realistic
WL2	I can effortlessly balance my professional and personal lives.
WL3	After working hours, I still have enough energy to accomplish non-work-related tasks
WL4	I feel good about the workload in my job
WL5	The company has effective processes and tools, enabling me to carry out my job
WL6	In my company, everyone takes the initiative to get the job done, and my team proactively collaborates with people outside my team
WL7	My company is a fun environment to work in, and I enjoy working with my team
WL8	At home, I do not think about my work and spend quality time with my family; I can take my paid leaves without feeling guilty
WL9	My company has a well-communicated policy on programs that promotes work-life balance
WL10	My company has a Corporate Social Responsibility (CSR) program, which allows its employees to contribute to its immediate environment
WL11	My company promotes flexi-time work arrangements for its employees.
WL12	My company has a telecommuting program for its employees
WL13	My company ventures into programs and activities that allow active participation of the employee's family and dependents
WL14	In my company, the employees do not experience job burnout and stress
WL15	In my company, the employees work for eight hours only. My day-to-day tasks do not require me to render additional hours at work, and I usually leave work on time.

APPENDIX A.4

List of Statements in the TRM Questionnaire Phase IV - Career Development

	Statement
CD1	My company provides me with experiences and opportunities to improve my current job skillset
CD2	My work environment allows me to learn other tasks different from my job obligations, therefore allowing me to develop new skills
CD3	The management established fair and transparent policies of promotion for its qualified employees
CD4	My company provides the necessary resources such as technology, equipment, tools, and relevant materials that I need to develop my skills and competencies
CD5	The leaders in the company are good role models and mentors who actively promote learning and development
CD6	I have the authority to make the required judgments in order to do my work properly.
CD7	My company is dedicated to my professional development and fosters a learning culture
CD8	I am pleased with the fairness and timeliness of career advancement in my company
CD9	In my company, I know exactly where I want to go in my career.
CD10	I am pleased that I have the opportunity to apply my talents and expertise here in my company
CD11	My company facilitates the career planning of all its employees; it has a career counseling program in place.
CD12	My company manages the career of its high-potential employees through career pathing, succession, etc.
CD13	My company has full-time and competent staff that handles the career development function
CD14	My company has a readily available bench of talents for highly essential and critical positions
CD15	My company equips its employees with both technical and behavioral skills

APPENDIX A.5

List of Statements in the TRM Questionnaire
Phase V - Performance Recognition

Statement	
PR1	I receive constructive feedback from my manager/superior
PR2	I feel that my dedication and commitment to my work are duly recognized by my manager/superior
PR3	My views and opinions on work-related matters are recognized and given attention by the company
PR4	I feel that my efforts and contributions are valued by my manager/superior
PR5	In my company, employees are encouraged to develop new ideas and quality improvement activities
PR6	My manager/superior encourages me to exceed expectations and motivates me to perform excellent work
PR7	My manager/superior recognizes me when I do a good job
PR8	The Performance Management process in our company is fair, objective, and transparent
PR9	I am pleased with the fairness and timeliness of the rewards and recognitions given in my company
PR10	I am satisfied with the increases in monetary compensation I receive for my accomplishments in my organization
PR11	Our performance evaluation instrument is valid, reliable, and easy to understand
PR12	The leaders of my company are trained and knowledgeable about performance management
PR13	My company has full-time and competent staff that oversees the performance management system of the entire organization explicitly
PR14	The leaders of my company are trained to recognize exemplary performance through praise and other non-cash approaches
PR15	My company consistently uses the result of the performance evaluation for purposes of rewards, development, and disciplinary action

