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## Preface

Digitalization, including the rise and expansion of digital labor platforms, demographic changes and workplace diversity, and the impact of the COVID-19 pandemic are bringing about gradual but profound changes in the world of work. Work, as we know it, continues to evolve and transform. And so does the field of industrial relations. The subject of industrial relations has gone beyond the employment relationship; it has extended to all aspects and the many faces of work, including informal employment, digital platform work, self-employment, and unpaid work. As a result, the field of industrial relations has broadened its academic and intellectual scope beyond the core subjects of trade unionism, collective bargaining, labor-management relations, labor policies and labor laws and the institutions.

The articles in this volume of the Philippine Journal of Labor and Industrial Relations engage in various aspects of work—rewards and compensation, informal employment, digital platform work, unionization in economic zones, gender inclusion, and occupational safety and health in the time of COVID-19.

The first paper ***Total Rewards in Various Philippine Organizations: Impact on Employees' Pay, Benefits, Work-Life Balance, Career Development, and Performance Recognition*** by Virgel C. Binghay assesses the association of Total Rewards Management (TRM) and several descriptive company-level variables like type of ownership, number of years in existence, number of regular and non-regular employees, and business site. Binghay points out that the elements of TRM such as compensation or pay, employee benefits, work-life balance, career development, and performance recognition, in concert, lead to optimal organizational performance and employee satisfaction. The results of the survey he conducted show that employees working in companies with TRM philosophy experience better TRM elements. The survey also found that companies with TRM philosophy almost always comply with fundamental labor standards on wages and benefits, have suitable working environments, provide employees with learning opportunities, and have managers who encourage their subordinates' performance. Also, larger companies are more likely to have a TRM philosophy.

Meanwhile, the paper of **Emily Christi A. Cabegin** on ***The Informally Employed in the Philippines: Issues in Job Security of Tenure, Social Security Coverage and Measurement*** underscores the pervasiveness of informal employment in the country—more than 7 in 10 Filipino workers were informally employed, that is workers who are not covered or insufficiently covered by labor and social protection laws. About 44% of the informally employed were working in the formal sector, 50% were in the informal sector and the rest in private households. Cabegin examines gaps in regulatory frameworks that result in job insecurity and limited social security coverage among informally employed workers. She argues that the measurement of informal employment is problematic: “A written employment contract per se does not guarantee a regular employment status nor does its absence prove a lack of employer-employee relationship” (p. 75). To address this and to better capture the magnitude of informal employment in the country, she proposes the inclusion of several questions in the Labor Force Survey on the status of employment, the presence of a written employment contract, and social security coverage. Her paper recommends several reforms aimed at protecting the vulnerable workers in the informal economy and transitioning them to formality.

Digitalization has been leading to transformations in the world of work. While there are advantages associated with digitalization (e.g., higher productivity, economic inclusion, less burdensome work), it also contributes to the informalization of work. The paper on ***Working Conditions and Work Arrangements of Workers and the Employment Relationship in Two Digital Food Delivery Labor Platforms in Metro Manila, Philippines*** by **Plinky Joy Galera** examines how the misclassification of food delivery riders as independent contractors in two digital platforms—Foodpanda and GrabFood—results in precarious working conditions and work arrangements of these workers. Her survey found that food delivery riders experience decent work deficits—they work long hours, are exposed to occupational safety and health risks, lack social protection, and cannot effectively exercise their right to organize and bargain collectively. Upon the application of the two-tiered test (i.e., economic reality and controlling manner and means of conducting work) using primary data gathered through a survey and focus group discussions, Galera argues the existence of an employment relationship between the platforms

and food delivery riders and bikers: “The digital platforms own the applications and algorithms that are used to control the manner and means by which workers conduct their work, their behavior at work, and work output through methods which include, but are not limited to an incentives system and customer rating system” (p. 84). Galera therefore underscores the need to regulate platform work in the Philippines. She stresses that the core of this regulatory framework is a legal presumption on the existence of employment relationship based on indicators of work control, as adopted in various countries that have passed laws on platform work. Having this legal framework ensures the protection and attainment of labor rights and social benefits of workers engaged in digital labor platforms and compels the latter to be more transparent in using algorithmic control in managing workers.

Galera’s paper points out the difficulty platform food delivery riders face in organizing themselves into a union as, purportedly, they do not have an employment relationship with platform companies. However, being in an employment relationship is not a guarantee that workers will exercise their right to organize. In his paper *Dynamics of Union Organizing in Three Garment Factories in the Cavite Ecozone*, **Benjamin B. Velasco** identifies and examines the motivation for workers in three garment factories in the Cavite ecozone to unionize: (in order of rank) the desire to have higher pay, better benefits, more secure jobs, and more humane treatment from management. Using mixed methods (i.e., survey, key informant interviews, participant observation), Velasco’s study revealed that workers in the three garment factories suffer from decent work deficits such as low pay, inadequate benefits, insecure jobs, long hours of work, forced overtime, exposure to occupational health and safety risks and hazards, and inhumane treatment by management personnel and excessive production quota. Discrimination against pregnant workers also occurred in two factories. Reflecting on Kelly’s mobilization theory, Velasco argues that “the decision of workers—whether to assist or resist union organizing—depends on a calculus between hope of improving working conditions and fear of losing their jobs. In other words, workers weigh the rewards and risk of participation in a union” (p. 150). Velasco thus emphasizes that this calculus should be taken into account in union organizing.

Another theme of this volume is workplace diversity and inclusion. **Virgel C. Bingham**, in his other paper *Transforming Spaces, Welcoming Places: Transgender Women's Inclusion in the Philippines' BPO Industry* identifies the factors that contribute to LGBT inclusion in the Business Process Outsourcing (BPO) industry in the Philippines and how these factors can be used to enhance companies' current diversity and inclusion initiatives and policies. Focusing on transgender women, the results of his interviews with transgender women, human resource managers, transgender women groups, and government officials reveal that "transgender women were accepted and encouraged to be 'themselves' in BPOs" (p. 158). The companies of the transgender women he interviewed have a gender-neutral bathroom, allow a relaxed dress code, provide shuttle services, and encourage forming LGBT support groups, among others. Also, there are policies that protect transgender women employees from discrimination. These are some of the key measures that BPO companies can adopt to improve their diversity and inclusion programs and make transgender women employees feel safe and accepted at work.

The last three articles in this volume deal with the impact of COVID-19 on work organization and working conditions of workers' in the education sector and food and beverage manufacturing sector.

In their paper *Factors Predicting Stress and Burnout of Filipino Teachers Engaged in Remote Learning*, **Pristine Mae T. Cammayo**, **Carina S. Aquino**, and **Marie Grace A. Gomez** explore the different factors that predict stress and burnout among 219 Filipino online teachers during the COVID-19 pandemic. The pandemic caused the sudden shift of classes from the traditional face-to-face sessions to remote or online learning sessions. The sudden shift tested challenged the capacity of teachers in using digital technology in their classes, which they are not used to. The results of the authors' survey show that remote learning during the pandemic contributed to very high stress and high emotional exhaustion as each teacher, on average, worked 12.17 hours a day, handled five classes, and taught 141 students. Factors such as gender, educational attainment, educational stage of teaching, type of school, province, work setup, age, and number of years in teaching were found to interplay with the level of stress and burnout of teachers. As teacher stressors and burnout are the



results of the heavy workload given to them, the authors propose the following measures: limiting class size, reducing teachers' workload to eight hours per day, providing psychosocial and wellness programs, and implementing occupational safety and health programs. These measures may be adopted and implemented by various actors such as the school heads, the Department of Education, labor unions and teachers' organizations, and parent-teacher associations, and the teachers themselves.

The COVID-19 pandemic likewise affected teachers' job satisfaction, particularly among the newly-hired. In the paper ***Job Satisfaction of Newly-Hired English Teachers in a Public School during the Pandemic: A Bio-Ecological Case Study***, **Khristian Ross Pimentel, Ferlinda Gatchalian, Christine Tica, Mika Ella Perez, and Lizamarie Campoamor-Olegario** explain that the impact of the pandemic on newly-hired teachers is largely manifested in their low satisfaction rating in student performance, work-family balance, and pay and benefits. The teacher participants gave the lowest satisfaction rating to students' performance, which was primarily attributed to the learning set-up brought about by the Covid-19 pandemic. Remote learning brings with it a lot of challenges such as adjustments in learning delivery to address students' needs, the complexity of online learning delivery modality, internet connectivity issues, need for parents' support, and safety of learners. The flexible work schedule particularly working from home for most days gave the teachers a safe work environment because they need not travel and be exposed to the virus. However, married teachers who have greater family responsibilities (e.g., (e.g., caring for young children, domestic work) encountered more challenging work conditions from the work-from-home set up. Thus, they have lower job satisfaction on work-family balance compared to the non-married teachers during the pandemic. In terms of pay and benefits, while majority of the teachers interviewed weresatisfied with their pay, the pandemic highlighted the need for better health benefits for the newly-hired teachers.

The COVID-19 pandemic highlighted the need for greater attention to occupational safety and health to protect workers and make workplaces and businesses resilient. Thus, at its 110th Session in June 2022, the International Labour Conference decided to include "a safe and healthy working environment" among the framework

of fundamental principles and rights at work of the International Labour Organization designate the Occupational Safety and Health Convention, 1981 (No. 155) and the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187) as fundamental Conventions.

In 2020, the Philippine government issued a number of COVID-19 health guidelines and workplace protocols to supplement the existing rules and standards for workplaces to keep establishments, especially those that are considered essential sectors, operating. Among these sectors are the food and manufacturing companies. The last paper in this volume ***Workplace Health Protocols Compliance in the Food and Beverage Manufacturing Sector During the COVID-19 Pandemic in the Philippines*** by **Melisa R. Serrano and Mary Leian C. Marasigan** examines the implementation of COVID-19 workplace protocols in 11 food and beverage manufacturing (FBM) companies. The paper identifies areas of compliance and gaps in health and safety protocols introduced at that time and how workers and employers managed to operate the factories by reducing the risk of infection at work. The results of the authors' survey involving leaders of trade unions in 11 FBM companies suggest a mixed picture of compliance. There were protocols that were enforced and observed well (i.e., wearing of masks, quarantine completion, entry checks at the gate, mass gathering and meeting restrictions, proper ventilation, provision of soaps and sanitation supplies), but protocols pertaining to movement in aisles and stairways, daily sanitation and disinfection of work areas including toilets, isolation areas, open windows in shuttle services, presence of COVID-19 Committee, PCR testing, and protocols for transporting symptomatic workers, among others, were moderately observed or not observed at all. Crucially, many companies lacked safety/COVID-19 officers and occupational and safety and health (OSH) committees which are important in supporting a company's ability to design and implement effective OSH programs during and after the COVID-19 pandemic. Serrano and Marasigan point out that the lack of safety officers and OSH committees in many of the companies are seen as crucial factors affecting overall compliance to the health protocols.

**MELISA R. SERRANO, PhD**  
2022 Issue Editor