APPENDIX B

Mean Item Scores in All TRM Components

Table 1. Mean Item Scores of All Companies in Pay and Benefits

Pay	N	Mean	SD	Benefits	N	Mean	SD
P1	545	3.13	0.690	B1	542	3.02	0.742
P2	545	3.04	0.681	B2	545	3.09	0.722
P3	543	2.93	0.712	B3	532	2.82	0.791
P4	544	2.97	0.762	B4	537	2.96	0.692
P5	540	3.00	0.728	B5	542	3.00	0.682
P6	538	2.86	0.799	B6	542	2.95	0.690
P7	542	3.46	0.568	B7	538	2.84	0.722
P8	533	3.16	0.665	B8	534	2.98	0.691
P9	542	3.16	0.706	B9	541	3.23	0.581
P10	535	3.09	0.698	B10	541	3.08	0.648
P11	534	2.89	0.758	B11	543	3.40	0.583
P12	536	2.78	0.722	B12	540	3.13	0.638
P13	534	2.82	0.755	B13	532	2.64	0.796
P14	542	2.99	0.715	B14	533	2.79	0.730
P15	538	2.97	0.705	B15	534	2.69	0.747
Overall	547	3.02	0.522	Overall	546	2.98	0.518

Table 2. Mean Item Scores of All Companies in Work-Life Balance and Career Development

Work-Life Balance	N	Mean	SD	Career Development	N	Mean	SD
WL1	537	3.14	0.591	CD1	536	3.25	0.572
WL2	539	3.05	0.643	CD2	538	3.22	0.581
WL3	535	2.95	0.681	CD3	536	2.92	0.734
WL4	535	2.86	0.663	CD4	534	3.10	0.636
WL5	534	2.92	0.638	CD5	532	3.04	0.667
WL6	532	2.95	0.657	CD6	532	3.16	0.583
WL7	533	3.18	0.612	CD7	532	3.10	0.603
WL8	534	2.80	0.761	CD8	528	2.90	0.675
WL9	530	2.85	0.703	CD9	527	2.97	0.655
WL10	534	2.94	0.795	CD10	530	3.18	0.531
WL11	532	2.62	0.833	CD11	529	2.71	0.739
WL12	525	2.56	0.785	CD12	524	2.83	0.729
WL13	529	2.71	0.744	CD13	529	2.79	0.742
WL14	532	2.35	0.730	CD14	528	2.69	0.708
WL15	533	2.56	0.804	CD15	528	2.96	0.649
Overall	540	2.83	0.462	Overall	539	2.99	0.497

Table 3. Mean Item Scores of All Companies in Performance Recognition

Performance Recognition	N	Mean	SD
PR1	534	3.10	0.617
PR2	536	3.11	0.679
PR3	535	3.11	0.615
PR4	533	3.14	0.641
PR5	533	3.18	0.580
PR6	532	3.19	0.616
PR7	530	3.16	0.642
PR8	531	2.96	0.688
PR9	530	2.89	0.719
PR10	527	2.82	0.746
PR11	528	2.93	0.666
PR12	530	2.92	0.690
PR13	533	2.86	0.715
PR14	530	2.91	0.671
PR15	533	2.99	0.679
Overall	537	3.02	0.521

APPENDIX C

Cross Tabulation Tables for Tests of Association

Table 4. Cross Tabulation of TRM and Private Ownership

Company Type	No	Yes	Total
Non-Private	16	41	57
Private	69	277	346
Total	85	318	403

Table 5. Cross Tabulation of TRM and Years of Existence

Years of Existence	No	Yes	Total
< 10	13	39	52
10 - 25	23	114	137
> 25	52	168	220
Total	88	321	409

Table 6. Cross Tabulation of TRM and No. of Employees

Employee Size	No	Yes	Total
1 - 100	42	90	132
101 - 800	38	132	170
> 800	7	98	105
Total	87	320	407

Table 7. Cross Tabulation of TRM and No. of Non-Regular Employees

Non-Regular Size	No	Yes	Total
< 50	44	144	188
50 -250	20	66	86
>250	14	67	81
Total	78	277	355

Table 8. Cross Tabulation of TRM and Business Site

Business Site	No	Yes	Total
Non-Metro Manila	77	296	373
Metro Manila	11	25	36
Total	88	321	409